



Program #72000A - DCM Director's Office / COO FY 2024 Department Requested

Department: County Management **Program Contact:** Serena Cruz
Program Offer Type: Administration **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The Director's Office includes the Department of County Management (DCM) Department Director / Chief Operating Officer combined positions. The COO/DCM Department Director 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, emergency management and protected class complaints. The COO provides countywide oversight through the supervision of the appointed department directors for the Health Department, Department of Community Justice, Library, Department of County Human Services, Department of County Assets, and Department of Community Services.

Program Description

The COO's office works with the County Chair, Board of County Commissioners, department directors and DCM division directors to set countywide priorities and ensure that County policies are upheld. The Office works with the Chief Financial Officer, Chief Budget Officer, 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 Office of the COO/DCM Department 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 serves as the supervisor for all department directors. In FY 2024, the Director's Office will continue to focus on sustaining and continuing to implement the countywide and department's Workforce Equity Strategic Plan (WESP), leadership development for County managers and supervisors, and workforce security.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	DCM all manager and supervisor professional development events held.	2	2	2	4
Outcome	Percent of DCM WESP initiatives implemented and sustained.	100%	90%	100%	90%
Output	Number of DCM specific new employee orientation events held.	4	4	4	4
Output	Number of countywide monthly newsletters published for managers and supervisors.	12	12	12	12

Performance Measures Descriptions

The performance measures all lead towards the department's desire to create a culture of Safety, trust and belonging for its workforce. DCM will continue to focus on manager development, WESP initiatives and ensuring new employees are successfully onboarded and receive timely and regular communication.

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

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,402,709	\$0	\$1,531,510	\$0
Contractual Services	\$247,000	\$0	\$247,000	\$0
Materials & Supplies	\$18,810	\$0	\$39,400	\$0
Internal Services	\$42,660	\$0	\$88,791	\$0
Total GF/non-GF	\$1,711,179	\$0	\$1,906,701	\$0
Program Total:	\$1,711,179		\$1,906,701	
Program FTE	6.00	0.00	6.00	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 2023: 72000A DCM Director's Office / COO



Program #72000B - County Charter Amendment Implementation FY 2024 Department Requested

Department: County Management **Program Contact:** Serena Cruz
Program Offer Type: New **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

The Multnomah County Home Rule Charter provides that every six years, a Charter Review Committee (MCCRC) will be convened for the purpose of making a comprehensive study of the Charter. The Committee meets for 18 months, and then provides a report at least 95 days before the election. The Charter is the local version of a constitution, essentially creating the structure of Multnomah County government. In November 2022, six Charter Amendments were sent to and approved by the voters. Multnomah County is required to ensure the implementation of the six Charter Amendments. This program will provide one-time-only funding for one Limited Duration (LDA) Management Analyst within the COO/DCM Director's team to coordinate this work and support policy implementation.

Program Description

This position will coordinate the work by identifying for each of the measures the current state and what charter reform is needed based on the new measures, possible code revisions and/or additions. By collaborating with a project team, the project manager will develop, communicate and ensure adherence to a timeline for implementation. The six measures include:

- Measure 26-230, Replace Charter Language with Gender Neutral, Terms Amendment
- Measure 26-232, Ranked-Choice Voting for County Elections Amendment
- Measure 26-233, Require County Commissioner Inspection of Jails Amendment
- Measure 26-234, Authorize County Auditor's Office to Investigate County Administration Amendment,
- Measure 26-235, Add Right to Audit Clause Amendment
- Measure 26-236, Changes to Charter Review Committee Amendment

While we are required to implement these charter changes, there are many equity values that underlie the policies, procedures and programs that are a part of this project. Rank choice voting, utilizing gender neutral language in the County Charter, establishing additional transparency through jail inspections and an ombudsman are all strategies that further equity and inclusion.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of code revisions	N/A	N/A	N/A	13
Outcome	Complete a project implementation plan and timeline	N/A	N/A	N/A	100%

Performance Measures Descriptions

The County is required to implement all charter amendments within the timeline set for each measure. Upon initial analysis it is estimated that fully implementing the measures will require 13 code revisions.

Legal / Contractual Obligation

Multnomah County is governed by the Multnomah County Home Rule Charter. The Charter Review Commission is authorized under Chapter XII. Miscellaneous 12.30. Charter Review Committee.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$185,790	\$0
Materials & Supplies	\$0	\$0	\$4,210	\$0
Total GF/non-GF	\$0	\$0	\$190,000	\$0
Program Total:	\$0		\$190,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is funded by one-time-only General Fund revenues

Significant Program Changes

Last Year this program was:



Program #72001 - Budget Office **FY 2024 Department Requested**

Department: County Management **Program Contact:** Christian Elkin
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The Budget Office, under the leadership of the Chair and Board of County Commissioners, manages the County's budget process and prepares the annual budget. The office serves as a resource to the Chair's Office, the Board of County Commissioners, other elected officials, County departments, and the public. It also helps decision makers and department staff by communicating policy direction and program priorities; coordinating strategic planning; and providing technical expertise, training, and various analyses.

Program Description

The budget is more than just a list of the planned revenues and expenses for the fiscal year. The budget is the County's largest policy document, and it is through the budget process that the County aligns its funding with its priorities. This is why it's essential that the County's values are incorporated into the budget process. The Budget Office supports this work by facilitating the countywide budget process. For example, one of the main priorities of the Chair, Board, and County is to focus on equity. The Budget Office has updated the budget process and documents to reflect that budgetary decisions should be centered on equity and has helped communicate this priority to the departments.

The Budget Office also provides a variety of resources and analyses to help inform decision makers and to guide departments through the budget process. For example, the Budget Office does the following:

- Creates General Fund forecasts to inform the Board how much funding is available for the budget (the General Fund is the County's largest source of discretionary revenues; if the forecast is too high, a midyear reduction may be required, but if it is too low, the County may unnecessarily cut services or employees during the annual process),
- Performs analysis as needed throughout the year to determine the estimated cost impacts of departmental, local, State, or Federal policy proposals and changes,
- Provides cost estimates during labor negotiations,
- Provides budgetary information to departments during the annual budget process and throughout the fiscal year,
- Trains department employees on budget software and the budget process,
- Presents information about the budget process to external stakeholders such as community based organizations, and
- Communicates policy direction and program priorities to departments.

The Budget Office also helps ensure that the County follows Oregon budget law. The County is committed to producing a high quality budget that follows recommended guidelines and best practices. This is reflected in the fact that the County has received the Government Finance Officers Association's Distinguished Budget Presentation Award for almost two decades.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of budget modifications processed (includes internal)	214	200	200	200
Outcome	% of budget modifications entered into Workday within 4 weeks of Board approval	88%	90%	90%	90%
Quality	Percent error in General Fund Revenue Forecast	8.9%	2.0%	4.0%	2.0%
Quality	Customer rating of countywide budget process on scale of 1 to 10 (extremely dissatisfied to extremely satisfied)	7.22	7.25	7.08	7.15

Performance Measures Descriptions

Budget modifications make changes after the fiscal year begins; most need Board approval, but purely technical changes are "internal" and only need Budget Office approval. The forecast error in FY 2022 is significantly higher than usual due to the quick rebound of the Business Income Tax (BIT) after the economic shock from the pandemic. Customer rating: Because of survey timing, the FY 2023 estimate is the actual rating.

Legal / Contractual Obligation

The Budget Office is not mandated, but the County is subject to Oregon Budget Law (ORS Chapter 294). The office is responsible for producing a financially sound budget that complies with the law and communicates the anticipated outcomes from use of public funds entrusted to the County.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,182,628	\$0	\$2,286,313	\$0
Contractual Services	\$30,159	\$0	\$30,159	\$0
Materials & Supplies	\$96,784	\$0	\$96,784	\$0
Internal Services	\$234,298	\$0	\$244,361	\$0
Total GF/non-GF	\$2,543,869	\$0	\$2,657,617	\$0
Program Total:	\$2,543,869		\$2,657,617	
Program FTE	11.00	0.00	11.00	0.00

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

Explanation of Revenues

Significant Program Changes

Last Year this program was: FY 2023: 72001 Budget Office

The office has transitioned to a hybrid workplace with staff spending some days in the office and other days teleworking. To accommodate countywide transitions to hybrid or fully-remote workplaces, the Budget Office has also expanded its communication efforts and methods, including instituting a regular Budget Bulletin covering time-sensitive issues, providing live online trainings related to the budget process and budget software, and developing numerous video trainings available when most convenient for departmental users (supplementing already-existing written materials). The Budget Office is also engaging in economic forecasting support related to the voter-approved initiatives for Metro Supportive Housing Services and Preschool for All; as well as, additional analysis related to those programs, the Library General Obligation Bond, and American Rescue Plan funds.



Program #72002 - FRM Accounts Payable FY 2024 Department Requested

Department: County Management **Program Contact:** Tsultrim Yehshopa
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

Central Accounts Payable provides customer service to departments and expert support in payment processing, travel and training, procurement card administration, auditing and data integrity, and supplier master file management. Additionally, Central Accounts Payable provides leadership and support to the creation, revision, and application of County Administrative and Financial Procedures.

Program Description

Central Accounts Payable (AP) processes approximately 140,000 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 plays a critical role in the County's support to the community by ensuring that payments to suppliers are completed timely and accurately. Many of these payments are going to local organizations that are providing services to our most vulnerable residents. Central AP strives to provide support to all our suppliers in a respectful, caring, and equitable manner. And to help promote the success of County operations through continuous process improvement leveraging technology to evolve the AP function from a paper intensive payment process to a more sustainable, electronic payment system.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Payments processed	137,627	142,000	138,000	139,000
Outcome	Percent of Invoices paid on time within standard NET 30 payment terms	92%	93%	92.60%	93%
Outcome	Percent of total payments that are electronic	85%	84%	85%	85%

Performance Measures Descriptions

Payments processed is the total of all invoices paid regardless of type, check, electronic, procurement card, Multco Marketplace. Net payment is due 30 days after receipt of original invoice. Payments that are electronic are non-check methods such as Automated Clearing House (ACH), ePayables, procurement cards, and Multco Marketplace cards. COVID-19 relief related invoices such as rent assistance and restaurant relief have often been paid via check and have impacted this performance metric.

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

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,117,954	\$0	\$1,176,629	\$0
Contractual Services	\$1,950	\$0	\$1,950	\$0
Materials & Supplies	\$8,424	\$0	\$10,049	\$0
Total GF/non-GF	\$1,128,328	\$0	\$1,188,628	\$0
Program Total:	\$1,128,328		\$1,188,628	
Program FTE	7.60	0.00	7.60	0.00

Program Revenues				
Other / Miscellaneous	\$300,180	\$0	\$325,180	\$0
Total Revenue	\$300,180	\$0	\$325,180	\$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. Where practical, Multnomah County maximizes the use of electronic card payments to leverage rebates back to the County.

Significant Program Changes

Last Year this program was: FY 2023: 72002 FRM Accounts Payable



Program #72003 - FRM Chief Financial Officer FY 2024 Department Requested

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Administration **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

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, ERP Finance Support, General Ledger, Fiscal Compliance, Risk Management, Payroll, Retirement Programs, Excise Tax Administration, Central Purchasing and Treasury.

Program Description

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.

The CFO manages the County's risk fund, this includes but is not limited to managing risk fund budget, setting collection rates, managing/setting reserve requirements (e.g. workers compensation and health self insured programs), managing other post retirement employment benefits (OPEB) program, and managing the usage of the fund.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Annual Comprehensive 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 Annual Comprehensive 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

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$543,299	\$100,562	\$577,405	\$109,110
Contractual Services	\$41,000	\$0	\$41,000	\$0
Materials & Supplies	\$16,511	\$0	\$16,511	\$0
Internal Services	\$970,830	\$195,563	\$922,855	\$163,016
Total GF/non-GF	\$1,571,640	\$296,125	\$1,557,771	\$272,126
Program Total:	\$1,867,765		\$1,829,897	
Program FTE	2.65	0.35	2.65	0.35

Program Revenues				
Other / Miscellaneous	\$0	\$296,125	\$0	\$272,126
Total Revenue	\$0	\$296,125	\$0	\$272,126

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2023: 72003 FRM Chief Financial Officer



Program #72004 - FRM General Ledger FY 2024 Department Requested

Department: County Management **Program Contact:** Samina Gillum
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Description

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 Annual Comprehensive Financial Report, which includes all activities associated with the required annual external financial audits. The report 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 financial reports for three component units of the County: Mid County Service District No. 14, Dunthorpe-Riverdale Service District No. 1 and the Multnomah County Library District. GL also maintains internal controls and the chart of accounts.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of properly stated balance sheet accounts per review of external auditors	300	300	300	300
Outcome	Number of Annual Comprehensive Financial Report audit deficiency comments from external auditors	1	0	0	0
Efficiency	Number of days Annual Comprehensive Financial Report is completed after fiscal year end	155	155	154	152
Quality	Received the Certificate of Achievement for Excellence in Financial Reporting from the GFOA	1	N/A	1	1

Performance Measures Descriptions

Fewer balance sheet accounts identified with misstatements indicate a high degree of accuracy in the financial statements and effective internal controls are in place (approx. 300 total accounts). External auditors express their opinion on the County's Annual Comprehensive Financial Report, 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

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,154,264	\$0	\$1,222,489	\$0
Contractual Services	\$2,000	\$0	\$2,000	\$0
Materials & Supplies	\$11,900	\$0	\$11,900	\$0
Total GF/non-GF	\$1,168,164	\$0	\$1,236,389	\$0
Program Total:	\$1,168,164		\$1,236,389	
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 No. 14, Dunthorpe-Riverdale Service District No. 1, and the Multnomah County 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 2023: 72004 FRM General Ledger



Program #72005A - FRM Purchasing FY 2024 Department Requested

Department: County Management **Program Contact:** Brian Smith
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs: 72044, 72047, 72048
Program Characteristics: In Target

Executive Summary

Purchasing is in charge of buying goods and services for the County. They help other departments get the things they need, like construction services and professional services. They also make sure that the County follows rules when buying things and that it gets the best deal. This includes considering the effects on the economy, society, and the environment.

Program Description

Purchasing ensures that the County buys things in a way that follows the rules and is fair. They also make sure that the County gets the best deal when it buys things. Purchasing has oversight of several thousand contracts and hundreds of millions of dollars awarded each year. They give leadership, provide guidance, and offer training and support for Departmental staff.

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 the County purchases products and services 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 public purchasing guidance, support, training, and consultation to departments and employees; (7) track, monitor, analyze and report annually on contract data and performance measures; (8) maximize efforts to include and ensure participation of State Certification Office for Business Inclusion and Diversity (COBID) Certified suppliers (Disadvantaged Business Enterprises, Minority-owned, Women-owned, Service Disabled-owned and Emerging Small Businesses) and Qualified Rehabilitation Facilities (QRF); (9) participate in community events, meetings and conduct outreach to the COBID Certified supplier community and; (10) develop and implement sustainable purchasing policies, procedures and training.

Purchasing helps the County reach its goals for being environmentally friendly. They make sure that companies the County buys things from are also trying to be environmentally friendly. They include this as part of their evaluation when deciding who to give contracts to. All the staff in Purchasing work together to make sure that the County buys things in a way that is good for the environment. They also help teach and support other County staff in doing the same.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of contracts awarded to COBID Certified and Oregon Forward (QRF) businesses	12%	8%	10%	8%
Outcome	Number of service tickets processed in support of Multco Marketplace (MMP)	409	N/A	400	400
Output	Number of formal RFP and Bid solicitations issued	70	80	79	82
Output	Number of contracts and amendments processed	1282	1000	1240	1100

Performance Measures Descriptions

Added: Number of service tickets in MMP reflects the intensity of direct technical support provided to keep the County's Purchasing software operational. Removed: Minimizing the number of sustained protests. We haven't had one in many years so this measure is not as illustrative to the overall activity of Central Purchasing.

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

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$3,249,190	\$0	\$3,503,051	\$0
Contractual Services	\$11,146	\$0	\$11,646	\$0
Materials & Supplies	\$139,872	\$0	\$140,032	\$0
Total GF/non-GF	\$3,400,208	\$0	\$3,654,729	\$0
Program Total:	\$3,400,208		\$3,654,729	
Program FTE	20.50	0.00	20.50	0.00

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.

Significant Program Changes

Last Year this program was: FY 2023: 72005A FRM Purchasing



Program #72005B - FRM Purchasing - Contracting Redesign / Process Improvement FY 2024 Department Requested

Department: County Management **Program Contact:** Brian Smith
Program Offer Type: New **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: Out of Target

Executive Summary

This program will take consultant recommendations around contract redesign and process improvement and build a project implementation plan. The program will develop a countywide contracts administration program. The program will add two new positions, a Procurement Director and a Project Manager and include funds to continue working with the consultant to complete the next phase.

Program Description

In FY 2023 a contracted consultant performed an assessment of the County’s procurement and contracting functions to identify areas of recommended improvements. The assessment was performed in the fourth quarter of 2022 and involved a broad assessment of County processes and stakeholders. Preliminary recommendations were provided, and include these potential areas to be addressed:

- Define, document and implement a contract management model
- Develop and publish a Contract Management Guide
- Update policies and procedures to reflect adopted contract management authority, organization and model
- Update contract administration practices to include: review contracting, risk management and compliance requirements further, especially for Community Based Organizations (CBO)
- Improve procurement planning practices to enhance the sourcing spreadsheet/tracker to make it more versatile
- Define, document and implement a procurement and contract management training model

This program will take consultant recommendations and develop a multi-year implementation plan focused on improving contract management and administration. Though the exact scope will be developed, the program will build a contracts administration unit that will provide standardized processes for monitoring County contracts. An on-going Procurement Director with a countywide focus, as well as an ongoing Project Manager and continued limited scope consultation support will provide the capacity needed to implement the program. The project team will develop a plan, prioritize recommendations, develop timeline, develop training, policy, and resourcing assessment plan, and provide communication plan

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Develop Implementation Plan from consultant recommendations	N/A	N/A	N/A	1
Outcome	Percentage of managers with a shared understanding of contract management roles and responsibilities	N/A	N/A	N/A	100%
Output	Contract management model appropriate to the County’s range of contracts	N/A	N/A	N/A	1

Performance Measures Descriptions

During this first year of the effort, it will be important to develop the longer, multi-year implementation plan as our roadmap. As an early activity, significant effort will be spent developing the contract management model that is sufficient to cover the variety of types of contracts into which the County enters, e.g. goods, human services, construction. The model developed will provide County contract managers with a cohesive centralized approach to policies, procedures and training, supporting a predominantly decentralized implementation by departments.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$452,411	\$0
Contractual Services	\$0	\$0	\$60,000	\$0
Materials & Supplies	\$0	\$0	\$20,000	\$0
Total GF/non-GF	\$0	\$0	\$532,411	\$0
Program Total:	\$0		\$532,411	
Program FTE	0.00	0.00	2.00	0.00

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

Explanation of Revenues

Program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was:



Program #72006 - FRM Property & Liability Risk Management **FY 2024 Department Requested**

Department: County Management **Program Contact:** Michelle Cross
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs: 72009
Program Characteristics: In Target

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. The P&LRP section also develops and oversees Countywide risk policies that align regulatory requirements and insurance industry best practices with our internal workforce strategic equity plan.

