

TO: Chair Jessica Vega Pederson  
Jenny Smith, Chief of Staff  
Christian Elkin, Budget Director

FROM: Serena Cruz, Chief Operating Officer, Department of County Management

DATE: February 12, 2024

RE: FY 2025 Budget Submission Transmittal Letter

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## Department Overview

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The Department of County Management (DCM) is responsible for collecting, protecting, and investing in Multnomah County's human and financial capital. DCM's leaders work with policy-makers to set countywide policies that protect County assets, reduce financial risk, and ensure our ability to serve the community. DCM provides administrative services and guidance to all County departments while also supporting the Chair, Commissioners and other elected officials with high-level forecasts and policy analysis. DCM's Divisions are the Chief Operating Officer/DCM Director's Office, Finance and Risk Management, Central Human Resources, Central Budget Office, and the Division of Assessment, Recording and Taxation (DART).

The Chief Operating Officer (COO) is responsible for County operations. The COO supervises department directors across the County, providing a crucial link between policy-setting and department implementation. The COO team supports operational excellence, works toward improved performance and responds to urgent matters. The COO also serves as the DCM Director and the COO team provides oversight of and support to DCM divisions.

The Finance and Risk Management (FRM) Division ensures the County's financial transactions are managed in a timely and accurate manner, and establishes policies and procedures that guide how those transactions are made by County departments.

The Central Human Resources Division provides human resources leadership, recommends policy, and partners with the Human Resources units in other departments to guide consistent HR processes and practices. CHR manages collective bargaining and labor contracts; personnel rules; job profile and compensation plans; countywide training and organizational development; recruitment and retention systems; and employee benefits and wellness programs.

The Budget Office, under the leadership of the Chair and Board of County Commissioners, prepares the annual budget and manages the budget process. The Division of Assessment,

Recording and Taxation (DART) maintains property records and assessments and collects property taxes, the primary source of General Fund revenue.

### **Mission, Vision, Values and DCM**

The Department of County Management's (DCM) central function is to support the County to serve the people who live, work and do business in the County. Through Central Human Resources and the Office of the COO, DCM is leading the Countywide mission, vision, values renewal process. Until that work is adopted, we embrace the County's existing Mission and embody the values of the County - social justice, health, public safety, integrity, stewardship, creativity and innovation and sustainability. We strive to create a workplace culture of Safety, Trust, and Belonging and wholeheartedly agree that "This Work Matters."

The County's Mission states: "The Multnomah County Board of Commissioners plans for the needs of a dynamic community, provides leadership to ensure quality services, prioritizes the needs of our most vulnerable and promotes a healthy, safe and prosperous community for all." The Department of County Management provides the administrative foundation to empower departments that provide community services to create that prosperous community for all. We lead the budget process; we care for and invest in our workforce through strategic human resources; we provide financial strategy and compliance; and we collect the property taxes that fund County services. Last but not least, the COO provides strategic direction for countywide projects, leads cross-departmental leadership teams, and ensures that complex countywide decisions and programs connect to the County's mission and values.

### **FY 2024 Key Successes**

#### *COO/Director's Office:*

- The COO sponsored and provided project management leadership to ensure the implementation of six County Charter Amendments approved by Multnomah County voters in 2022 ([72000B](#)).
- The COO team, in collaboration with Facilities, IT, and Transportation stakeholders, led an effort to revitalize our process for prioritizing the County's large capital investments for the Chair and Board of County Commissioners to consider.
- The COO team provided leadership in planning, actively responding and taking on improvements for the County's severe weather emergency responses. The DCM/NonD HR Manager completed an evaluation of the financial incentive program for County staff who work to support emergency response.
- The COO team partnered with CHR Classification and Compensation to complete an evaluation of compensation and benefits for non-profit contracted human services providers that built on a pilot study finished in May 2023. As part of this work, Oregon Solutions has engaged with the Nonprofit Association of Oregon who agreed to continue to work on addressing wages for nonprofit workers statewide. (FY 2024, [72055](#))

- The COO team worked with a contractor to provide over \$117,000 in grants to nearly 30 small businesses in east county (east of I-205) to help with incidence of vandalism and associated costs. (FY 2024, [72057](#))
- The Equity Team led division leaders through developing goals and commitments in response to the 2021 Employee Survey.
- The Equity Team partnered to update and implement a new "Interview and Selection" administrative procedure for all of DCM.

#### *Budget Office:*

- The Budget Office created a [Budget Monitoring Dashboard](#) that went live in FY 2024. The dashboard provides an easily understood visual of current spending as a proportion of the total budget for each fiscal year. The data, which is updated monthly, is shown by department, fund, and major expense category (e.g. personnel, contractual services, etc.), as well as historical spending information. As departments prepared their budgets for FY 2025, they updated their accounting structure so that the dashboards can provide information at the program offer-level going forward.
- The Budget Office received the Government Finance Officers Association's Distinguished Budget Presentation Award for the FY 2024 budget, which validates the Office's focus on producing a high quality budget that follows recommended guidelines and best practices.