Program Description

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. This process allows for equitable distribution of financial losses.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of policies for insured risks and statutory bond purchased/renewed*	18	21	18	18
Outcome	Resolve and optimize reimbursement for insured loss**	N/A	1	0	1
Quality	Administrative Procedures updated to reflect current rule or business practice	N/A	N/A	N/A	3

Performance Measures Descriptions

*Appropriate types of insurance coverage indicate strong safeguarding of the county's assets.
 **Maximize reimbursable for insured damage repair due to 2020 protests (0-Not Met, 1-Goal Met)

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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$423,112	\$0	\$536,043
Contractual Services	\$0	\$304,975	\$0	\$302,582
Materials & Supplies	\$0	\$5,648,705	\$0	\$6,351,660
Total GF/non-GF	\$0	\$6,376,792	\$0	\$7,190,285
Program Total:	\$6,376,792		\$7,190,285	
Program FTE	0.00	2.50	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$7,040,126	\$0	\$7,190,285
Total Revenue	\$0	\$7,040,126	\$0	\$7,190,285

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 third party liability claims and court ordered restitution for property damage. Established procedures allocate monies received back to the dept/cost center incurring the financial loss, minus internal deductibles when applicable.

Significant Program Changes

Last Year this program was: FY 2023: 72006 FRM Property & Liability Risk Management

.50 FTE moved from program 72009 FRM Workers Compensation/Safety & Health to program 72006 FRM Property & Liability Risk Management, to reflect the work performed for both programs. FTE change is net neutral



Program #72007 - FRM Payroll/Retirement Services **FY 2024 Department Requested**

Department: County Management **Program Contact:** Bethany Bilyeu
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Description

Central Payroll produces 24 payrolls per year for all Multnomah County employees and is responsible for accurately withholding, reporting and remitting employment taxes to Federal, State and Local taxing authorities. Payroll reports and remits pension contributions to the Public Employees Retirement System and administers the County's IRC §457 Deferred Compensation Program. Payroll ensures that timekeeping and wage payments are done in compliance with Federal and State wage and hour laws, labor contracts and County Administrative guidelines. Payroll reconciles and remits mandated deductions for creditor garnishments, child support, bankruptcies, tax levies and union dues. Payroll reconciles and produces year-end tax statements for employees (W2's) and suppliers (1099's) of Multnomah County following strict federal and state regulations.

Payroll protects County funds by ensuring that employment taxes, wage and tax statements, and pension payments are processed and remitted timely to avoid assessment of fines for noncompliance. The program supports the County's sustainability goals by providing electronic disbursements of wages to employees' financial institutions and providing paperless notification of their deposits. Currently 98% of employees participate in direct deposit, and all employees receive notification of their payslip through Employee Self Service.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Average number of payments issued per period*	7,641	7,600	7,600	7,600
Outcome	Percent issued without error*	99%	99%	99%	99%
Output	Percent of employees participating in Deferred Comp**	64%	68%	65%	66%

Performance Measures Descriptions

*Number of payments per pay period exceeds the number of employees due to many employees having multiple direct deposits. Payroll has consistently maintained a high level of system accuracy (99%).
 **The percent of employees participating in the deferred compensation plan will measure the effectiveness and quality of the educational opportunities offered. The national average for participation is 45%.

Legal / Contractual Obligation

Wage payments are mandated by Federal & State wage and hour laws, union contracts, and Multnomah County Personnel Rules. Withholding and remitting employment taxes is mandated by the Internal Revenue Service, the Oregon Dept of Revenue and other state tax agencies. 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

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,147,640	\$0	\$1,210,489	\$0
Contractual Services	\$86,355	\$0	\$193,923	\$0
Materials & Supplies	\$23,693	\$0	\$22,468	\$0
Total GF/non-GF	\$1,257,688	\$0	\$1,426,880	\$0
Program Total:	\$1,257,688		\$1,426,880	
Program FTE	7.40	0.00	7.40	0.00

Program Revenues				
Other / Miscellaneous	\$208,053	\$0	\$210,000	\$0
Beginning Working Capital	\$35,000	\$0	\$140,000	\$0
Total Revenue	\$243,053	\$0	\$350,000	\$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 (currently 3 basis points) enables the County to offer the program to employees at no cost to the County.

Significant Program Changes

Last Year this program was: FY 2023: 72007 FRM Payroll/Retirement Services



Program #72008A - FRM Treasury and Tax Administration **FY 2024 Department Requested**

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

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 Description

Treasury invests the County's financial assets to ensure that funds are available to meet anticipated cash flow needs. Investment earnings are measured against specific benchmarks outlined in the Investment Policy. Treasury complies with all applicable laws, policies and best practices in the management of County funds.

Treasury supports the 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 2.00% of net income. BIT is the second largest revenue source in the General Fund, generating approximately 26% 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 provides countywide accounts receivable oversight and management including AR aging monitoring, cash management, and collection activities. Treasury maintains effective banking relationships to keep pace with technology and adapt to the needs of County Departments in delivering business services to County residents.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Compliance with Investment Policy*	1	1	1	1
Outcome	Tax Returns Filed-Motor Vehicle and Transient Lodging**	2,740	3,030	2,735	2,850
Outcome	Ensure County's Cash Flow Needs are Met***	1	1	1	1
Output	Number of Active Business Accounts in County****	192,400	186,700	194,000	194,200

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 2030.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$637,633	\$0	\$653,223	\$0
Contractual Services	\$2,904,561	\$0	\$3,036,542	\$0
Materials & Supplies	\$14,430	\$0	\$16,105	\$0
Total GF/non-GF	\$3,556,624	\$0	\$3,705,870	\$0
Program Total:	\$3,556,624		\$3,705,870	
Program FTE	4.00	0.00	4.00	0.00

Program Revenues				
Interest	\$120,000	\$0	\$160,000	\$0
Service Charges	\$145,281	\$0	\$167,780	\$0
Total Revenue	\$265,281	\$0	\$327,780	\$0

Explanation of 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 2023: 72008A FRM Treasury and Tax Administration



Program #72008B - FRM Motor Vehicle Tax FY 2024 Department Requested

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: New **Program Offer Stage:** Department Requested
Related Programs: 72008A
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

Finance & Risk Management (FRM) Motor Vehicle Tax Program focuses on the administration and enforcement of the Motor Vehicle Rental Tax (MVRT) charged on the rental of cars and light trucks within the County. The program also addresses possible code changes being considered to generate additional revenue for the General Fund.

Program Description

The 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. The Treasury staff currently collects and records tax collections. This program will provide additional audit capacity, tax code enforcement, and will focus on identifying taxpayers who potentially should be paying the tax. The program will also enhance collection methods, tax forms, tax guidance materials, and provide enhanced support to taxpayers. This program funds a limited duration Senior Finance Specialist dedicated to the Motor Vehicle Rental Tax and would work to recover its costs in new, ongoing revenue.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Delinquent accounts discovered and collected through audit	N/A	5	3	5
Outcome	Recover costs of program with new, ongoing revenue	N/A	100%	N/A	100%
Output	Provide enhanced tax guidance materials and direct taxpayer support*	N/A	N/A	N/A	1

Performance Measures Descriptions

*1=achieved; 0=not achieved.

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

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$160,884	\$0
Materials & Supplies	\$0	\$0	\$14,116	\$0
Total GF/non-GF	\$0	\$0	\$175,000	\$0
Program Total:	\$0		\$175,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$0	\$175,000	\$0
Total Revenue	\$0	\$0	\$175,000	\$0

Explanation of Revenues

This program is supported by additional Motor Vehicle Rental Tax Revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72008B FRM Motor Vehicle Tax



Program #72009 - FRM Worker's Compensation/Safety & Health FY 2024 Department Requested

Department: County Management **Program Contact:** Michelle Cross
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

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 using established policies to ensure equitable use of light duty. 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. The Safety and Health section also develops and oversees County-wide occupational safety and health policies that align regulatory requirements with our internal workforce strategic equity plan.

Program Description

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, equitability, 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 assisting management in efforts to reduce employee on-the-job injuries, illnesses, and employer liability due to injuries to non-employees. This work incorporates safety, trust, and belonging values in all communication and program implementation. Through an equity lens, the Safety and Health staff consult with County departments to assist them in providing a safe environment, safety for both employees and the public. Staff help to identify and abate deficiencies related to occupational safety and health regulations with an inclusive and equitable manner. 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 through an equity lens for implementation and program success.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Telework ergonomic support	N/A	65	20	25
Outcome	OR-OSHA complaint responses closed without inspection follow-up initiated by OR-OSHA	6	15	10	8
Quality	Administrative Procedures updated to reflect current rule or business practice	N/A	N/A	3	5

Performance Measures Descriptions

Telework ergonomic support counts the number of consultations completed. OR-OSHA complaint measures our ability to adequately respond to complaints and ensure appropriate remedial measures are in place to ensure safety and health and thus not requiring a follow up inspection. Updates to Administrative Procedures ensure the County stays current on best safety and health practices.

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

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$1,311,504	\$0	\$1,352,153
Contractual Services	\$0	\$513,150	\$0	\$508,190
Materials & Supplies	\$0	\$2,619,429	\$0	\$3,469,719
Total GF/non-GF	\$0	\$4,444,083	\$0	\$5,330,062
Program Total:	\$4,444,083		\$5,330,062	
Program FTE	0.00	8.00	0.00	7.50

Program Revenues				
Other / Miscellaneous	\$0	\$4,380,749	\$0	\$5,330,062
Total Revenue	\$0	\$4,380,749	\$0	\$5,330,062

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 2023: 72009 FRM Worker's Compensation/Safety & Health

.50 FTE moved from program 72009 FRM Workers Compensation/Safety & Health to program 72006 FRM Property & Liability Risk Management, to reflect the work performed for both programs. FTE change is net neutral



Program #72010 - FRM Recreation Fund Payment to Metro FY 2024 Department Requested

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Description

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

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

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 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

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$40,000	\$0	\$40,000
Total GF/non-GF	\$0	\$40,000	\$0	\$40,000
Program Total:	\$40,000		\$40,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Taxes	\$0	\$40,000	\$0	\$40,000
Total Revenue	\$0	\$40,000	\$0	\$40,000

Explanation of Revenues

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

Significant Program Changes

Last Year this program was: FY 2023: 72010 FRM Recreation Fund Payment to Metro



Program #72012 - FRM Fiscal Compliance FY 2024 Department Requested

Department: County Management **Program Contact:** Cora Bell
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The Fiscal Compliance is responsible for maintaining compliance with Federal, State and County laws and regulations and to provide fiscal oversight of contracted programs. The unit performs pre-award risk assessments, site reviews and financial statement analysis of County human service contracts to meet that responsibility. 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 Description

Fiscal Compliance performs annual fiscal monitoring for all Community Based Organizations (CBO) that work with the County. Monitoring includes, financial statement analysis including cash flow and revenue reliance for all CBO's, and site and desk reviews for those receiving Federal funding. Site reviews include internal control, compliance and accuracy testing. Fiscal Compliance provides recommendations to align with best practices.

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 entity's financial health. In the most recent year, Fiscal Compliance performed 59 risk assessments and performed 24 site reviews covering \$10.8 million in federal expenditures. The performed oversight helps department programmatic staff with transparency into fiscal assessments by ensuring subrecipients are compliant with fiscal grant requirements and are financially stable.

Fiscal Compliance also offers both external and internal support around compliance. Internal support includes, but not limited to, approval of costing allocations, reviewing CBO budgets, and providing guidance for external audits. External support for our CBO's includes, but isn't limited to, review of internal controls for fiscal recommendations, review of indirect rates and costing allocations, and invoice reviews.

Fiscal Compliance manages and coordinates the annual Single Audit for the County and prepares the County's Cost Allocation Plan annually to set indirect rates, overhead costs in support of grants and contracts.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total risk assessments performed on County contracts receiving Federal funds	59	50	65	60
Outcome	Percent of total County pass-through dollars actively monitored by Fiscal Compliance	99%	85%	95%	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

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$459,778	\$0	\$485,668	\$0
Materials & Supplies	\$3,380	\$0	\$3,380	\$0
Total GF/non-GF	\$463,158	\$0	\$489,048	\$0
Program Total:	\$463,158		\$489,048	
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 2023: 72012 FRM Fiscal Compliance



Program #72014A - Evaluation and Research Unit **FY 2024 Department Requested**

Department: County Management **Program Contact:** Alison Sachet
Program Offer Type: Support **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The Evaluation and Research Unit (ERU) provides research about workforce equity, employees' experiences, and evaluates programs both countywide and within the Department of County Management. The ERU centers equity by collaborating with diverse employee stakeholders across the county. The goal of this work is to ensure that County employees have the resources, support, and environment that they need to thrive as they do the important work of serving the community.

Program Description

In FY 2023, the Evaluation and Research Unit (ERU) performed projects to measure:

- Whether employees are paid equitably, regardless of their gender, race, age, or other protected characteristics
- How trends in hiring, promotions, and separations differ by demographics (e.g., race and ethnicity, gender)
- How employees experience their work climate, belonging, job satisfaction, relationships with supervisors and coworkers, communication, the County's equity efforts, and how employees' identities impact their experiences at work

The ERU consults employees across the County, ensuring that surveys, data collection, and other small research projects are performed with integrity and lead to actionable findings. The ERU also helps support a community of County employees who are interested in data to encourage a culture of collaboration and learning across the County's research and evaluation professionals.

The ERU plans to continue this work in FY 2024 and will build on it by working towards greater stakeholder engagement in their work in ways that model people-centered research, practices, processes, and methods that embody principles of equity, safety, trust, and belonging. For example, the ERU plans to convene an Advisory Group, which will be composed of members of Employee Resource Groups and Department Equity Committees, to guide and advise projects to ensure that employees' voices are centered in the work.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of consults performed and reports, presentations. and/or dashboards issued	184	150	150	150
Outcome	Response rate to the Countywide Employee Survey	61%	55%	61%	62%
Output	Number of stakeholder engagement activities	34	25	25	25
Outcome	Percent of county employees stating that they feel like they belong at the county	72%	68%	72%	74%

Performance Measures Descriptions

Measure 1 included 125 pay equity consults in FY 2022. Pay equity consults have transitioned to Classification and Compensation, so we do not anticipate as many in FY 2023 or FY 2024. Measures 2 and 4 for FY 2022 Actual and FY 2023 Estimate are from the 2021 Countywide Employee Survey, done every two years. Engagement activities are to ensure input from diverse stakeholders, including listening sessions and meetings with advisory groups.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$548,858	\$0	\$568,299	\$0
Materials & Supplies	\$28,512	\$0	\$28,272	\$0
Internal Services	\$823	\$0	\$1,508	\$0
Total GF/non-GF	\$578,193	\$0	\$598,079	\$0
Program Total:	\$578,193		\$598,079	
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 2023: 72014 Evaluation and Research Unit



Program #72014B - Evaluation and Research Unit Support for Employee Survey FY 2024 Department Requested

Department: County Management **Program Contact:** Alison Sachet
Program Offer Type: Support **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

This program funds a Limited Duration (LDA) Research Evaluation Analyst 2 position in the Department of County Management’s Evaluation and Research Unit (ERU). This position would provide qualitative research support for the 2023 Countywide Employee Survey, so that the Employee Survey results are available faster and actions can be taken in a more timely manner.

Program Description

The ERU centers equity, stakeholder engagement, and collaborative design practices. One way we center equity is to use both qualitative and quantitative research methods in our work because rich qualitative data helps to tell the stories behind the numbers. The ERU currently has funding for 1.00 Full-Time Equivalent (FTE) Evaluation and Research Manager and 2.00 FTE Research and Evaluation Analyst Seniors. For the Employee Survey, one of the Research and Evaluation Analyst Seniors will lead the quantitative analyses, while the other Research and Evaluation Analyst Senior will lead the qualitative analyses. However, rigorous qualitative analyses involve at least two people to code and analyze qualitative data to reduce bias and ensure that the analyses are reliable and equitable. For previous projects, we have relied on collaborators from other units or external consultants to partner on qualitative analyses, but they have limited capacity. It would be more efficient and effective to have a full-time person internal to the ERU team to partner on the qualitative analyses.

For the past two Employee Survey reports, it has taken the ERU about one year to present the report after data are collected (plus 2-3 months of planning time prior to data collection and ongoing presentations for 3-4 months after release of the report).

With an additional LDA Research Evaluation Analyst 2 to partner on the qualitative analyses, the ERU anticipates it will be able to present the report approximately six months after the data are collected (plus 2-3 months of planning time prior to data collection and ongoing presentations for 3-4 months after release of the report).

Additionally, the ERU adds funds for incentives to encourage employees to complete the 2023 Employee Survey. When more people complete surveys, there is more reliable data to provide actionable results across the County.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of months from Employee Survey data collection to release of the report	11	11	11	6
Outcome	Response rate to the Countywide Employee Survey	61%	58%	61%	65%

Performance Measures Descriptions

Funding this program will decrease the number of months between collection of data and report release by an estimated five months. Increased response rate provides increased confidence in the survey results.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$145,042	\$0
Materials & Supplies	\$0	\$0	\$4,958	\$0
Total GF/non-GF	\$0	\$0	\$150,000	\$0
Program Total:	\$0		\$150,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is funded by one-time-only General Fund revenues.

Significant Program Changes

Last Year this program was:



Program #72015 - DCM Business Services **FY 2024 Department Requested**

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: Support **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The Department of County Management (DCM) Business Services Program provides quality business services to the Department to ensure fiscal strength, accountability and integrity, exercising strong stewardship through sound, accurate and transparent financial management. The Program coordinates development of the Department Budget, enfolding equity and inclusion practices in the budget development process, performs financial functions of accounts receivable, accounts payable, grant accounting, procurement and contracting and provides administrative and general accounting support to the Department.

Program Description

The 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 organizational values and programs authorized by the Board of County Commissioners. Business Services is responsible for developing the annual DCM budget through collaboration and engagement with DCM leadership and department programs, following guidance from the Budget Office, enfolding equity and inclusion practices in the budget development process; is responsible for monitoring, analysis, tracking, and financial reporting, position control, adjustments, amendments and modifications; and monitoring various revenues and funds. Business Services monitors departmental spending to ensure it is within approved budget limits.

Business Services is responsible for grant accounting, accounts receivable, accounts payable, travel and training coordination, employee reimbursements, procurement card management, general accounting and administrative support, procurement of goods and services in support of DCM operations, and for countywide contracts and Intergovernmental Agreements. The contracts team provides consultation, procurement and contract development, negotiation, risk assessment and management, supplier management, ongoing contract administration, and participates in countywide strategic sourcing initiatives. The program ensures compliance with applicable financial policies, generally accepted accounting principles, governmental accounting standards and practices, and contract & procurement rules and laws. The team collaborates with stakeholders to review and provide input on Administrative Procedures, policies, business processes and the implementation of best practices; and participates in countywide groups including Financial Management Forum, Fin Champs, Purchasing Advisory Council, Purchasing Leaders Group, National Institute for Governmental Purchasing (NIGP), Enterprise Resource Planning (ERP) Governance Group, Strategic Sourcing Council, Employee Resource Groups (ERG), and DCM's Workforce Equity Strategic Planning Committees.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	# of Accounts Receivable Transactions processed	1,175	1,000	1,130	1,150
Outcome	Travel/training arrangements completed accurately, timely, equitably and successfully meet traveler needs	100%	100%	100%	100%
Outcome	Contract Cycle Time - number of days from draft to executed contract	31+ days	30 days	31+ days	30 days
Outcome	% of Accounts Payable invoices paid on time within standard Net 30 days	96%	98%	98%	98%

Performance Measures Descriptions

Outcome measures demonstrate adequate controls and processes are in place to ensure compliance with county policies and practices. Accounts Receivable transactions fluctuate annually; contract cycle time reflects the number of days from initiating in Multco Marketplace (MMP) to execution of the contract, with a goal of 30 days. Number and complexity of contracts varies year over year depending on the renewal cycle of the contracts portfolio.

Legal / Contractual Obligation

Oregon Budget Law (ORS Chapter 294), 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 that utilize cooperative agreements must adhere to state and federal laws governing the use of the cooperative agreements as described therein.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,265,308	\$0	\$1,373,308	\$0
Materials & Supplies	\$26,087	\$0	\$24,227	\$0
Internal Services	\$139,255	\$0	\$155,409	\$0
Total GF/non-GF	\$1,430,650	\$0	\$1,552,944	\$0
Program Total:	\$1,430,650		\$1,552,944	
Program FTE	8.50	0.00	8.50	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 2023: 72015A DCM Business Services

The Business Services Program continues to adapt and successfully implement effective business processes for a hybrid work environment.



Program #72016 - Central HR Administration **FY 2024 Department Requested**

Department: County Management **Program Contact:** Travis Brown
Program Offer Type: Administration **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

Central Human Resources (HR) Administration is the administrative program that oversees and supports the work units that make up the Central HR Division. The Chief Human Resources Officer strategically leads and partners with department HR units to guide consistent, equitable, efficient, and cost effective HR practices across the organization. The Central HR Division consists of several work units each having stand-alone program offers.

Program Description

Central HR Administration is made up of the office of the Chief Human Resources Officer (CHRO), and the administrative team that provides support to the CHRO and Central Human Resources Division programs. The CHRO directly oversees the following programs: Employee Benefits and Wellness, Classification and Compensation, Labor Relations, Organizational Learning, Organizational Change, Talent Acquisition, and Workday Human Capital Management as well as countywide communications on HR related topics, Workforce Equity, etc. There is an indirect leadership relationship between the CHRO and the HR Managers/Directors at each department.

The CHRO sets direction, determines policy, develops business processes, and builds relationships to develop and sustain a diverse, inclusive, equitable and talented workforce necessary to successfully provide a variety of services to our community. The CHRO focuses on communicating with and seeking feedback from internal stakeholders (elected and department leadership, employee resource groups, HR partners, labor unions, etc.), and engaging in collaborative problem solving to guide and deliver on the division’s long-term plan. The CHRO is the primary liaison to elected and departmental leaders to ensure HR processes align with countywide business goals and values as well as the Workforce Equity Strategic Plan, and oversees the evaluation of HR contributions to organizational effectiveness. The CHRO oversees countywide program integration and performance measurement; leads HR technology development and process automation; provides budget and financial management; and ensures compliance with federal, state, local laws, rules, regulations and labor agreements.

The administrative team in Central HR Administration: coordinates the Countywide Employee Recognition programs including Years of Service (except MCSO-has own program), and Employee Awards; coordinates response to unemployment claims; processes countywide transfer requests and lists; distributes regular announcements to community partners regarding job openings; as well as general office administration and management for the CHRO and the division.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of countywide job applications received	16,808	20,000	18,000	20,000
Outcome	Percentage of employees indicating that they are fully engaged in their jobs	83%	85%	83%	85%
Output	Number of employees celebrated for reaching milestone years-of-service anniversaries	774	650	709	650
Outcome	Percentage of employees reaching milestone anniversaries who identify as employees of color.	n/a	n/a	n/a	36%

Performance Measures Descriptions

Output 1: Job application count reflects the desirability of Multnomah County as an employer, as impacted by policy direction. Outcome 2: 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. Output 3: Countywide milestone anniversary programs reflect employee retention and job satisfaction; Outcome 4: (new) Employee demographics reflect our Diversity, Equity and Inclusion efforts toward employee retention.

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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$492,569	\$0	\$513,282	\$0
Contractual Services	\$55,806	\$0	\$55,806	\$0
Materials & Supplies	\$47,130	\$0	\$47,141	\$0
Internal Services	\$566,340	\$0	\$411,210	\$0
Total GF/non-GF	\$1,161,845	\$0	\$1,027,439	\$0
Program Total:	\$1,161,845		\$1,027,439	
Program FTE	2.63	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 2023: 72016A Central HR Administration



Program #72017A - Central HR Services **FY 2024 Department Requested**

Department: County Management **Program Contact:** Chris Lenn
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

Central Human Resources (CHR) Services provides key programming and services to support employees throughout their careers. CHR Services furthers Multnomah County’s ability to attract, train, and retain a diverse, high performing, and supported workforce by advancing best practices in workforce equity, recruitment, onboarding, learning and professional development, leadership development, conflict resolution, performance planning and review, and career pathways. Through collaboration and partnership, CHR Services enables Multnomah County to fulfill and advance countywide recommendations from strategic plans and employee feedback trends.

Program Description

Organizational Learning provides a wide range of services including culturally responsive training, leadership development, facilitation services, conflict resolution, learning and mediation support, and professional development opportunities for the general workforce. Organizational Learning maintains the County’s Core Competencies, the skill sets that help County employees promote our values of safety, trust, and belonging. The Leadership Development Program delivers programs that increase manager accountability, strengthen knowledge of county processes and policies, and build the interpersonal skills that promote a culture of safety, trust, and belonging in the workplace.

Talent Acquisition focuses on recruitment strategies, screening and selection best practices, new employee experience, and workforce pathways that promote the County’s mission to build a diverse and talented workforce. The centralized function serves as a subject matter-expert, provides guidance to departmental recruitment resources, and facilitates the countywide Employment Committee. The College to County Mentorship Program, a workforce pathways initiative focuses on the development of college students from underrepresented communities by offering paid internship opportunities in County projects across departments and matches participants with a trained mentor.

HR project and change management focuses on countywide HR projects that respond to the highest priority needs identified by internal priorities (ex: Workforce Equity Strategic Plan, HR Audit) and external industry best practices related to the field of Human Resources. Dedicated internal communications resources provide employees timely and accessible information on county management policies and resources relevant to employee experiences and expectations.

Centralized performance planning, coordination of departmental orientation and onboarding efforts, and career development training also provide services to employees throughout their lifecycle and help to advance overall workforce growth and success.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Participation in learning courses, orientations, community of practice presentations. or service requests	2,297	2,500	2,275	2,500
Outcome	Percent of Performance Reviews completed in the Year End phase	83%	90%	95%	90%
Output	Employees trained on effective interview panel and selection skills	105	200	160	200
Output	Number of College to County Mentees placements	54	50	60	60

Performance Measures Descriptions

Output/Outcome measures align with key performance goals of the Workforce Equity Strategic Plan. Participant learning outputs are intended to capture knowledge transfer and support of professional development which both align with the organizational commitment to becoming a learning organization. Continued impacts of COVID, plan for relaunching training was delayed and therefore enrollment was less than anticipated in some areas.

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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,668,789	\$0	\$2,783,149	\$0
Contractual Services	\$104,203	\$0	\$104,203	\$0
Materials & Supplies	\$68,360	\$0	\$58,105	\$0
Internal Services	\$171,738	\$0	\$77,717	\$0
Total GF/non-GF	\$3,013,090	\$0	\$3,023,174	\$0
Program Total:	\$3,013,090		\$3,023,174	
Program FTE	14.00	0.00	14.00	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.

Significant Program Changes

Last Year this program was: FY 2023: 72017A Central HR Services



Program #72017B - Recruiter Training & Capacity Building FY 2024 Department Requested

Department: County Management **Program Contact:** Chris Lenn
Program Offer Type: New **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

This program will continue the pilot of the Recruiter Training & Capacity Building Program that lives under the Talent Acquisition portfolio in Central Human Resources. The goal of this program is to minimize impacts to County operations due to unfilled positions by developing a bench of recruitment talent that furthers the initiatives of the Workforce Equity Strategic Plan (WESP). These roles will fill in the recruitment gaps to support the outstanding vacancy needs countywide - supplementing the departmental HR recruitment efforts in order to efficiently fill positions while operationalizing equity-informed best practices.

Program Description

This program enhances the services provided by Talent Acquisition in Central Human Resources. This offer provides one time only funds for four (4) Limited Duration (LDA) Human Resources Analyst 2 positions. This program will provide training and hands-on experience as a Recruiter in efforts to increase countywide recruitment capacity in times of high vacancies.

The LDA positions will take on recruitments that departments have on hold due to departmental Recruiter capacity. As of January 31, 2023, countywide there are only 405 active departmental ran recruitments compared to the 731 vacant positions (in the same time frame, there are an additional 26 recruitments led by this program). In the first 6 months of our program, the LDAs have led recruitments in Health, MCSO, DCJ, DCS, DCA & DCM. These roles help close the gap between vacancies and recruitment - which in turn will alleviate operational and employee morale issues.

This program will provide training to ensure new, as well as existing, recruiters are trained in the complexities of the civil service recruitment process while focused on applying best practices that support our WESP initiatives. This includes how to develop diverse applicant pools, how implicit and structural biases show up throughout the recruitment process, and mitigation strategies for both. Participants will be able to gain hands-on experience that operationalizes inclusive recruitment best practices needed to step into a vacant recruiter position in the future (building a bench of highly qualified talent) as well as increase a department's recruitment capacity in times of high vacancies.

In addition, to promote job postings, increase applicant pools and engage with passive candidates, this program includes a professional LinkedIn Recruiter License. This license allows the County to highlight and sponsor job postings so that County jobs can show up at the top of a search conducted by candidates and allow recruiters to search for and connect with potential candidates based on details listed on their profile.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of recruitments led and managed by Talent Acquisition Analysts/Recruiters	N/A	80	112	80
Outcome	Percent of recruitments led by the Talent Acquisition Analysts that result in a hire	N/A	90%	70%	90%
Output	Total number of training hours offered on equity informed recruitment & selection practices	N/A	40	50	40

Performance Measures Descriptions

Output: These roles will supplement departmental recruitment efforts to fill vacant positions. The timing of if/when recruiters in our pilot get hired by a department will impact this performance measure. Outcome: A successful recruitment is one that ends in hire (either by an internal or external candidate). Output: Dedicated training hours for new and existing recruiters on equity informed recruitment and selection practices on topics such as writing job announcements, interview best practices, bias mitigation strategies, outreach, and screening for minimum qualifications.

Legal / Contractual Obligation

Federal, state, local laws, rules, and regulations covering Civil Service recruitment processing, Veterans Preference, discrimination, American with Disabilities Act and other hiring related issues. Labor agreements necessitate contract compliance regarding transfer rights, rates of pay, hours of work, and other matters pertaining to employment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$659,260	\$0
Materials & Supplies	\$0	\$0	\$22,740	\$0
Total GF/non-GF	\$0	\$0	\$682,000	\$0
Program Total:	\$0		\$682,000	
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: FY 2023: 72017B Recruiter Training & Capacity Building



Program #72017D - Central HR Electronic Personnel Files FY 2024 Department Requested

Department: County Management **Program Contact:** Travis Brown
Program Offer Type: New **Program Offer Stage:** Department Requested

Related Programs:
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

Electronic file management of employee personnel and recruitment files supports the efficiency and security of County records. With the increased movement of Human Resources (HR) staff to telework and reductions in departmental space for storage, centrally based electronic personnel and recruitment files will enable HR teams to keep records updated and transfer these records more efficiently and securely.

Program Description

This one-time-only offer designates a core project team to design the transition from paper personnel and recruitment files to an electronic file system management. This will entail a review of current personnel and administrative rules that dictate how and where files are stored, coordination with HR teams on file management standards, coordination with Records Management on system development and retention, and coordination of departmental HR teams to prepare existing and new files for data entry.

Limitations on staff capacity is a current roadblock to making this transition. This offer will fund one (1) Limited Duration (LDA) HR Analyst Senior as a lead project manager to design the project and change management plan, and one (1) LDA Office Assistant 2 to provide additional administrative departmental support to prepare and transition the files.

Electronic file management of employee personnel and recruitment files supports the efficiency and security of County records. Electronic records are also more secure, require less staff time to maintain, can more easily be archived, require less physical space, and are protected from loss, damage or being destroyed.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Relevant personnel rules updated to reflect electronic management	n/a	n/a	n/a	1
Outcome	Percent of departments initiating file conversion	n/a	n/a	n/a	40%

Performance Measures Descriptions

Output: We will update all relevant personnel rules to reflect the new electronic management system. Outcome: We will require all departments to be 40% compliant with this new system by the end of FY 2024.

Legal / Contractual Obligation

Oregon Administrative Rules chapter 166 details an employer's obligation to create and maintain personnel records based on various circumstances. These records include Affirmative Action, Benefits Continuation, Collective Bargaining, Comparable Worth Study, Criminal Background Check, Drug Testing, Employee Benefits, Employee Medical Records, Individual Employee Work History, Employee Suggestion Awards, Employee Training, and a host of others. This system will allow the county to create, maintain, recall, and destroy records in accordance with OAR's retention schedules.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$284,422	\$0
Materials & Supplies	\$0	\$0	\$5,578	\$0
Total GF/non-GF	\$0	\$0	\$290,000	\$0
Program Total:	\$0		\$290,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is funded by one-time-only General Fund revenues.

Significant Program Changes

Last Year this program was:



Program #72018 - Central HR Labor Relations FY 2024 Department Requested

Department: County Management **Program Contact:** Travis Brown
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

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 13 labor contracts, representing 86% of the County workforce, and the Personnel Rules (work rules) that apply to all 100%.

Program Description

Collective Bargaining Agreement (CBA) negotiation and interpretation present the front line of interaction with our employees' Labor Unions. As a result of the COVID-19 pandemic, we will continue to see an unusual number of collective bargaining agreements come up for successor negotiations at the same time.

Forums, such as Employee Relations Committees and the Employee Benefits Advisory Team, along with tools such as negotiated Memoranda, allow the candid communication, clear and accessible decision-making, and collaborative problem solving needed to achieve consistent labor/management practices throughout the County. Additionally, Labor Relations has integrated consideration of Diversity, Equity, and inclusion (DEI) dynamics into its work negotiating and interpreting/applying labor contracts, and various CBA impacts on employees in historically disadvantaged groups.

- Key functions of Labor Relations:
- Lead collective bargaining activities, including contract negotiations, interim negotiations, labor contract administration and interpretation.
 - Guide development of employee relations programs to create and promote a positive organizational culture, and advocate for fair, respectful treatment of employees.
 - Provide internal expertise for dispute resolution, grievance handling, and cooperative problem solving.
 - Maintain and develop Personnel Rules; ensure consistent application of CBAs, Personnel Rules, discipline policies, and; administer the County's drug and alcohol testing process.
 - Coordinate countywide layoff activities and the merit council appeals process; and
 - Ensure 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of labor disputes	121	140	140	145
Outcome	Percentage of labor disputes settled collaboratively.	89%	94%	86%	95%

Performance Measures Descriptions

Output and Outcome: Resolving formal and informal labor disputes collaboratively means efficiently addressing concerns without the necessity of arbitration, which can be costly and result in a binding decision not in the County's best interest. Additionally, the County now seeks to include Diversity & Equity considerations, applying equity consideration lenses to determining the County's interpretations in labor disputes, so as to work from more Diversity, Equity, and Inclusion-informed positions.

Legal / Contractual Obligation

Thirteen 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

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$968,946	\$57,752	\$956,642	\$61,122
Contractual Services	\$9,750	\$0	\$9,750	\$0
Materials & Supplies	\$15,308	\$120	\$16,220	\$120
Internal Services	\$29,372	\$1,325	\$23,774	\$157
Total GF/non-GF	\$1,023,376	\$59,197	\$1,006,386	\$61,399
Program Total:	\$1,082,573		\$1,067,785	
Program FTE	4.60	0.25	4.35	0.25

Program Revenues				
Other / Miscellaneous	\$0	\$59,197	\$0	\$61,399
Total Revenue	\$0	\$59,197	\$0	\$61,399

Explanation of Revenues

This program is supported primarily by the General Fund with 0.25 FTE of an HR Manager 2 supported by the Risk Fund.

Significant Program Changes

Last Year this program was: FY 2023: 72018A Central HR Labor Relations

Established a Deputy Chief Human Resources Officer position that oversees Labor Relations, Workday Human Capital Management, and Employee Benefits. Shifted .25 FTE of the Deputy CHRO position from Central HR Labor Relations (72018) to Employee Benefits and Wellness (72020) in the Risk Fund to account for direct oversight of the Benefits Program.



Program #72019 - Central HR Unemployment FY 2024 Department Requested

Department: County Management **Program Contact:** Travis Brown
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

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

Program Description

Unemployment benefits are provided through the State of Oregon Employment Department. Multnomah County funds these benefits, as a self-insured employer, with direct payments to the state. The State bills the County quarterly. Former employees, or employees who have had their hours reduced, submit claims to the State, who then determines eligibility and benefit amounts. Claimants or the county may file an appeal with the State if they want to contest an eligibility decision. A hearing with an administrative law judge would then be scheduled, at which the county would appear.

The Unemployment Insurance Program provides the funding to ensure eligible workers secure financial assistance when they are no longer employed by the County, or their hours are reduced. Employees staffing the program respond to the Oregon Employment Department’s claim forms and requests for information in a timely manner, provide accurate and timely monitoring and reporting, and participate in appeal hearings to decrease costs and liability due to ineligible claims. The County does not contest eligible claims. Benefits claim decisions by the state can favor the applicant if our responses are late, data is inaccurate or we fail to respond to a requested clarification.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of employee claims for unemployment.	323	450	266	400
Outcome	Percentage of unemployment claim appeals found in the county's favor.	50%	50%	50%	50%
Output	Number of unemployment appeals.	11	8	22	8

Performance Measures Descriptions

Outputs and Outcomes: Number of claims fluctuates annually depending on budget and layoff impacts. Appeals are filed when the claimant disagrees with the benefit eligibility decision by the State; claims 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

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$40,678	\$0	\$46,847
Contractual Services	\$0	\$150	\$0	\$150
Materials & Supplies	\$0	\$970,993	\$0	\$970,921
Total GF/non-GF	\$0	\$1,011,821	\$0	\$1,017,918
Program Total:	\$1,011,821		\$1,017,918	
Program FTE	0.00	0.15	0.00	0.15

Program Revenues				
Other / Miscellaneous	\$0	\$1,011,821	\$0	\$1,017,918
Total Revenue	\$0	\$1,011,821	\$0	\$1,017,918

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. Revenue for FY 2024 is \$1,017,918

Significant Program Changes

Last Year this program was: FY 2023: 72019 Central HR Unemployment



Program #72020 - Central HR Employee Benefits & Wellness FY 2024 Department Requested

Department: County Management **Program Contact:** Travis Brown
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The County’s Benefit programs provide comprehensive health and financial security options to help over 13,000 employees, retirees and their families to ensure their needs are covered. Health programs focus on prevention and managing chronic conditions. Work is ongoing to promote greater health equity. Our health vendors have been asked to increase access to more diverse providers within their provider panels and some improvements have been made. The Wellness Program promotes and supports holistic workforce well-being across seven dimensions of wellness. It serves employees and families through programming, services, and practices, aligned with Central HR’s priorities, that center equity and investment in employee well-being and experience, and workplace culture.

Program Description

By internally administering the County’s health and welfare programs, the department can best support our populations’ unique business, labor and financial requirements. The team monitors transactions and contractual arrangements carefully to provide sound fiscal management in coordination with DCM Business Services and Financial partners.

The Benefits team administers a complex array of plans while ensuring compliance with labor contracts, federal, state and local laws and mandates. Coverages include a variety of comprehensive health coverage options, a VEBA health reimbursement account, basic and supplemental life insurance, flexible spending accounts for health, dependent/elder care and transit, leave management, and short/long term disability benefits. These programs help provide employees with peace of mind by supplying the resources to protect their financial security and physical and mental health and well-being. Participants include over 12,000 employees, spouses or domestic partners, dependent children and retirees. The team also consults and coordinates with County employees and departments to ensure timely enrollment in benefit plans, accurate payroll deductions, and user-friendly benefit communication/educational materials. Member advocacy is available through Benefits to assist plan participants and facilitate problem resolution. Prospective retirees are counseled to understand their County-provided options during their pre-retirement planning process. The program works closely with County labor unions and management to structure benefit components that provide desirable, affordable and sustainable benefit options within budgetary constraints.

Wellness programs can help reduce employee health plan costs and absenteeism, while enhancing employee recruitment, retention, morale, and productivity. The Employee Wellness Program adapts to serve the most relevant and emerging wellness needs of our employees as identified by population health data, employee feedback, and in response to Countywide equity efforts. Programming and policies focus on a holistic approach to well-being across multiple dimensions of wellness including physical, emotional, intellectual, financial, social, environmental, and a sense of purpose.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Medical plan annual member count.	12,835	12,500	12,872	13,100
Outcome	Participation in county wellness programs.	13,962	7,000	13,000	13,000
Efficiency	County's annual benefits cost change per employee.	5.75%	5%	6%	5.1%

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 have benefit mandates for active and retired members. Benefits are governed by Federal/State/local laws and agencies, including the 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, PPACA, CHIP, civil rights and EEO laws. Labor contracts require a transit pass be provided, so the county follows OAR Chapter 340, Div 242 that requires employers provide commute options to achieve and maintain a reduced auto trip rate.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$3,321,205	\$0	\$3,684,582
Contractual Services	\$0	\$1,808,770	\$0	\$2,109,749
Materials & Supplies	\$0	\$146,506,902	\$0	\$131,975,358
Internal Services	\$0	\$372,527	\$0	\$347,307
Total GF/non-GF	\$0	\$152,009,404	\$0	\$138,116,996
Program Total:	\$152,009,404		\$138,116,996	
Program FTE	0.00	13.37	0.00	13.62

Program Revenues				
Other / Miscellaneous	\$0	\$143,386,675	\$0	\$138,091,996
Service Charges	\$0	\$25,000	\$0	\$25,000
Total Revenue	\$0	\$143,411,675	\$0	\$138,116,996

Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage (\$106,227,495 Actives/\$10,680,843 Retirees), Short and Long Term Disability and Life Insurance (\$3,063,843); benefit administration charge (\$5,180,878), employee payroll deductions (both pre- and post- tax) for benefit plan participation (\$6,748,058), premium payments from retirees and COBRA participants (\$5,180,879), and operational refunds, forfeitures, rebates, performance guarantee penalties from vendors (\$1,000,000), space rentals (\$25,000).

Significant Program Changes

Last Year this program was: FY 2023: 72020 Central HR Employee Benefits & Wellness

All employee benefit vendors have been converted to an electronic interface for live enrollment transfers which enhance the County employees experience. Benefits staffing has been enhanced with the skill level to inherit functions previously performed by outside consultants for a significant savings. Established a Deputy Chief Human Resources Officer position that oversees Labor Relations, Workday Human Capital Management, and Employee Benefits. Shifted .25 FTE of the Deputy CHRO position from Central HR Labor Relations (72018) to Employee Benefits and Wellness (72020) to account for direct oversight of the Benefits Program.



Program #72022 - Workday Support - Central Human Resources FY 2024 Department Requested

Department: County Management **Program Contact:** Travis Brown
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

Human Resources (HR) Workday Support provides strategic, technical, and operational leadership for the County's Human Capital Management System. Workday was implemented in January 2019 as part of the county's enterprise resource planning system (ERP). HR has implemented a three tier support model utilizing employee self-service, HR operational teams and HR Workday support staff. The HR Workday Support team is responsible for developing, maintaining, troubleshooting, and enhancing Workday Human Capital Management (HCM) functionality in collaboration with County functional subject matter experts, ensuring an effective, efficient and innovative ERP system.

Program Description

The Workday Support Team manages human resources 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 supervisory organization, 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.
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 audit, analyze data, and perform testing to protect data integrity and internal controls.
4. Meet regularly with HR stakeholder groups to share and prioritize new functionality in upcoming Workday releases.
5. Provide ongoing learning support to all county HCM users to enhance skill development and adoption for system end users, in conjunction with Central HR Organizational Learning team.
6. Write reports and maintain existing reports to meet HR business and operational needs.
7. Manage business relationship with Workday.
8. Work collaboratively with Information Technology and Workday Support-Finance team on technical issues and solutions.
9. Provide analysis support for human resource data associated with the Workforce Equity Strategic Plan.
10. Develop and present reports that show progress towards workforce goals.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of resolved department HR and user issues as identified in ServiceNow.	2,769	2760	5,538	3,046
Outcome	Percentage of Workday new release functionality implemented in support of improved HR operations.	60%	95%	75%	95%
Efficiency	Business processes initiated through employee and manager self service.	128,251	75,000	75,000	75,000
Output	Number of learning support sessions provided to Human Resources support teams.	18	10	36	20

Performance Measures Descriptions

Output: Measures resolution of ERP HR & Payroll ServiceNow and Basecamp tickets. Outcome: Increased implementation of Workday release functionality. Efficiency :Effectiveness of change management and organizational adaptation to the new system. Output: Develop ongoing training plan for HR Operational users and establish Employee and Manager Workday training in partnership with Organizational Learning.

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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,951,400	\$0	\$2,043,848	\$0
Contractual Services	\$14,387	\$0	\$14,387	\$0
Materials & Supplies	\$77,702	\$0	\$78,922	\$0
Internal Services	\$111,792	\$0	\$128,143	\$0
Total GF/non-GF	\$2,155,281	\$0	\$2,265,300	\$0
Program Total:	\$2,155,281		\$2,265,300	
Program FTE	10.00	0.00	10.00	0.00

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

Explanation of Revenues

Supported by General Fund Revenues

Significant Program Changes

Last Year this program was: FY 2023: 72022A Workday Support - Central Human Resources



Program #72023 - Div of Assessment, Recording & Taxation Administration **FY 2024 Department Requested**

Department: County Management **Program Contact:** Jeffrey Brown
Program Offer Type: Administration **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

Administration plans, directs, and coordinates operations and activities of the County’s Division of Assessment, Recording and Taxation (DART); 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 as well as employee development and performance management.

Program Description

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 for approximately 315,000 real and personal property accounts, as well as capturing and calculating taxable value events as outlined in ORS 308.146, which increases total Assessed Value of taxing districts. DART’s duties as the Tax Collector entails billing, collections, and distribution of more than 2 billion dollars in property taxes. Our County Clerk responsibilities consist of document recording, providing marriage licenses, domestic partnership registrations, and administration of the Board of Property Tax Appeals.

The Administration program plans, directs and coordinates the operations and activities of DART. This includes 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; quality control, program measurement, evaluation, and process improvements; administrative support, communications, including news media, as well as 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 the Oregon Department of Revenue Administrative Rules. It also monitors division activities and processes for equitable and inclusive practices, statutory compliance, as well as submission of the required compliance reports to the Oregon Department of Revenue. This program also ensures the timely collection of property taxes, maintains accurate and accessible property ownership records, and property descriptions that are used in the production of county property tax maps. The program continues to provide quality customer service to the public and internal clients while making certain every function is reviewed to ensure that no service the division provides is impacting anyone we serve in an unfair, inequitable or non-inclusive manner.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total Number of Property Tax Accounts Administered	309,900	311,000	315,000	315,000
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100	100	100	100

Performance Measures Descriptions

The percent of required compliance reports received and accepted by the Department of Revenue (CAFFA Grant Document, Appraisal Plan, Sales Ratio Study) implies adequacy of DART operations and uniform taxation. Performance measures have been revised for FY 2024 to better reflect performance for legally mandated work of the County Assessor's Office.

Legal / Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305-312 and 321. 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 staffing. Per DOR's metric, DART's staffing is at the lower end of adequate to perform statutory functions. Reductions to the program may jeopardize not only grant revenue but the ability to adequately perform statutorily mandated functions.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$550,817	\$0	\$583,933	\$0
Contractual Services	\$6,700	\$0	\$6,700	\$0
Materials & Supplies	\$49,119	\$0	\$49,893	\$0
Internal Services	\$148,311	\$0	\$329,248	\$0
Total GF/non-GF	\$754,947	\$0	\$969,774	\$0
Program Total:	\$754,947		\$969,774	
Program FTE	2.40	0.00	2.40	0.00

Program Revenues				
Fees, Permits & Charges	\$80,000	\$0	\$75,000	\$0
Intergovernmental	\$83,448	\$0	\$55,955	\$0
Total Revenue	\$163,448	\$0	\$130,955	\$0

Explanation of Revenues

DOR's County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of program expenditures. Grant amounts can vary depending upon the CAFFA pool and the allocated percentage to each participating county. Multnomah County's share of CAFFA is estimated at \$2,716,250, with \$55,955 allocated to DART Administration (72023). General Fund Revenue of \$75,000 is from a portion of the document recording fee (5% of the \$10 per document fee) and is for maintenance of county property tax systems. Revenue from recording fees varies annually due to economic factors affecting the number of documents recorded. (Note: The balance of the \$10 recording fee is allocated to the County Clerk (5%) and the County Assessment & Taxation Fund (90%) for distribution to the DOR for deposit into the statewide CAFFA Account.) Remaining program support is from General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72023 Div of Assessment, Recording & Taxation Administration



Program #72024 - DART Property Tax & Ownership FY 2024 Department Requested

Department: County Management **Program Contact:** Tim Mercer
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The DART Property Tax & Ownership Program, within the Division of Assessment, Recording, and Taxation (DART), is responsible for making real property ownership changes, maintaining property information, and providing virtual and in person assistance with questions regarding and the acceptance of property tax payments. Program staff provide direct customer service for both the public and internal staff.

Program Description

The Property Tax and Ownership team, within DART, is responsible for accepting property tax payments that are guided by state statutes. The team reaches out with marketing campaigns regarding tax due dates and information on how to pay. The team also provides the use of drop boxes for property tax payments throughout the county that are operational around the November property tax payment due date annually in order for the community to not have to travel to the Multnomah building in order to pay in person. The department also continues to further improve online payment options.

The team updates and maintains the ownership records and property information for real property tax accounts. Accurate ownership information is essential for DART programs to ensure that tax statements and various notices are sent to the correct party. The group processes voucher actions of partition plats, subdivisions, condominiums, and property line adjustments. This information is also used for the production of county maps.

The Program teams interface with the public through the organization's soft phone system, at the public counter, through mail, and by email. The team also maintains a Digital Research Room for the public to access records through a database.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of counter transactions	36,540	35,000	44,000	9,500
Outcome	Average number of transactions per cashier	3,654	3,500	4,400	1,900
Output	Number of ownership changes processed	27,000	30,000	30,000	25,000
Outcome	Average number of days to complete ownership changes	4	4	4	4

Performance Measures Descriptions

"Number of counter transactions" includes statistics from the systems used in this program. The system tracks transactions for tax payments, marriage licenses, domestic partnership registrations, passport applications, and copies of various records. During FY 2023 a restructuring of the customer service teams is taking place, and work is being split among three teams as reflected in the Significant Program Changes. Transactions and service levels are expected to be roughly consistent across FY 2022 - FY 2024. aside from the change in duties with the restructure of the teams.

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

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$2,086,408	\$0	\$1,389,659	\$0
Contractual Services	\$2,550	\$0	\$3,300	\$0
Materials & Supplies	\$22,125	\$0	\$23,840	\$0
Internal Services	\$559,912	\$0	\$370,219	\$0
Total GF/non-GF	\$2,670,995	\$0	\$1,787,018	\$0
Program Total:	\$2,670,995		\$1,787,018	
Program FTE	19.05	0.00	11.08	0.00

Program Revenues				
Intergovernmental	\$458,503	\$0	\$257,772	\$0
Total Revenue	\$458,503	\$0	\$257,772	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$2,716,250, with \$257,772 allocated to DART Property Tax & Ownership (72024). Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72024 DART Customer Service

During FY 2023 a structural change was conceptualized and put into place as it was apparent that a significant change was necessary in order to see positive change. The structural change increases the number of supervisors from two to three while breaking two existing teams into three new individual teams. The three corresponding program offers, with each having their own supervisor, are DART Property Tax & Ownership (72024), DART County Clerk Functions (72025), and new DART Passport and Photo ID Program (72058). Ownership and Parcel Management (72026) will no longer be used, and the budget was transferred to the new programs. This will lessen the number of direct reports per supervisor and align program services to budget. This change also focuses on workplace safety, employee morale, and improving services to the community by owning and focusing on specific team tasks.



Program #72025 - DART County Clerk Functions FY 2024 Department Requested

Department: County Management **Program Contact:** Tim Mercer
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The Division of Assessment, Recording and Taxation (DART) County Clerk Functions Program consists of recording land related and other legal documents, issuance of Marriage Licenses and Domestic Partnership Registrations, creation and maintenance of permanent records, issuance of certified copies, and administration of the Board of Property Tax Appeals (BoPTA). BoPTA is responsible for hearing petitions from taxpayers who disagree with their property value. The Board makes decisions to reduce property values or waive personal property late filing fees based on evidence provided by the taxpayer.

Program Description

The County Clerk Functions team is responsible for issuing marriage licenses & domestic partnerships; administering the BoPTA program; and recording legal documents. All of these functions are governed by state statutes. Recorded documents include deeds, contracts and assignments and unrecorded documentation, such as marriage records, court orders, and death certificates.

Issuing marriage licenses, and recording and indexing documents make up both vital and essential records under Oregon state law. The documents are maintained for statutory purposes that follow rigorous guidelines to maintain an orderly identification of ownership of property and record of marriages. As a requirement under Oregon law, both must be maintained and archived indefinitely. These teams serve the community in person, through phone, email, and mail.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of marriage licenses issued	7,400	4,900	6,600	6,500
Outcome	% of accurately processed licenses	95%	95%	95%	95%
Output	Number of documents recorded	104,704	160,000	145,000	140,000
Outcome	Average number of business days to return original recorded documents	5	2	5	5

Performance Measures Descriptions

The "% of Accurately Processed Licenses" is a measure to track errors on licenses internally. 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. Document recording numbers fluctuate as a byproduct of the overall economy and interest rates.

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). ORS 205.320(2) requires dedication of a portion of recording fees to the restricted County Clerk Fund for records storage and retrieval systems.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,336,238	\$0	\$1,207,834	\$0
Contractual Services	\$284,658	\$0	\$161,780	\$0
Materials & Supplies	\$105,804	\$0	\$101,028	\$0
Internal Services	\$206,589	\$0	\$245,164	\$0
Total GF/non-GF	\$1,933,289	\$0	\$1,715,806	\$0
Program Total:	\$1,933,289		\$1,715,806	
Program FTE	12.05	0.00	11.16	0.00

Program Revenues				
Fees, Permits & Charges	\$5,254,500	\$0	\$3,998,750	\$0
Intergovernmental	\$20,939	\$0	\$17,384	\$0
Other / Miscellaneous	\$250,000	\$0	\$250,000	\$0
Beginning Working Capital	\$200,400	\$0	\$141,245	\$0
Total Revenue	\$5,725,839	\$0	\$4,407,379	\$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 of \$220,550 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. Document Recording fees \$3,672,000. Recording copy fees \$250,000. County Clerk Restricted Fund Carryover Revenue \$141,245 and Fees \$90,000 pursuant to ORS 205.320(2). Fees for filing a BoPTA Appeal \$16,200. BoPTA also allocated \$17,384 of the \$2,716,250 County Assessment Function Funding Assistance (CAFFA) Grant.

Significant Program Changes

Last Year this program was: FY 2023: 72025 DART County Clerk Functions

During FY 2023 a structural change was conceptualized and put into place as it was apparent that a significant change was necessary in order to see positive change. The structural change increases the number of supervisors from two to three, while breaking two existing teams into three new individual teams. The three corresponding program offers, with each having their own supervisor, are DART Property Tax & Ownership (72024), DART County Clerk Functions (72025), and new DART Passport and Photo ID Program (72058). Ownership and Parcel Management (72026) will no longer be used, and the budget was transferred to the new programs. This will lessen the number of direct reports per supervisor and align program services to budget. This change also focuses on workplace safety, employee morale, and improving services to the community by owning and focusing on specific team tasks.



Program #72027 - DART Tax Revenue Management FY 2024 Department Requested

Department: County Management **Program Contact:** Tim Mercer
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The Tax Revenue Management Program administers the County Tax Collector responsibilities. The program manages the billing, collecting, 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 is distributed to the County Assessment and Taxation Fund.

Program Description

The Tax Revenue Management Program’s goal is to ensure the timely, equitable, and accurate billing, collection, accounting, and distribution of property tax revenues in accordance with Oregon Revised Statutes. The Tax Revenue Management Program provides responsive, accurate, quality customer service to taxpayers and other government agencies while complying with property tax laws. The program sends property tax statements; collects current and delinquent real and personal property taxes and 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. Over 340,000 tax statements are issued and almost 400,000 payment and accounting transactions are processed annually, resulting in the distribution of roughly \$2 billion.

Most directly this program works with the property owners of Multnomah County. Indirectly, this program serves the work of property tax collection and distribution. Property taxes account for roughly 60% of the County’s General Fund revenues. The program has recently taken steps to better serve non-English speaking property owners by translating the Property Tax Guide into multiple languages. The program provides translation services for in-person and phone interactions and has taken additional steps to make information and communication more accessible through the use of plain language, reducing the use of jargon and legal terms. While considerable constraints exist based on Oregon Revised Statutes, the Program utilizes client feedback and unmet needs to inform changes to its processes, communication, and interfaces. Many steps are taken to implement changes based on this feedback. One example of this is the utilization of taxpayer feedback as part of the procurement, design, and implementation of our new payment processing system in 2020.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Property Tax Statements Issued/Mailed	343,047	346,000	345,000	346,000
Outcome	Percentage of Current Year Property Taxes Collected	98.66%	98.5%	98.5%	98.5%
Outcome	Tax Collected Via Electronic Payment (in millions of dollars)	343.4	350.0	352.0	350.0

Performance Measures Descriptions

Due to the pandemic and concerns about the postal system, as well as our new online payment system and our marketing efforts, we saw a dramatic increase in the number of taxpayers paying online in FY 2021 and FY 2022. In FY 2023, that number continues to increase at a slower rate. We expect FY 2024 to potentially level off.

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. 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

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,678,481	\$0	\$1,761,986	\$0
Contractual Services	\$187,320	\$0	\$186,002	\$0
Materials & Supplies	\$30,253	\$0	\$30,876	\$0
Internal Services	\$523,051	\$0	\$525,661	\$0
Total GF/non-GF	\$2,419,105	\$0	\$2,504,525	\$0
Program Total:	\$2,419,105		\$2,504,525	
Program FTE	13.40	0.00	13.40	0.00

Program Revenues				
Fees, Permits & Charges	\$453,000	\$0	\$400,000	\$0
Intergovernmental	\$329,173	\$0	\$311,826	\$0
Other / Miscellaneous	\$5,500	\$0	\$5,500	\$0
Total Revenue	\$787,673	\$0	\$717,326	\$0

Explanation of Revenues

Participation in the statewide County Assessment Function Funding Assistance (CAFFA) Grant reimburses approximately 12.4% of program expenditures. Grant amounts vary depending upon the statewide CAFFA pool and Multnomah County's allocated percentage. Multnomah County's share is estimated at \$2,716,250, with \$311,826 allocated to DART Tax Revenue Management (72027). Program revenues of \$400,000 and \$5,500 are service fees required by Oregon Revised Statutes and County Fee Ordinance, based on historical averages, and include foreclosure publication fees, title search fees, exemption late filing fees, delinquent personal property tax warrant, and warrant recording fees, manufactured structure ownership transfer fees and miscellaneous tax collection and tax information copy fees. The remaining Program support is provided by County General Fund revenue.

Significant Program Changes

Last Year this program was: FY 2023: 72027 DART Tax Revenue Management



Program #72028 - DART GIS/Cartography FY 2024 Department Requested

Department: County Management **Program Contact:** Larry Steele
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The Division of Assessment, Recording and Taxation's (DART) GIS/Cartography 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; designs, develops, and deploys GIS applications, tools, and resources; and provides direct customer service to internal and external business partners and the public.

Program Description

The GIS/Cartography 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 designs, develops, and deploys GIS applications, tools, and resources for DART team's access to geospatial data representations to increase work efficiency and accuracy. This program also contributes GIS data to the Department of Revenue Oregon Map (ORMAP) program which provides a state-wide property tax parcel base map that is digital, publicly accessible, and continually maintained. Direct customer service is provided to internal and external business partners, including property owners, taxpayers, and the community.

The community's access to the program has generally transitioned to more flexible, technological, customer focused solutions that provide for safe, effective remote contact. However, in order to fully support the diverse community that we serve, we offer all forms of customer service when requested.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of New Tax Roll Accounts Created	1,068	1,450	961	1,050
Outcome	Number of GIS Mapping Edits per FTE	5,534	6,400	5,440	5,170
Output	Number of GIS Mapping Edits	21,133	25,700	21,760	22,000

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 GIS Mapping Edits includes audits and data clean-up activities that have taken place this year. Number of GIS Mapping Edits per FTE FY 2024 offer is reduced due to realigning projection with historical actuals. Also, the offer represents a 5% reduction to FY 2023 projected actuals due to a softening real estate market that will likely reduce the number of property actions. therefore fewer edits per FTE.

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, 477-478. Through the "County Assessment Function Funding Assistance" (CAFFA) grant process described in ORS 294.175, the Oregon Dept of Revenue (DOR) has determined Multco's A&T staffing to be adequate to meet ongoing statutory needs; however, DOR staffing guidelines are indicating a deficiency in recommended FTE within assessment areas including GIS/Cartography.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$707,152	\$0	\$645,180	\$0
Contractual Services	\$300	\$0	\$300	\$0
Materials & Supplies	\$12,524	\$0	\$15,005	\$0
Internal Services	\$192,817	\$0	\$111,956	\$0
Total GF/non-GF	\$912,793	\$0	\$772,441	\$0
Program Total:	\$912,793		\$772,441	
Program FTE	5.25	0.00	4.50	0.00

Program Revenues				
Intergovernmental	\$130,021	\$0	\$105,847	\$0
Total Revenue	\$130,021	\$0	\$105,847	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's annual share of CAFFA is estimated at \$2,716,250, with \$104,847 allocated to DART GIS/Cartography (72028). \$1,000 in revenue pursuant to IGA with the 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 2023: 72028 DART GIS/Cartography

FY 2024 budget includes a new manager position within existing resources to manage both Applications Support and GIS Cartography; the position is split .75 FTE to DART Applications Support (72037) and .25 FTE to DART GIS Cartography (72028).



Program #72029 - DART Assessment Performance Analysis FY 2024 Department Requested

Department: County Management **Program Contact:** Larry Steele
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The Assessment Performance Analysis Unit (APA), 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 funding of all Multnomah County taxing districts. Analysts develop and publish the annual Sales Ratio Study as required by statute. APA acts as the audit function for all valuation processes.

Program Description

The Assessment Performance Analysis (APA) 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 APA Unit adjusts Real Market Values of all property in the County and publishes the annual Sales Ratio Study that evaluates and reports on 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. APA performs an independent audit function for all valuation processes, projects and functions.

We have transitioned to more flexible, up-to-date, customer focused solutions that provide for safe, effective remote contact. This is providing the same level of customer service while balancing the needs and safety of staff and the community.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Projects Maintained - Includes mandated Ratio Study	52	52	52	52
Outcome	Number of Appraisal Neighborhoods in Statutory Compliance (ORS 308.232)	96%	95%	95%	95%

Performance Measures Descriptions

The output measure Number of Projects refers to the many specific annual studies and reports completed by the team including the mandated Ratio Study. The outcome measure Number of Appraisal Neighborhoods in Statutory Compliance measures the effectiveness of the appraisal program as a result of the Ratio Study.

Legal / Contractual Obligation

Functions in this program are regulated under Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 . 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 including this unit.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$542,819	\$0	\$580,540	\$0
Contractual Services	\$600	\$0	\$600	\$0
Materials & Supplies	\$18,901	\$0	\$19,816	\$0
Internal Services	\$69,071	\$0	\$45,330	\$0
Total GF/non-GF	\$631,391	\$0	\$646,286	\$0
Program Total:	\$631,391		\$646,286	
Program FTE	3.25	0.00	3.25	0.00

Program Revenues				
Intergovernmental	\$79,753	\$0	\$75,512	\$0
Total Revenue	\$79,753	\$0	\$75,512	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Total annual Multnomah County share of CAFFA is estimated at \$2,716,250, with \$75,512 allocated to DART Assessment Performance Management (72029). Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72029 DART Assessment Performance Analysis



Program #72030 - DART Property Assessment Special Programs FY 2024 Department Requested

Department: County Management **Program Contact:** Larry Steele
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

Special Programs Group (SPG) is part of the Division of Assessment, Recording and Taxation (DART). SPG is the expert in property tax exemptions and special assessments, tax roll corrections, and maximum assessed value (MAV). Additionally, Special Programs assists the community using various means of communication including by phone, email, and mail. Internally, Special Programs provides ongoing training and expertise to other sections within DART.

Program Description

SPG oversees more than 60 property tax exemption and special assessment programs. These programs provide partial to full property tax relief to qualifying individuals and organizations. Programs established by the state and other jurisdictions affect historic properties, charitable non-profits, fraternal and religious organizations, disabled veterans, and numerous others. SPG receives and makes eligibility determinations on more than 1,000 applications annually for property tax exemptions.

Properties owned by government entities are exempt under Oregon Statute. However, it is common for government entities to lease portions of their properties to nongovernment organizations. The space leased is subject to property taxes. SPG determines what portions of the government owned buildings are subject to property taxes.

SPG serves as the subject matter expert on the tax roll correction process; providing guidance and training to DART valuation sections. SPG corrects the certified tax roll under specific circumstances including property tax appeal resolution, data entry errors, qualified impacts to value due to Act of God incidents, and others.

In 1997, Oregon voters changed the method used to calculate property taxes, which required the calculation of each property’s Maximum Assessed Value (MAV). MAV is the basis for determining taxable assessed value for a property and often involves complex calculations. SPG is the department authority on MAV and the advisor to DART sections on anything related to MAV. SPG calculates all MAV changes related to property tax exemption or special assessment, property actions such as divisions of property or lot line adjustments, or property that was demolished or destroyed. The SPG team determines and reallocates MAV for hundreds of properties annually.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Exempt Accounts Reviewed and Processed for the Current Tax Roll	4,953	7,000	5,100	5,200
Outcome	Total Exempt Accounts Monitored	32,250	33,500	32,500	33,500
Output	Total Number of Accounts Processed for Prior Tax Roll (roll corrections)	1,799	1,700	1,700	1,750

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.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,083,306	\$0	\$1,160,190	\$0
Contractual Services	\$500	\$0	\$500	\$0
Materials & Supplies	\$12,789	\$0	\$12,516	\$0
Internal Services	\$123,865	\$0	\$131,407	\$0
Total GF/non-GF	\$1,220,460	\$0	\$1,304,613	\$0
Program Total:	\$1,220,460		\$1,304,613	
Program FTE	8.25	0.00	8.25	0.00

Program Revenues				
Fees, Permits & Charges	\$2,703	\$0	\$2,703	\$0
Intergovernmental	\$178,289	\$0	\$191,767	\$0
Total Revenue	\$180,992	\$0	\$194,470	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$2,716,250 with \$191,767 allocated to DART Property Assessment Special Programs (72030). Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72030 DART Property Assessment Special Programs



Program #72031 - DART Personal Property Assessment FY 2024 Department Requested

Department: County Management **Program Contact:** Tim Mercer
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

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 3% of the value upon which taxes are levied for the benefit of all Multnomah County taxing districts.

Program Description

The Personal Property Assessment Program’s goal is to ensure proper filing amongst all businesses within the county, to create assessment records for new taxable business Personal Property accounts, and to maintain the Real Market Value and Maximum Assessed Value of all taxable business Personal Property accounts.

Oregon Revised Statutes require annual filings of the Confidential Personal Property Return form from businesses in the county for property tax purposes. The Personal Property Assessment Program reviews those returns (approximately 22,000 businesses annually) for accuracy & completeness and applies appropriate depreciation factors to each business asset on each return. Technicians in this program also conduct research and discovery of new businesses and assets omitted from the assessment roll. Appraisals are performed to defend values under appeal. Technicians in this program also conduct account maintenance including ownership information, address information, and more. This program also conducts significant outreach, communication, and education efforts to help taxpayers understand their obligations and to assure the assessment records are accurate.

Under the Measure 50 tax limitation measure, there is no assumption of a 3% increase in personal property taxable value; instead, each business is required to annually report existing taxable property. Failure to monitor this process will result in the 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.

Most directly this program works with the business representatives of Multnomah County. Indirectly, this program serves the work of property tax assessment. Property taxes account for more than 60% of the County’s General Fund revenues. The program has recently taken steps to better serve non-English speaking business representatives, by translating informational documents into multiple languages.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Accounts Processed, Coded and Valued	15,256	15,900	15,157	15,200
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	\$2,706	\$2,700	\$2,706	\$2,700
Efficiency	Percentage of Accounts Filing Electronically	17.5%	19%	18.4%	19%

Performance Measures Descriptions

Due to the impacts of COVID-19 on the business community, we expected a spike in business closures in FY 2021 & FY 2022, but that did not materialize. Filings have remained fairly consistent pre and post-pandemic.

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. Any reduction to this program may jeopardize the grant revenue.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$798,007	\$0	\$870,479	\$0
Contractual Services	\$12,395	\$0	\$13,145	\$0
Materials & Supplies	\$3,364	\$0	\$5,741	\$0
Internal Services	\$202,673	\$0	\$247,391	\$0
Total GF/non-GF	\$1,016,439	\$0	\$1,136,756	\$0
Program Total:	\$1,016,439		\$1,136,756	
Program FTE	6.00	0.00	6.10	0.00

Program Revenues				
Intergovernmental	\$147,497	\$0	\$142,060	\$0
Total Revenue	\$147,497	\$0	\$142,060	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$2,716,250, with \$142,060 allocated to DART Personal Property Assessment (72031). The remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72031 DART Personal Property Assessment

For FY 2024, allocated 10% of a Senior Manager position to reflect program management and oversight



Program #72033 - DART Commercial & Industrial Property Appraisal FY 2024 Department Requested

Department: County Management **Program Contact:** John Botaitis
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The Industrial/Commercial/Multi-family (INCOM) Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing all commercial, multi-family, local and state industrial manufacturing plants, warehouses, bulk petroleum storage facilities and Port of Portland properties. This section represents approximately 31% of the total taxable assessed value.

Program Description

This program is responsible for maintaining Real Market and Maximum Assessed Value for approximately 24,884 commercial, warehouse and multifamily accounts; 832 County and State appraised manufacturing accounts; and 445 billboards. Manufacturers are required to file industrial property returns annually. This requires the annual audit and review of approximately 61,010 (machinery, equipment and personal property assets as well as 444 bulk-petroleum storage tanks.

Maintaining accurate Real Market Values on all property directly affects taxing districts within the County. The program ensures that all Industrial, Commercial and Multi-family properties are 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.

Using the equity lens, we have adapted the way we provide access to our services for the benefit of the community members, colleagues and staff. We have applied lessons learned from the pandemic and continue to modify our operations by offering flexible solutions such as telephone consultations, digital surveys, virtual property inspections and digital photograph exchanges. We have also adapted our business practices to meet the needs of our staff members by providing accommodation and maximum flexibility to meet their individual work-life balance needs.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Industrial Assets Valued	61,424	55,000	60,500	61,000
Outcome	New Exception Real Market Value in MILLIONS;	\$3,215	\$2,500	\$2,500	\$2,400
Efficiency	Percent of Accounts on Automated Recalculation	24%	23%	26%	28%
Outcome	Percent Market Groupings with Coefficient Of Dispersion Compliance	72%	90%	75%	75%

Performance Measures Descriptions

Performance is measured by the new value added to the roll, processing of real property returns, and annual audits of machinery, equipment and personal property assets. Additional performance efficiency is achieved by converting valuation methodologies to income models, and other automated calculation methods. These properties represent high-value accounts; loss on appeal can result in large tax refunds paid by taxing jurisdiction with interest.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and Oregon Administrative Rules regulate the assessment and property tax calculation process. Through the "County Assessment Function Funding Assistance" (CAFFA) grant process described in ORS 294.175, the DOR determines an acceptable level of staffing. Current DART staffing is minimally adequate to perform statutory functions.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$3,479,609	\$0	\$3,716,815	\$0
Contractual Services	\$1,975	\$0	\$1,975	\$0
Materials & Supplies	\$131,524	\$0	\$146,126	\$0
Internal Services	\$383,109	\$0	\$310,702	\$0
Total GF/non-GF	\$3,996,217	\$0	\$4,175,618	\$0
Program Total:	\$3,996,217		\$4,175,618	
Program FTE	23.50	0.00	23.50	0.00

Program Revenues				
Intergovernmental	\$577,362	\$0	\$546,781	\$0
Total Revenue	\$577,362	\$0	\$546,781	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$2,716,250, with \$546,781 allocated to DART Commercial & Industrial Property Appraisal (72033). Remaining Program support is provided by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72033 DART Commercial & Industrial Property Appraisal



Program #72034 - DART Residential Property Appraisal FY 2024 Department Requested

Department: County Management **Program Contact:** John Botaitis
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The Residential Property Appraisal Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for valuing and appraising all Residential, Floating, Manufactured and Open Space property accounts. Residential Property represents approximately 60% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Description

This program is responsible for maintaining Real Market Value and Maximum Assessed Value for 261,668 Real and Personal Property accounts including: Single and 2-4 family, Condominiums, Manufactured, Floating and small General Commercial Use properties. A total of 33,773 permits were generated for FY2022 requiring review and processing, largely issued by local jurisdictions.

Maintaining accurate Real Market Values on all properties directly affects taxing districts within the County. This 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 the taxing districts. Property taxes account for approximately 60% of the County's General Fund revenues.

Using the equity lens we have adapted the way we provided services for the benefit of the community members we serve and for the appraisal staff. Our expanded operations meet the needs of the community by offering more flexible solutions such as meeting on site with taxpayers, telephone consultations, proactive outreach via letter campaigns and surveys, virtual inspections and digital photograph exchanges. The distributed workforce and business practices have also been designed to meet the needs of our staff members by providing accommodation and maximum flexibility to meet their individual work-life balance needs.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Accounts Appraised	18,000	18,000	16,000	16,000
Outcome	New Taxable Real Market Value Exception (in millions of dollars)	\$821	\$700	\$800	\$800
Outcome	% Neighborhood with COD Compliance	99%	98%	99%	99%

Performance Measures Descriptions

Estimated reduction in accounts appraised is a byproduct of the change in COVID-19 restrictions which resulted in an increase in site visits over desk reviews, as well as the onboarding and training of new and existing staff. Oregon law requires property appraisals to be at 100% of Market Value as of January 1 of each year. The Coefficient of Dispersion (COD) is a key measure and failure to meet standards can result in loss of CAFFA grant revenue.

Legal / Contractual Obligation

Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321 and Oregon Administrative Rules regulate the assessment and property tax calculation process. Through the "County Assessment Function Funding Assistance" (CAFFA) grant process described in ORS 294.175, the DOR determines an acceptable level of staffing. Current DART staffing is minimally adequate to perform statutory functions.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$5,098,512	\$0	\$5,393,567	\$0
Contractual Services	\$2,400	\$0	\$2,625	\$0
Materials & Supplies	\$118,383	\$0	\$119,733	\$0
Internal Services	\$625,382	\$0	\$588,154	\$0
Total GF/non-GF	\$5,844,677	\$0	\$6,104,079	\$0
Program Total:	\$5,844,677		\$6,104,079	
Program FTE	36.50	0.00	36.50	0.00

Program Revenues				
Intergovernmental	\$921,625	\$0	\$849,371	\$0
Total Revenue	\$921,625	\$0	\$849,371	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures; Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$2,716,250. Allocated \$849,371 to DART Residential Appraisal (72034). Remaining Program support is from General Fund Revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72034 DART Residential Property Appraisal



Program #72037 - DART Applications Support FY 2024 Department Requested

Department: County Management **Program Contact:** Larry Steele
Program Offer Type: Support **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The Applications Support (App Support) Program designs, develops, and deploys technology solutions for the entire Division. App Support is also responsible for managing DART's application software and hardware through configuration, support and collaboration with external IT vendors and internal business partners. Furthermore, App Support performs the functions necessary to produce the certified annual tax roll, which includes calculating tax rates, 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 Description

DART's Applications Support (App Support) Program designs, develops, and deploys technology solutions, through collaboration with IT business partners that create efficiencies, standardizations, improves data integrity, and generates sustainability across the entire division.

App Support performs the functions of extending and certifying 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, positively contributing to the public's perception of accountability and fairness in assessing and collecting property taxes. In addition to certifying the annual tax roll, the Program responds to requests for information by developing data files for both internal and external customers. The Program manages the working relationship with the application software and hardware vendors, as well as the County IT business partners; including consulting on contract formulation, implementation, support, and project management. The Program answers user questions, resolves problems, and provides expert recommendations on the effective use of the Division's business application systems. Additionally, the App Support team manages and promotes the Division's public facing website, designs and implements accessibility features; procures, distributes and supports software solutions to create accessible video content for internal and external education materials.

The community's access to the program has been modified to include more flexible, up-to-date technological, customer focused solutions that provide for safe, effective remote contact. All of it while providing the same level of customer service while balancing the safety of staff and the needs of the community we serve.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of requests and support activities	3,500	3,500	3,500	3,500
Outcome	% of Requests Associated with Program Revenue	4%	4%	4%	4%
Output	Tax Statements Generated En Masse	340,648	350,000	345,000	350,000

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. Tax Statement Production numbers can fluctuate due to factors beyond the control of the Assessor.

Legal / Contractual Obligation

Functions in this program are regulated under Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305, 306, 307, 308, 308A, 309, 310 and 321. 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 including this unit.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$989,387	\$0	\$1,207,366	\$0
Contractual Services	\$8,300	\$0	\$10,057	\$0
Materials & Supplies	\$449,175	\$0	\$516,949	\$0
Internal Services	\$286,815	\$0	\$285,783	\$0
Total GF/non-GF	\$1,733,677	\$0	\$2,020,155	\$0
Program Total:	\$1,733,677		\$2,020,155	
Program FTE	6.25	0.00	7.00	0.00

Program Revenues				
Intergovernmental	\$153,655	\$0	\$162,975	\$0
Other / Miscellaneous	\$40,000	\$0	\$40,000	\$0
Total Revenue	\$193,655	\$0	\$202,975	\$0

Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 12.4% of Assessment & Taxation program expenditures. Grant amounts vary depending upon the overall statewide CAFFA pool and the allocated percentage to each participating county. Multnomah County's total annual share of CAFFA is estimated at \$2,716,250 with \$162,975 allocated to DART Applications Support (72037). 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 the 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 2023: 72037 DART Applications Support

The ongoing support for a new E-File product which was implemented in FY 2023 has been added to the Budget for FY 2024. A manager position who manages both Applications Support and GIS Cartography is split .75 FTE to DART Applications Support (72037) and .25 FTE to DART GIS Cartography (72028).



Program #72038 - DART Tax Title **FY 2024 Department Requested**

Department: County Management **Program Contact:** Jeffrey Brown
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The Tax Title Program, within the Division of Assessment, Recording and Taxation (DART), is responsible for project management, maintenance supervision, portfolio strategy, and final disposition of the County's tax foreclosed property. The Program's highest priority is foreclosure avoidance prior to County ownership as well as occupant support throughout the process. Vulnerable populations and historically disadvantaged groups are supported with appropriate resources using best practices. Less than 5% of the current portfolio (~210) properties have improvements or structures. Property dispositions are through public and private sales, government transfers, and on rare occasion donations to nonprofits.

Program Description

The County comes into ownership of real property generally once a year (September/October) through the foreclosure of delinquent property tax liens. The tax foreclosed properties are deeded by the Tax Collector to the County thereby becoming the responsibility of the Tax Title Program which manages the dispossession pursuant Multnomah County Code Chapter 7 as a portion of a larger portfolio of long-held properties. After properties are deeded to the County they may become available for repurchase by qualified former owners of record. Special repurchase consideration may be given to former owners, their heirs or devisees due to the health, safety, housing, and economic conditions. 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 the Department of County Assets, Facilities and the Property Management Division.

The Tax Title Program researches and assesses properties deeded to the County 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 make available for donation to governments or non-profits at the discretion of County management. Effective January 1, 2016, ORS 275.275 was amended to redirect the distribution of proceeds from sales, net of program expenses, to 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	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Properties remaining in Tax Title Inventory	216	205	208	205
Outcome	Properties placed back on the tax roll & into community use	5	15	25	15
Outcome	Revenue credited to General Fund, Sub-Fund	\$0	\$100,000	\$1,500,000	\$750,000

Performance Measures Descriptions

The goal of the program is to first apply rigorous foreclosure avoidance measures and, if deeded, 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. County Code Chapter 7 states how tax foreclosures are to be managed and disposed.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$239,635	\$0	\$254,953	\$0
Contractual Services	\$384,992	\$0	\$378,000	\$0
Materials & Supplies	\$13,278	\$0	\$17,118	\$0
Internal Services	\$112,292	\$0	\$99,929	\$0
Total GF/non-GF	\$750,197	\$0	\$750,000	\$0
Program Total:	\$750,197		\$750,000	
Program FTE	1.60	0.00	1.60	0.00

Program Revenues				
Other / Miscellaneous	\$750,000	\$0	\$750,000	\$0
Total Revenue	\$750,000	\$0	\$750,000	\$0

Explanation of Revenues

The Program is financially self-sustaining. Sales of Tax Foreclosed Properties (public sales, auctions, repurchases, and private sales) are estimated at approximately \$750,000 for FY 2024. Prior to deeding property to Multnomah County, the program directs a rigorous foreclosure avoidance outreach. If foreclosure avoidance efforts are successful it can significantly reduce the number of properties deeded to, and subsequently sold by, Multnomah County. The FY 2024 revenue estimate reflects the likelihood of continued success in the program's foreclosure avoidance efforts and Covid-19 considerations. If the program's revenues exceed the 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 2023: 72038 DART Tax Title



Program #72044A - FRM Construction Diversity and Equity FY 2024 Department Requested

Department: County Management **Program Contact:** Brian Smith
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs: 72044B
Program Characteristics: In Target

Executive Summary

The Construction Diversity and Equity Fund (CDEF) program helps women and minority individuals get jobs in skilled construction trades and helps businesses owned by these groups be successful. It also supports the competitiveness of State certified minority-owned, women-owned, service-disabled-veteran-owned businesses, and emerging small businesses.

Program Description

Construction jobs offer stable, well-paying careers that can support a family. Past discrimination and other barriers mean that not everyone has been able to access these jobs. The CDEF program helps to create more diversity, fairness, and opportunity in the construction industry and in the business world.

The CDEF program supports three initiatives.

- 1) It funds Bureau of Labor and Industries (BOLI) certified pre-apprenticeship programs. These programs are an important gateway into the trades. CDEF supports their recruitment of women and minorities.
- 2) It funds support and retention services for women and minority apprentices. This recognizes that every individual has different barriers that may disrupt their employment. Employers and unions refer apprentices to one of the County's three contractors who provide the services. Providing tools, safety equipment, or various support services helps ensure success on the job. Contractors provide qualitative feedback from the apprentices to gauge program impacts.
- 3) It funds technical help, mentoring and training for State certified minority-owned, women-owned, service-disabled-veteran-owned businesses, and emerging small businesses. Within that group, we emphasize serving construction-related professional services or contracting businesses. Certified firms apply online for support. We match them with one of four contractors to provide the help. Both contractors and certified firms provide feedback on the success of the engagement. This feedback is provided through monthly online surveys from both of these groups.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of workers served in BOLI Pre-Apprenticeship Programs	N/A	15	5	10
Outcome	Number of workers able to maintain employment due to receiving direct support and retention services.	N/A	25	60	60
Output	Number of State Certified firms receiving technical assistance, mentoring, and training.	N/A	25	25	25

Performance Measures Descriptions

Due to COVID-19, pre-apprenticeship programs were slow to start back up in FY 2023. The number of workers measures how many are served by the BOLI Pre-Apprenticeship Program. The number of workers maintaining employment is a measure of the effectiveness of the program and the number of firms receiving technical assistance, mentoring and training measures the volume of this work.

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

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$215,000	\$0	\$424,839	\$0
Unappropriated & Contingency	\$0	\$0	\$1,745,402	\$0
Total GF/non-GF	\$215,000	\$0	\$2,170,241	\$0
Program Total:	\$215,000		\$2,170,241	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Other / Miscellaneous	\$45,000	\$0	\$2,046,291	\$0
Beginning Working Capital	\$170,000	\$0	\$123,950	\$0
Total Revenue	\$215,000	\$0	\$2,170,241	\$0

Explanation of Revenues

The program has two sources of funding. First, the County pays (1%) of construction costs into the fund. Second, any Liquidated Damages paid by construction contractors are part of the fund. Liquidated damages are a sum contractors pay to the County if they do not meet contracted inclusion goals for women, minorities and apprentices.

Significant Program Changes

Last Year this program was: FY 2023: 72044A FRM Construction Diversity and Equity

The CDEF program expects to receive the assessment from the Library Bond funded projects in FY 2024 (by 12/31/2023), estimated at \$1.9 million. This is a significant sum and the program has developed a five year plan to expend these funds across the program's three dedicated purposes. We plan to spend \$243,000 in FY 2024 from the Library Bond Project and the balance will be placed in contingency.



Program #72044B - Regional Construction Workforce Diversity Funder Collaborative FY 2024 Department Requested

Department: County Management **Program Contact:** Brian Smith
Program Offer Type: New **Program Offer Stage:** Department Requested
Related Programs: 72044A
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

This program positions the County to be part of a regional effort to make the construction workforce more diverse. Participation of many local governments may also help attract private and foundation funding to support workforce development. This program funds year two of a five year effort to increase diversity in the construction workforce.

Program Description

The Regional Construction Workforce Diversity Funder Collaborative is a group of public owners who want to improve the racial and gender diversity of the regional construction trades workforce. The group includes the City of Portland, Multnomah County, Washington County, Clackamas County, Metro, TriMet, Prosper Portland, State Bureau of Labor and Industries, and Portland Community College. Each member of the group agrees to contribute a certain amount of money each year for a set number of years and helps plan, develop, and review the progress of the projects. The group started as part of The Construction Career Pathways Project (C2P2) Public Owner Workgroup.

The Funder Collaborative is made up of C2P2 signatories who have agreed to invest money together to increase diversity and the number of people in the construction workforce. The Funder Collaborative is a place where members can share ideas and learn from each other to help with regional efforts. They work together and invest in projects to make this happen.

The Funder Collaborative has formal voting procedures, as agreed upon by its members and outlined in the bylaws. Each funder has one vote, unless otherwise specified. Collectively, the members develop an annual work plan that explicitly includes the desired outcomes of the investments. The Funder Collaborative uses their annual work plan to guide decisions and update it each year based on the performance outcomes and regional labor needs.

This program offer is scaled to 72044A Construction Diversity and Equity Fund (CDEF) which also provides some dedicated funding for workforce diversity development activities. However the CDEF funding can be volatile on an annual basis, and is supplemental rather than reliable multi-year base funding. This program offer provides stable funding, aligned in purpose with other agencies in the region.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of workers served in BOLI Pre-Apprenticeship Programs	N/A	20	12	12
Outcome	Number of workers able to maintain employment due to receiving direct support and retention services.	N/A	N/A	40	40

Performance Measures Descriptions

The outcome performance measure is new this year as the funder collaborative has gotten up and running in FY 2023 and moving forward is aiming for a 75%/25% split of pre-apprenticeship training and support/retention services of early term diverse apprentices.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$200,000	\$0
Total GF/non-GF	\$0	\$0	\$200,000	\$0
Program Total:	\$0		\$200,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

This program is funded through General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72044B Regional Construction Workforce Diversity Funder Collaborative

This funding is for year two of our annual funder commitment of five years.



Program #72046 - FRM Workday Support - Finance FY 2024 Department Requested

Department: County Management **Program Contact:** Heather Drake
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

Workday is part of the County’s enterprise resource planning system (ERP). Workday is designed to be managed and supported by business operational staff in Central Finance. The ERP Finance Support team provides strategic and operational leadership; maintains, troubleshoots, and enhances Workday finance functionality; and provides operational and learning support to finance staff to help the County use our ERP system to its fullest potential.

Program Description

The ERP Finance Support team maintains, troubleshoots, and enhances Workday finance functionality to help the County use the ERP system to its fullest potential. This program supports planning, design, build, and testing of Workday configuration and custom reports. It maintains the system’s foundational finance data model. It includes a variety of operational and learning support services that range from responding to individual end user questions to preparing online self-service learning materials to delivering in-person training sessions. It supports active participation in the larger Workday Community and direct advocacy with Workday for functionality enhancements that would benefit County operations.

Workday functionality supported by this program offer includes: Allocations, Banking and Settlement, Business Assets, Customer Accounts (Accounts Receivable), Facilities Tasks, Finance Data Model, Financial Accounting, Grants Management, Inventory, Procurement, Projects, Project Assets, and Supplier Accounts (Accounts Payable).

The ERP Finance Support team performs the following key functions:

- 1) Analyze, design, build, test, and configure all changes made to the existing system, including features from mandatory, twice-yearly Workday system updates.
- 2) Maintain ERP’s foundational finance data model.
- 3) Maintain system business processes and security approach to establish internal controls over finance transaction process.
- 4) Create new custom reports and maintain existing custom reports.
- 5) Meet regularly with finance stakeholder groups to create transparency and stakeholder involvement in decision making about which configuration projects will best meet the County’s business needs.
- 6) Provide operational and learning support to County finance users that creates a culture where people feel safe asking questions and trust they will receive quick and accurate assistance.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of customer tickets processed	1,396	1,300	1,400	1,400
Outcome	Percentage of features in mandatory, twice-yearly Workday updates analyzed and successfully configured	> 95%	> 95%	> 95%	> 95%
Output	Student hours of learning support provided	N/A	N/A	N/A	750
Outcome	Percentage of finance user survey respondents satisfied with support provided	80%	> 90%	77%	> 90%

Performance Measures Descriptions

In July 2023, foundational Workday finance training sessions shifted from a mostly in-person to a mostly on-demand model to make them more accessible and timely. Changing performance measure from “sessions” to “student hours” to more accurately quantify learning support provided.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,073,641	\$0	\$1,145,100	\$0
Contractual Services	\$25,000	\$0	\$25,000	\$0
Materials & Supplies	\$53,589	\$0	\$53,849	\$0
Internal Services	\$61,927	\$0	\$93,737	\$0
Total GF/non-GF	\$1,214,157	\$0	\$1,317,686	\$0
Program Total:	\$1,214,157		\$1,317,686	
Program FTE	5.00	0.00	5.00	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 2023: 72046A FRM Workday Support - Finance



Program #72047 - FRM Labor Compliance FY 2024 Department Requested

Department: County Management **Program Contact:** Brian Smith
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs: 72005
Program Characteristics: In Target

Executive Summary

This program funds a Labor Compliance Program that teaches workers and construction contractors about how to prevent wage theft. It also has a volunteer program where people can talk to workers on construction sites to make sure they are getting paid fairly. The program also has technology to help the County make sure everyone is following the rules.

Program Description

Wage theft is when someone doesn't get paid or gets paid less than they should for their work. It hurts workers by lowering their pay and it hurts honest contractors because it makes them less able to compete. Wage theft is a big problem in the construction industry. In Oregon, a lot of wage claims come from the construction industry. Sometimes wage theft happens by accident, like if there's a mistake in the math. Other times, it's done on purpose and workers might not speak up about it because they're afraid of losing their job.

The County Labor Compliance Program helps workers and contractors make sure that everyone gets paid what they're supposed to. The program also makes sure that contractors follow rules about hiring and paying workers on county projects. The program gives advice and support to contractors to make sure they follow labor laws and rules about hiring apprentices and paying the right amount. It also helps workers understand their rights about pay. The program trains volunteers to talk to workers on construction sites and make sure they're getting paid the right amount and getting the right benefits. The program also uses software to keep track of how much workers get paid and what benefits they get on county construction projects.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of volunteers certified by County	20	20	24	20
Outcome	Number of County construction projects visited by certified volunteers	N/A	N/A	50	75
Output	Number of workers on County projects who got paid what they should for their work.	629	N/A	1000	1200

Performance Measures Descriptions

Due to the pandemic shutdown in March 2020, visits by volunteers to County construction sites were suspended and were unable to restart until July 2022. In FY 2023, we rebuilt our volunteer program after it collapsed due to the pandemic. The "County construction projects" measure was changed from percent to raw number to better reflect the level of effort from volunteers. Number of workers was added to reflect the impact of ensuring workers are paid fairly.

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

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$129,848	\$0	\$143,592	\$0
Materials & Supplies	\$24,462	\$0	\$44,242	\$0
Total GF/non-GF	\$154,310	\$0	\$187,834	\$0
Program Total:	\$154,310		\$187,834	
Program FTE	1.00	0.00	1.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

This program is funded through General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72047 FRM Labor Compliance



Program #72048 - FRM Clean Air Construction Standards FY 2024 Department Requested

Department: County Management **Program Contact:** Brian Smith
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs: 10018
Program Characteristics: In Target

Executive Summary

Clean Air Construction standards are a key strategy for reducing diesel emissions in Multnomah County. Thanks to Multnomah County’s leadership the City of Portland, Port of Portland, Washington County, TriMet, Metro and Portland Community College have all adopted the standard. The purpose of this effort is to use public purchasing to create a strong market signal for clean diesel engines and ultimately reduce Multnomah County resident’s exposure to deadly Diesel PM pollution, the primary source of which is construction equipment in Multnomah County.

Program Description

In September 2018 the Multnomah County Board of Commissioners committed to establishing a Clean Air Construction Procurement Standard. The City of Portland City Council took parallel action on the same day. The Standard requires equipment used on City and County construction projects to dramatically reduce emissions from older diesel engines. The primary pollutants of concern from diesel engines are diesel particulate matter and nitrous oxides.

The Chair approved final procurement policies in May 2019. In concert with partner jurisdictions, the rules were revised in May 2022 due to a delay in implementation because of COVID-19. The policy applies to non-road diesel equipment greater than 25 horsepower, and on-road dump and cement trucks, on construction contracts valued at \$500,000 or more. It includes a phase-in period to allow contractors the time and flexibility to plan for the new standard. COBID firms are required to comply with the standards but have more flexibility. So far Washington County, Metro, TriMet, the Port of Portland and Portland Community College have followed the County’s and City’s lead and adopted these standards.

The program, to help accommodate contractors, especially Certification Office for Business Inclusion and Diversity (COBID) contractors, has an implementation timeline. The timeline and difficulty of identifying compliant equipment in the field necessitate a strong administrative architecture for the program. Fortunately, the partnership with other jurisdictions and the identical program elements make it possible to share administrative burdens and costs with participating governments. The City of Portland has taken the lead in establishing the administrative infrastructure and allocated over \$400,000 in FY 2020 for startup costs. The annual FY 2024 cost of the administrative program is budgeted at \$310,000 annually, and Multnomah County’s share of the program would cost \$51,987 for FY 2024, or 18% of the total. The County’s costs may decrease as other jurisdictions join the effort, and the fixed costs are spread across additional partners. Refer to Administrative Procedure PUR-10 for a complete description of program requirements.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Track the number of contractors with registered equipment	16	40	20	40
Outcome	Reduction in particulate matter (PM) from construction projects	N/A	10%	0	10%
Output	Number of pieces of equipment registered	208	100	251	300

Performance Measures Descriptions

Projects covered by this policy have not yet moved into the construction phase. We anticipate projects that are covered by this program will move into the project phase in the upcoming fiscal year.

Legal / Contractual Obligation

Multnomah County entered into an Intergovernmental Agreement with the City of Portland. The City of Portland will administer the program on the County's behalf. Administrative functions will include technical assistance to contractors, an online platform for registering diesel-powered equipment covered by the standard, the issuance of equipment decals, and online administrative functions to allow County managers to ensure compliance with the standard on specific projects.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$53,450	\$0	\$52,000	\$0
Total GF/non-GF	\$53,450	\$0	\$52,000	\$0
Program Total:	\$53,450		\$52,000	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

Program is supported by General Fund

Significant Program Changes

Last Year this program was: FY 2023: 72048 FRM Clean Air Construction Standards

Multnomah County residents have the highest exposure to air toxics in the state and are well above national averages for cancer risk and respiratory hazards from air toxics. Soot from older diesel engines is among the most prevalent and harmful airborne toxins in the region. According to the Oregon Department of Environmental Quality (DEQ), the Portland Metro area registers diesel particulate matter (PM) levels above the ambient benchmark concentration set by the state. DEQ estimates the emissions lead to more than 400 premature deaths and \$3 billion in economic losses a year. More than 50 percent of diesel particulate matter in the region comes from construction equipment. People with lower incomes shoulder a disproportionate share of the pollution, as they are more likely to live in denser neighborhoods near congested roadways.



Program #72049A - DCM/NonD Human Resources Team FY 2024 Department Requested

Department: County Management **Program Contact:** Anna Plumb
Program Offer Type: Support **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The DCM/NOND Human Resources (HR) Team provides the full range of HR services for the approximately 419 Full-Time Equivalent (FTE) positions of the Department of County Management (DCM) and all Non-departmental agencies, including elected officials, the Office of Diversity and Equity, and the Office of Emergency Management. The DCM/NOND HR team supports all employees through the full employee lifecycle, with a focus on workforce equity and ensuring employees experience safety, trust, and belonging in keeping with County values.

Program Description

The HR team combines strategic planning with professional HR advice and support, serving as a strategic business partner and resource for managers and employees. Areas of support include development and implementation of staffing plans, including creating position descriptions; recruitment and retention; onboarding new employees; performance management for both represented and management employees; advice and coaching for employees and managers; HR information systems data entry, complex records management and compliance; timekeeping and e-timesheet training; and reviewing, interpreting, and ensuring compliance with collective bargaining agreements and County Personnel Rules.

All aspects of HR are directly linked to workforce equity and to employee’s experiences of safety, trust, and belonging. The DCM/NOND HR team focuses on equitable and inclusive practices and policies for all elements of our work. Many of the goals in the Workforce Equity Strategic Plan (WESP) are directly tied to HR’s actions or programs, and our team’s support and work is fundamental to meeting the organization’s commitments under the WESP during FY 2024.

- In FY 2024 the DCM/NOND HR Team will:
- Provide focused support to the County’s non-departmental agencies and the Department of County Management
 - Develop and implement interview panelist training to mitigate bias, in partnership with the DCM Equity Team
 - In partnership with the Office of Diversity and Equity, support the creation of a NOND Equity Committee with robust HR support.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Percent of recruitments that are successful*	94	90	95	95
Outcome	Number of employees provided full range of HR Services	406	412	419	419
Outcome	Percent of DCM and NOND employees saying they would recommend working at the county to a friend.	86	90	87	87

Performance Measures Descriptions

A successful recruitment is a recruitment that ends in a hire. Measure three is based on the Countywide Employee Survey, which is issued to all county employees every two years.

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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$1,000,677	\$0	\$1,071,955	\$0
Contractual Services	\$5,167	\$0	\$5,167	\$0
Materials & Supplies	\$19,655	\$0	\$18,275	\$0
Internal Services	\$58,330	\$0	\$90,570	\$0
Total GF/non-GF	\$1,083,829	\$0	\$1,185,967	\$0
Program Total:	\$1,083,829		\$1,185,967	
Program FTE	6.00	0.00	6.00	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 2023: 72049 DCM/NonD Human Resources Team



Program #72049B - DCM/NonD Human Resources Team - Increased Capacity FY 2024 Department Requested

Department: County Management **Program Contact:** Anna Plumb
Program Offer Type: Support **Program Offer Stage:** Department Requested

Related Programs:
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

This program will provide one-time-only funding for two (2) Limited Duration (LDA) positions within the Human Resources (HR) Team for the Department of County Management and the County’s Non-Departmental agencies (DCM/NOND HR team). This program offer fully funds one recruiter LDA, and pays for one-third of a Human Resources Technician LDA position that is shared equally with the Department of County Assets and the Joint Office of Homeless Services.

Program Description

In FY 2020, the DCM/NOND HR Team was formed to align HR support with the unique work in DCM and the Non-Departmental organizations, with the goal of providing tailored and proactive HR support to both entities. Currently, the DCM/NOND HR Team has six (6) regular full-time equivalent (FTE) positions, but this does not include an HR Technician or a recruiter position for the NOND agencies. The Non-Departmental agencies have approximately 126 FTE and are recently averaging around 10 open recruitments a month. In the past, the NOND HR Analyst Senior has supported recruitment, but this has kept that position from fulfilling other critical proactive HR support for the Non-Departmental agencies.

Currently, the team has a one-year LDA recruiter who has helped support NOND recruitments. With new County leadership, additional recruitments are likely, and this program requests additional one-time-only funding to fund the current recruitment position for another year. This will allow the DCM/NOND HR team to a) perform recruitments that are timely, responsive, and focused on workforce equity goals and b) pivot the HR Analyst Senior position to more proactive Human Resources support.

Similarly, the DCM/NOND HR team does not have a regular HR Technician position, but has been utilizing an LDA HR Technician position to help get the department’s personnel files back into compliance after the COVID-19 pandemic. The existing LDA HR Technician position is shared between three departments (Department of County Management, Department of County Assets, and the Joint Office of Homeless Services) and provides all three departments with administrative and filing support for under \$40k per department. This offer also proposes to extend this LDA for another year, in partnership with the two other departments.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of NOND Hires	37	N/A	35	35
Outcome	Percent of recruitments that are successful	100	90	95	95

Performance Measures Descriptions

Number of hires indicates the number of positions filled either with an internal or external candidate. A successful recruitment is a recruitment that ends in a hire.

Legal / Contractual Obligation

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$177,000	\$0
Total GF/non-GF	\$0	\$0	\$177,000	\$0
Program Total:	\$0		\$177,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Total Revenue	\$0	\$0	\$0	\$0

Explanation of Revenues

The program is funded by one-time-only General Fund revenues.

Significant Program Changes

Last Year this program was:



Program #72050 - Central HR Classification & Compensation FY 2024 Department Requested

Department: County Management **Program Contact:** Travis Brown
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

Central Human Resources (HR) Classification & Compensation (Class Comp) provides pay and classification structures necessary for the County to offer competitive pay and appealing career paths. Class Comp provides the pay and job profile 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 data in support of all unions and management job profiles for the most accurate indicator of prevailing wages and salaries for comparable jobs.

Program Description

Class Comp aligns practices with County organizational values of safety, trust, and belonging by acting as a neutral function, following procedures established by county code, personnel rules, and collective bargaining agreements to review requests from a centralized perspective. Giving employees the opportunity to have their position reviewed in the reclassification process helps to ensure equity among how positions are classified and compensated.

Class Comp impacts a large percentage of the total County workforce by ensuring positions are allocated at the appropriate level, job profiles are written accurately, and that compensation within our job profile structure is competitive with the public sector market. These efforts ensure equitable work assignments and compensation, which ultimately result in processes that are consistent with the Oregon Equal Pay Act.

Program outcomes are measured for Class Comp based on the number of positions impacted by classification and/or compensation studies, new positions classified, and positions reclassified. Reclassifications and studies directly impact our current workforce and new positions allow for the County to hire staff needed to deliver more effective and new services to the public.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of positions reviewed as a result of class/comp studies.	1,073	915	1,219	1,100
Outcome	Percent of total positions reclassified, revised, updated.	32.1%	27.6%	31.7%	29.8%
Output	Number of positions reviewed as a result of individual requests.	621	550	600	600

Performance Measures Descriptions

Output/Outcome 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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$552,263	\$0	\$585,628	\$0
Contractual Services	\$5,000	\$0	\$5,000	\$0
Materials & Supplies	\$15,540	\$0	\$15,840	\$0
Internal Services	\$10,090	\$0	\$5,660	\$0
Total GF/non-GF	\$582,893	\$0	\$612,128	\$0
Program Total:	\$582,893		\$612,128	
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 2023: 72050 Central HR Classification & Compensation



Program #72051 - College to County Interns FY 2024 Department Requested

Department: County Management **Program Contact:** Chris Lenn
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

This proposal represents an ongoing investment of 25 internship positions towards our commitment to the Workforce Equity Strategic Plan (WESP) performance metric to place 50 College to County internships countywide annually.

Program Description

The College to County Mentorship Program is a workforce pathways initiative that focuses on the development of college students or recent graduates from underrepresented communities by offering paid three-month internship opportunities in County projects across departments. In addition, the program matches participants with mentors who are trained in culturally responsive mentoring and development. The internship assists the students' understanding of the pathways to employment and leadership in various County careers so they may consider Multnomah County for future employment. Since the program started in 2011, College to County has successfully helped 30 internship participants become regular status County employees.

Centralized funding provides a foundation for County departments to meet our commitment on an annual basis despite fluctuations in budget constraints and differences in budgets across departments. In a recent evaluation of this program, one of the biggest barriers for departments/managers to participate is budgetary constraint or uncertainty.

Ensuring a portion of the program's annual placement goals are funded centrally provides a more equitable chance that internship opportunities are made available across all departments by filling the funding gap for those departments that may be constrained by budget. Additionally, since the internships take place in the summer months, they run across two budget years. Ongoing funding will ensure that an internship is not displaced midway through the experience.

This program honors and advances the County's commitment to building a diverse workforce, promoting inclusion and being better positioned to fulfill our mission to serve the residents of Multnomah County.

A request and funding process will be maintained by the College to County Program Coordinator & the Talent Acquisition Manager.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Positions Funded	N/A	25	25	25
Outcome	Participants report the program improved their personal and professional growth	100%	80%	94%	90%
Outcome	Participants report increased understanding of how to obtain employment at Multnomah County	100%	80%	94%	90%

Performance Measures Descriptions

Output/Outcome measures align with key performance goals of the Workforce Equity Strategic Plan. Participant learning outcomes/outputs are intended to capture knowledge transfer and support of professional development which both align with the organizational commitment to becoming a learning organization.

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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$300,000	\$0	\$317,549	\$0
Materials & Supplies	\$0	\$0	\$3,051	\$0
Total GF/non-GF	\$300,000	\$0	\$320,600	\$0
Program Total:	\$300,000		\$320,600	
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: FY 2023: 72051 College to County Interns



Program #72052A - FRM Preschool for All Tax Administration - County FY 2024 Department Requested

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs: 25200-25206, 40099B, 78335
Program Characteristics: In Target

Executive Summary

The Treasury Tax Administration unit is responsible for managing all tax administrative activities for the new Preschool For All Program tax. This includes but is not limited to tax accounting, tax reporting, tax code development and maintenance, tax procedures, tax forms, tax handbook, tax communication/education, general tax support, and management of intergovernmental agreement with the City of Portland.

Program Description

On November 3, 2020, the voters of Multnomah County approved Preschool For All Program Ballot Measure 26-214 which authorized the County to impose a personal income tax to fund universal, tuition free, voluntary, and high quality preschool education for every three and four year old residing within Multnomah County. The tax is effective tax years beginning January 1, 2021, and applies to resident and non-residents: 1.5% tax on Oregon taxable income over \$125,000 and 3.00% tax on Oregon taxable income over \$250,000 for single filers. 1.5% tax on Oregon taxable income over \$200,000 and 3.00% for Oregon taxable income over \$400,000 for joint filers.

This program includes one regular position (Project Manager) and a contracted tax consultant to develop and maintain tax code, tax administrative procedures, tax handbook, all educational materials, tax calculators, taxpayers and tax administer outreach/support, maintain tax public page, development of tax forms, perform tax accounting, tax reporting, and other tax administrative functions (including the management of intergovernmental agreement with the City of Portland).

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Establish and maintain tax administration unit for new tax*	N/A	1	1	1
Outcome	Maintain a tax compliance rate of 90% or above**	N/A	N/A	N/A	90%
Output	Maintain tax administration public page making available tax education/guidance materials***	N/A	1	1	1

Performance Measures Descriptions

*1=Achieved; 0=Not Achieved
 **Compliance rate with applicable code requirements (measurement not available until next year)
 ***1=Achieved; 0=Not Achieved

Legal / Contractual Obligation

Multnomah County Code Chapter 11 (Preschool For All Personal Income Tax 11.500-560). The Personal Income Tax will be administered by the City of Portland through an intergovernmental agreement (IGA) that expires in fiscal year 2030.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$158,511	\$0	\$175,087
Contractual Services	\$0	\$15,000	\$0	\$15,000
Materials & Supplies	\$0	\$5,000	\$0	\$5,000
Internal Services	\$0	\$25,052	\$0	\$22,657
Total GF/non-GF	\$0	\$203,563	\$0	\$217,744
Program Total:	\$203,563		\$217,744	
Program FTE	0.00	1.00	0.00	1.00

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

Explanation of Revenues

This program generates \$6,268 in indirect revenues.

This program generates \$6,268 in indirect revenues. This program will be supported entirely by tax receipts from Preschool For All Program (fund 1522). Tax revenues budgeted in program offer 25200-24.

Significant Program Changes

Last Year this program was: FY 2023: 72052 FRM Preschool for All Tax Administration - County



Program #72052B - FRM Preschool for All Tax Administration - City of Portland FY 2024 Department Requested

Department: County Management **Program Contact:** Eric Arellano
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs: 25200-25206, 40099B, 78335
Program Characteristics: In Target

Executive Summary

The City of Portland's Revenue Bureau through an intergovernmental agreement administers and collects the Preschool for All personal income tax on behalf of Multnomah County as imposed under Chapter 11 of County Code. The administration started in tax year 2021 and will be for a 10 year term.

Program Description

On November 3, 2020, the voters of Multnomah County approved Preschool For All Program Ballot Measure 26-214 which authorized the County to impose a personal income tax to fund universal, tuition free, voluntary, and high quality preschool education for every three and four year old residing within Multnomah County. The tax is effective tax years beginning January 1, 2021, and applies to resident and non-residents: 1.5% tax on Oregon taxable income over \$125,000 and 3.00% tax on Oregon taxable income over \$250,000 for single filers. 1.5% tax on Oregon taxable income over \$200,000 and 3.00% for Oregon taxable income over \$400,000 for joint filers.

The City of Portland, through an intergovernmental agreement, is administering and collecting the tax on behalf of Multnomah County. The City of Portland has administered the County's Business Income Tax for over 27 years and administered the County's ITAX (temporary personal income tax) from 2003-2005. The City of Portland is also administering the Metro District Supportive Housing Services personal income tax for the Tri-County area, creating significant economies of scale. The City has the tax software, expert staffing, and experience to administer tax. The administration includes, but not limited to, promulgating administrative rules and policies, collecting estimated tax payments, auditing returns, assessing and collecting tax and tax deficiencies, including penalties and interest, processing refunds, hearing appeals, and other actions necessary to administer and collect tax. In the first three years of the tax program, the County paid for system implementation costs to accommodate necessary tax system enhancements directly related to the new tax; those costs end in FY 2023. Annual ongoing tax administration costs will total \$6.38m in FY 2024 and will be adjusted yearly by consumer price index (CPI).

County Treasury manages the intergovernmental agreement with the City of Portland.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Establish electronic filing process for taxpayers*	N/A	1	1	1
Outcome	Tax receipts (annual and quarterly) are remitted to Multnomah County on monthly basis**	N/A	1	1	1
Output	Send out tax mailer to all businesses, governments, and non-profits in Tri-County***	N/A	1	1	1

Performance Measures Descriptions

*1=Achieved; 0=Not Achieved
 **1=Achieved; 0=Not Achieved
 ***1=Achieved; 0=Not Achieved

Legal / Contractual Obligation

Multnomah County Code Chapter 11 (Preschool For All Personal Income Tax 11.500-560). The Personal Income Tax will be administered by the City of Portland through an intergovernmental agreement (IGA) that expires in fiscal year 2030.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$7,175,541	\$0	\$6,383,520
Total GF/non-GF	\$0	\$7,175,541	\$0	\$6,383,520
Program Total:	\$7,175,541		\$6,383,520	
Program FTE	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program will be supported entirely by tax receipts from Preschool For All Program (fund 1522). Tax revenues budgeted in the program offer 25200-24.

Significant Program Changes

Last Year this program was: FY 2023: 72052B FRM Preschool for All Tax Administration - City of Portland



Program #72053 - Workday Support - Review & Recommend FY 2024 Department Requested

Department: County Management **Program Contact:** Cessa Diaz
Program Offer Type: New **Program Offer Stage:** Department Requested
Related Programs: 72022 Workday Support - Central Human Resources; 72046 Workday Support Finance
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

Workday is part of the County’s Enterprise Resource Planning system (ERP). The Human Resources (HR) Workday Support team and Finance Support team are responsible for developing, maintaining, troubleshooting, and enhancing Workday Human Capital Management (HCM) and Finance modules. This project was funded in FY 2023, however due to significant staffing and recruitment issues the project was never launched. This request is for new funding in FY 2024. This project will address problematic configuration that has resulted in multiple complex and time intensive manual processes.

Program Description

This one-time-only program offer will fund the Workday Review and Recommend Project for one year. The County is a highly complex organization that requires sophisticated and advanced configuration, which is not currently implemented in our systems. Since the implementation of Workday in 2019, we have continued to operate with problematic configuration that requires significant manual intervention. The project focuses on implementing new and improved configuration that will result in better system optimization, efficiency and accuracy. These enhancements have been identified and prioritized in partnership with Workday to ensure alignment with Workday best practices. It is expected that these critical updates and changes will have an immediate and noticeable impact resulting in reduced manual workarounds and work load impacts for key stakeholders. Key project deliverable include:

- Redesign of time tracking calculations
- Updates to payroll retro processing
- Implementation of multiple jobs functionality
- Optimization of payroll mid-period staffing and or compensation changes
- Updates to salary reduction configuration.

Key deliverables of this project include: implementation of new configuration to improve functionality, accuracy, efficiencies, and user experience; analysis of identified configuration in Payroll, Absence and Time Tracking modules; development of configuration implementation project plan; extensive end to end testing for all new configuration; cross functional stakeholder engagement to ensure cohesive and accurate implementation across both HCM and Finance modules; improved and more accurate HR and payroll reporting; and change management for key stakeholders.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Prioritize key projects configured and implemented resulting in improved accuracy and efficiencies.	N/A	10	N/A	10
Outcome	Implement new reports and enhancements to reduce backlog and improve accuracy of HR/Payroll reporting.	N/A	95%	N/A	95%
Outcome	Reduce manual processes related to payroll, time tracking and absence	N/A	50%	N/A	50%

Performance Measures Descriptions

Output: We currently have over 70 system enhancements and configuration items, target goal of implementing a minimum of 10 configuration items, or 15% of the total list of enhancements. Outcome: Currently we have identified 16 complex reports that need to be developed or revised to get single sources of information. Target goal of implementing 15 reports, or 95% of report enhancements to improve overall reporting for Payroll, Time Tracking, and Absence. Outcome: Reduce current manual payroll cycle processes and audits by 5-6. for a 50% reduction.

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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$1,000,000	\$0
Total GF/non-GF	\$0	\$0	\$1,000,000	\$0
Program Total:	\$0		\$1,000,000	
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 General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2023: 72053 Workday Support - Review & Recommend

Funded in FY23 but could not move project forward due to vacancies and workload.



Program #72055 - Contractor Capacity Review FY 2024 Department Requested

Department: County Management **Program Contact:** Serena Cruz
Program Offer Type: New **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

In line with Multnomah County’s social justice goals, the wages and benefits of Multnomah County employees are analyzed by a variety of stakeholders (including HR and the unions) for their regional competitiveness and fairness. However, many of the services Multnomah County delivers are provided by contracted third-party suppliers. In public contracting, a competitive bidding process is used to select service providers and project cost is among the competitive criteria. Nonprofit organizations and other suppliers may have incentive to suppress the wages of their employees in order to demonstrate a competitive project cost and win a contract. This program will fund the continuation of a project to study, analyze, and provide recommendations to promote equitable compensation for employees of certain County-contracted suppliers.

Program Description

The Contractor Capacity Review Program involves two approaches to evaluate and create recommendations for contractor wage equity.

In the short-term, the County will conduct compensation evaluations of certain contracted services which will include a review of regional and local suppliers, particularly those with services relevant to County contracted operations such as human services, behavioral health services and health care services. The evaluations will help County policy-makers understand the market for specific job types and to determine the appropriate compensation to ensure our community based organizations can attract and retain employees to provide critical County services.

In support of a longer term solution, the County will engage in the Oregon Solutions effort to take a more comprehensive look at how our community and state can address contractor compensation issues. The work may include a study of the status quo, including a review of compensation data from regional and local suppliers, an analysis of differences in supplier compensation and public sector compensation, research into other state or local government interventions, and a description of Oregon state public purchasing rules that may compel local governments to prioritize cost in competitive contracting. It is anticipated the study will assess whether differences in compensation are caused by competitive public contracting processes, determine whether low compensation by suppliers affects workforce recruitment, and describe a menu of possible interventions along with their risks and opportunities. Finally, the study is anticipated to recommend courses of action for state and local policy-makers.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Class compensation evaluations	N/A	20	20	20
Outcome	Progress toward an actionable set of recommendations for public policy makers to enhance compensation equity	N/A	N/A	10%	100%
Output	Number of organizations surveyed	N/A	N/A	20	30

Performance Measures Descriptions

The class compensation evaluations will measure the number of jobs studied and number of organizations surveyed. The progress measure indicates the percent complete for the report and recommendations from the County’s partnership with Oregon Solutions and other community based organizations.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$125,000	\$0
Total GF/non-GF	\$0	\$0	\$125,000	\$0
Program Total:	\$0		\$125,000	
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 General Fund revenue - \$125,000

Significant Program Changes

Last Year this program was: FY 2023: 72055 Contractor Capacity Review



Program #72056A - Workplace Security FY 2024 Department Requested

Department: County Management **Program Contact:** Dorothy Elmore
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

Using a trauma-informed, racial justice and equity lens, the Workplace Security Program provides a multi-disciplinary approach to safety and security. This approach is beyond conventional enforcement and one that embraces collaboration and creativity with a range of stakeholders. Since its inception in FY 2023, the Program has fully designed and implemented a security program that provides high-level subject matter expertise, policy guidance, training and security plan development, security vendor management, and is a central point of contact for security related matters across the County. The program advises department leadership, the Chief Operating Officer, and elected officials.

Program Description

The Workplace Security Program increases general consistency, coherence, and subject matter expertise related to security matters. The program provides a stand-alone security function with relevant training and experience as well as security related decision making authority. This program ensures more coordinated roles dispersed across the County, with Facilities, Risk Management and Departments with their own security programs. This program minimizes duplication of efforts, supports knowledge sharing, and offers resources.

This program addresses equity by recognizing that our community is experiencing increased violence due to the socio-economic stressors of COVID-19 and the impact of years of systemic racism and social unrest. Our employees are experiencing increased exposure to individuals in crisis. Our buildings have faced regular defacement and damage. This program aligns policies and processes and creates a unified County approach to security. The program consists of a Director who is responsible for program development, policy development, interagency relationships and two additional team members to assist with security-related training, patrols, threat management, incident response, and interagency operations.

Expected outcomes for this program include: Standardize policies and operating procedures for addressing security issues, trust of employees in management and addressing concerns. Employees know where to direct concerns and questions, holistic view of the threat landscape across the County, and clear lines of accountability and responsibility.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Develop standard policies and operating procedures for addressing security concerns	N/A	N/A	N/A	5
Outcome	Provide communication, education and training through quarterly County and community engagement events	N/A	4	4	4

Performance Measures Descriptions

The program is in the process of developing five new Administrative Procedures to codify and standardize policies and operating procedures for addressing security issues. The Program is committed to at least four engagement events throughout FY 2024.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$637,200	\$0	\$635,124
Contractual Services	\$0	\$96,000	\$0	\$111,000
Materials & Supplies	\$0	\$16,800	\$0	\$21,680
Internal Services	\$0	\$0	\$0	\$39,996
Total GF/non-GF	\$0	\$750,000	\$0	\$807,800
Program Total:	\$750,000		\$807,800	
Program FTE	0.00	3.00	0.00	3.00

Program Revenues				
Other / Miscellaneous	\$0	\$750,000	\$0	\$807,800
Total Revenue	\$0	\$750,000	\$0	\$807,800

Explanation of Revenues

This program is funded through the Risk Fund. Workplace Security program is funded by assessing a rate based on 0.20% of monthly payroll for each department. Revenue for FY24 is \$807,800

Significant Program Changes

Last Year this program was: FY 2023: 72056 Workplace Security



Program #72056B - Workplace Security - Security Operations Center **FY 2024 Department Requested**

Department: County Management **Program Contact:** Dorothy Elmore
Program Offer Type: New **Program Offer Stage:** Department Requested

Related Programs:
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

The Security Operation Center (SOC) is designed as a multi-function security alerting, reporting, and communication hub supporting security and emergency service functions. It is anticipated that the SOC will be co-located or located adjacent to the Emergency Management Emergency Operations Center in its final configuration to offer dual support roles to both groups. The SOC operates as a 24/7 staffed communications network that can alert first responders, dispatch support, monitor incidents, and notify any appropriate leadership response chain(s) of current or developing incidents. Additionally, the SOC will maintain visual feeds from locations throughout the county to aid situational awareness and emergency response to security incidents and emergency operations.

Program Description

The SOC will have the capability to open video streams for locations with cameras to aid in response and recovery, and will centrally store reports and records through encrypted transmission and storage systems including third party reporting from security contractors. The Workplace Security team is committed to providing a safer work environment for County staff. The team hears staff concerns daily and works hard to provide actionable solutions to address them. This structure maximizes data tracking and allows Workplace Security the ability to analyze incidents, concerns, and near misses to best allocate limited resources and reduce countywide incidents. The SOC will function as a communications hub with immediate radio contact with locations to assist with incident dispatch response, notification, and recovery increasing reliability and reducing cost.

The SOC will be staffed using contracted security services and will integrate with Emergency Management and Communications to support key phases of preparedness, response, and recovery. This includes being integrated in the Emergency Operations Center (EOC) if activated by Incident Command. Integrating an SOC will also address a number of improvement items Emergency Management and County are working on including:

- Operations / Improving Situational Awareness: The ability to immediately collect and provide situational awareness “eyes and ears” from locations all over the County including radio communication, video streams, and immediate assessments. This improves the ability to serve major emergencies, major weather events, and shelters.
- Notifications and Dispatch: The ability to control the dispatch of patrols and avoid false alarms and duplicative response driving high cost to the County is of high interest.
- Planning Functional Area / Intelligence and Shared Resources: The ability to provide immediate intelligence structures to Planning especially during the initial response phase and the ability to embed a Joint Information Center with the SOC that is separate but linked to the EOC creates a structure not in place.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Total number of security incidents reported to SOC	N/A	N/A	N/A	3,500
Outcome	Reduction in cost for dispatched patrol services	N/A	N/A	N/A	30%
Outcome	Improved security report collection and accuracy	N/A	N/A	N/A	90%

Performance Measures Descriptions

Total number of security incidents is an estimate based on current monthly volume. With new management and contracts, the SOC anticipates a 30% reduction in dispatched patrol service costs in FY 2024. The final measure indicates increased compliance with security reporting requirements. It measures the total percentage of security incidents reported to the SOC. It is estimated the Security Program receives reports on 75% of the actual incidents. A 90% compliance rate would be a reasonable improvement in the first year of the program.

Legal / Contractual Obligation

The program will follow the retention schedule for all reports, video feeds and documents and will maintain FCC radio license as required. This work will be completed through the use of contracted security services and will follow all required procurement and contracting processes.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$254,500	\$0
Materials & Supplies	\$0	\$0	\$5,500	\$0
Total GF/non-GF	\$0	\$0	\$260,000	\$0
Program Total:	\$0		\$260,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues

Total Revenue	\$0	\$0	\$0	\$0
----------------------	------------	------------	------------	------------

Explanation of Revenues

This program will be funded in FY 2024 with one-time-only General Funds revenues. In subsequent years, the costs associated with the SOC may be budgeted within the Department of County Assets Facilities Internal Services Rates as an enterprise or shared countywide expense. This request was not completed in time to be considered in the FY 2024 Facilities internal services rate setting process.

Significant Program Changes

Last Year this program was:



Program #72058 - DART Passport and Photo ID Program FY 2024 Department Requested

Department: County Management **Program Contact:** Tim Mercer
Program Offer Type: Existing **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: In Target

Executive Summary

The Passport and Photo ID Program provides in person assistance with questions regarding the acceptance of passport applications that includes offering passport photos to the community. This excellent service is provided through the organization's soft phone system, at the public counter, and by email.

Program Description

The Passport and Photo ID program, within the Division of Assessment, Recording, and Taxation (DART), is responsible for accepting and reviewing passport applications on behalf of the US Department of State and is responsible for the issuance of county employee photo IDs for the overwhelming majority of Multnomah County employees. A passport program agent acts as an important intermediary between the public and the federal government. Agents in the program review all DS-11 applications and related citizenship and identity documents of applicants wishing to obtain or renew their US Passport. Specialized training is provided by the Department of State on how to accept passport applications and must renew their certification on a yearly basis.

The program maintains all standards prescribed by the federal government for the retention and transmittal of passport applications and related paperwork. Application services are available to any US citizen and the program serves any citizen inside or outside Multnomah County. This program is available by appointment or same day service, depending on staffing levels. Passport agents are available to answer questions in person, over the phone, and by email and live chat. The program also takes and sells passport photos to any citizen needing a photo for passport purposes. This program also takes employee photos and prints employee badges for more than 4,000 Multnomah County employees. Badge services include printing initial badges after hire, updating employee photos, and replacing lost or stolen badges when needed. Most employees access this program on their first day of work as part of the new hire process.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of appointments available	NA	NA	7,400	8,000
Outcome	Number of applications processed	NA	NA	7,600	8,200
Output	Number of passport photos taken	NA	NA	5,814	6,000
Outcome	% of passport photos accepted by Department of State	NA	NA	99%	99%

Performance Measures Descriptions

The number of appointments, number of applications and number of photos indicates the volume of work for this program. Percent of passport photos accepted demonstrates the accuracy of the work.

Legal / Contractual Obligation

Guidelines for the acceptance of Passports are set by the US Department of State.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$997,831	\$0
Materials & Supplies	\$0	\$0	\$13,723	\$0
Internal Services	\$0	\$0	\$120,363	\$0
Total GF/non-GF	\$0	\$0	\$1,131,917	\$0
Program Total:	\$0		\$1,131,917	
Program FTE	0.00	0.00	8.76	0.00

Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$340,000	\$0
Total Revenue	\$0	\$0	\$340,000	\$0

Explanation of Revenues

Revenues from Passport acceptance fees \$280,000, Passport photo fees \$60,000

Significant Program Changes

Last Year this program was:

During FY 2023 a structural change was conceptualized and put into place as it was apparent that a significant change was necessary in order to see positive change. The structural change increases the number of supervisors from two to three while breaking into three individual teams from two teams. The three corresponding program offers, with each having their own supervisor, are DART Property Tax & Ownership (72024), DART County Clerk Functions (72025), and new DART Passport and Photo ID Program (72058). Ownership and Parcel Management (72026) will no longer be used, and the budget was transferred to the new programs. This will lessen the number of direct reports per supervisor and align program services to budget. This change also focuses on workplace safety, employee morale, and improving services to the community by owning and focusing on specific team tasks.



Program #72901 - ARP - Future of Work Space Planning FY 2024 Department Requested

Department: County Management **Program Contact:** Travis Graves
Program Offer Type: New **Program Offer Stage:** Department Requested
Related Programs:
Program Characteristics: One-Time-Only Request, Out of Target

Executive Summary

The Multnomah County Future of Work initiative is a collection of projects that support the changes in the County’s workplace since the onset of the COVID-19 pandemic. This program includes resources to develop and implement plans to reconfigure County facilities in response to updated programmatic needs due to the large number of routine, hybrid and ad hoc teleworking employees.

Program Description

This program provides Countywide resources to be used to facilitate changes in facilities such as consolidations, moves, reconfigurations and other related work. In FY 2023 a large focus was placed on the re-stacking of the Multnomah Building. During FY 2024 it is anticipated the Department of County Management (DCM) will partner with the Department of County Assets (DCA) Facilities and Property Management Division and other County Departments to continue to examine the best configuration for future work spaces in buildings such as Five Oak, Gladys McCoy, John B. Yeon Facility, and leased space currently occupied by the Joint Office of Homeless Services. It may also include creating department and countywide conference, hoteling or shared work spaces.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of space redesign projects implemented	N/A	5	8	5
Outcome	Percentage of affected departments who agree they have right-sized their facilities footprint	N/A	N/A	100%	100%
Output	Number of employees in a telework arrangement of some kind	N/A	3,100	2,300	2,300

Performance Measures Descriptions

Space redesign projects implemented indicate the number of units reconfigured or moved to better align with actual space needs. The goal is 100% agreement that newly reconfigured space is right-sized to programmatic needs. The number of employees who telework provides context for why space changes are necessary to better align with current and future County needs.

Legal / Contractual Obligation

American Rescue Plan (ARP) Act Rules.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Contractual Services	\$0	\$0	\$0	\$1,500,000
Total GF/non-GF	\$0	\$0	\$0	\$1,500,000
Program Total:	\$0		\$1,500,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$1,500,000
Total Revenue	\$0	\$0	\$0	\$1,500,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$1,500,000

Significant Program Changes

Last Year this program was: FY 2023: 72901 ARP - Future of Work Coordinator and Space Planning

This program has been modified to resource the facilities changes only. The ARP funded Future of Work Coordinator in Central Human Resources will sunset at the end of FY 2023.

This is a program under priority area 5 - Critical County Infrastructure. The resources for space reconfiguration will allow funding to make the best use of county facilities into the future.



Program #72902 - ARP - Labor Relations Expanded Support FY 2024 Department Requested

Department: County Management **Program Contact:** Cessa Diaz
Program Offer Type: New **Program Offer Stage:** Department Requested

Related Programs:
Program Characteristics: One-Time-Only Request, Out of Target

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 100% of County employees. This program provides funding for expansion of Labor Relations services and support.

Program Description

This program funds a Labor Relations Human Resources Manager 2 position (limited duration) to support the expansion of existing services, provide general Labor Relations support; and create additional capacity needed to bargain contracts which were rolled over due to COVID-19. Additionally, this position supports on-going labor tasks/issues that are a direct result of COVID-19.

Performance Measures

Measure Type	Primary Measure	FY22 Actual	FY23 Budgeted	FY23 Estimate	FY24 Offer
Output	Number of Covid-19 related Labor Disputes	34	35	26	30
Outcome	Percentage of Covid-19 related labor disputes settled collaboratively	100%	98%	100%	100%

Performance Measures Descriptions

Labor 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

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. Twelve labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits and other matters pertaining to employment.

American Rescue Plan (ARP) Act Rules.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
Program Expenses	2023	2023	2024	2024
Personnel	\$0	\$0	\$0	\$209,273
Materials & Supplies	\$0	\$0	\$0	\$5,727
Total GF/non-GF	\$0	\$0	\$0	\$215,000
Program Total:	\$0		\$215,000	
Program FTE	0.00	0.00	0.00	0.00

Program Revenues				
Intergovernmental	\$0	\$0	\$0	\$215,000
Total Revenue	\$0	\$0	\$0	\$215,000

Explanation of Revenues

American Rescue Plan (ARP) Direct County Funding - \$215,000

Significant Program Changes

Last Year this program was: FY 2023: 72902 ARP - Labor Relations Expanded Support

This is a program under priority area 5 - Critical County Infrastructure. The position is to assist Central Human Resources with addressing current and anticipated labor relations issues, which have countywide impacts.