#### *Central Human Resources:*

- Benefits and Wellness launched a countywide Mental Wellbeing Communications Campaign in collaboration with the Benefits and Hybrid Workforce teams to educate employees and managers on the County's expanded mental health services and resources. CHR also updated Employee Assistance Plan agreements with providers to ensure quality service for new mental health resources.
- Led the implementation of Paid Leave Oregon, including configuration of new leave plans, time off, and developed a Workday process to support staff.
- Led contract negotiations and implemented four subsequent collective bargaining agreements.
- Completed a comprehensive market study for 15% of job profiles represented by AFSCME Local 88 Union.
- Completed compensation studies and classification work impacting a record number of positions (32.1%) and developed a plan for non-represented compensation evaluation to ensure the County remains competitive.
- The College to County Mentorship program (C2C) internship participation grew by 41% in FY 2024 - hosting 97 interns in the summer of 2023 compared to 64 interns in the

previous summer. The utilization of C2C/DCM funds allowed departments and offices with financial constraints to participate.

- Hosted over 400 new employees at the New Employee Welcome introducing them to key concepts like Core Values, Inclusively Leading with Race, and Public Stewardship.

#### *Division of Assessment, Recording and Taxation:*

- In response to the employee satisfaction survey results, DART prioritized safety and security by:
  - Offering in-person security training for physical space safety conducted by Workplace Security;
  - Offering de-escalation training to the Customer Relations team;
  - Offering a half- day training for all teams under Tax Collections on various professional development topics and topics to prepare for the busy tax season.
- Added over \$1 billion in new taxable value for new construction projects.
- Successfully reorganized DART's customer services programs: passport, property tax and recording/marriage license.
- Doubled the usage of DART's Smartfile online system for businesses to file their property tax returns electronically largely through an outreach effort.

#### *Finance and Risk Management*

- Received Government Finance Officers Association's Award for Distinguished Financial Reporting for the fiscal year 2022 Annual Comprehensive Financial Report. The award affirms our alignment with best practices in financial reporting and transparency, and adherence to governmental accounting standards.

Risk Management, in collaboration with Workplace Security, introduced the new online Multnomah County Incident Reporting Portal (Origami) which has improved reporting times and cross-division communication once an incident report is submitted.
- Construction Diversity and Equity Program: 1,402 workers employed across 21 projects, including 303,875 worked hours and \$13.4 million in wages. Minority and women workers made up 81% of the total workforce.
- General Ledger accomplished its goal of moving the Annual Comprehensive Financial Reports (ACFR) issuance date by two weeks.
- In the Federal Single Audit, which contained an audit of five major programs that covered an expanse of County programs, the County received no findings.
- In response to the Employee Survey (2021) - organized a training for all Finance and Risk Management staff focused on microaggressions and County related resources.

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## Diversity, Equity, and Inclusion Efforts

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DCM strives to create a culture of Safety, Trust, and Belonging. We want every employee to feel a sense of physical and psychological safety, to trust leadership and their colleagues, to feel welcomed, and to feel like they belong in this organization.

DCM extends this aim to the diverse stakeholders we serve. The majority of DCM's teams are internal facing. They provide services to internal staff across all county departments. The remaining teams serve external customers. DCM teams aim to increase access to services by providing a responsive, respectful, customer-centered approach. To support this objective, the Equity team provides resources, consultation and training to managers, and advocacy support so staff can meet the needs of all partners.

We prioritize equity throughout the department. The Workforce Equity Strategic Plan (WESP) guides our efforts. The DCM Equity Team participated in the WESP Renewal Process helping to shape the WESP'S next iteration. The Equity Manager participated as a steering committee member, and the Equity Analyst joined focus groups. Once the next WESP is adopted, the DCM Equity Team will lead DCM's implementation efforts. The following activities support the WESP's ongoing goals and demonstrate our commitment to equity:

- **Equity Committee meetings.** The DCM Equity Committee hosts bi-monthly meetings to discuss equity topics. These spaces provide a forum for staff to deepen their understanding and an opportunity to share personal reflections and experiences.
- **DCM New Employee Orientation.** DCM hosts a quarterly, 90-minute orientation to welcome new staff to the department, and introduce the County's core values. The New Employee Orientation (NEO), born out of the WESP, provides new employees with resources to help them navigate DCM.
- **College to County.** Increasing DCM's diversity remains a high priority. The College to County program introduces students from historically underrepresented communities, particularly students of color, to career pathways at the County. DCM has steadily expanded its College to County internship offerings. Multiple interns have continued working in temporary or longer term internships, or have been hired into regular positions within DCM and other parts of the County.

DCM considers the whole person. We recognize that race is one of the greatest indicators of personal and professional outcomes and by leading with race, DCM changes outcomes. DCM's

leading with race approach depends on context: from creating transparent processes to integrating culturally responsive approaches into daily work, or leading surveys that assess managers' application of Core Competencies, the leading with race approach is tailored to each unique situation. This year, the Equity Team will develop tools to help managers and staff integrate leading with race into their daily work.

### **The Equity Team's Role and Work Goals**

The Equity Team strives to create a positive, inclusive culture where everyone can thrive. We recognize that one size does not fit all, and it's critical to listen to the needs of diverse staff. The Equity Team collaborates with DCM senior leadership to develop, facilitate, and embed equity into our processes to address staff concerns. The team has updated their annual work plan outlining how they can support divisions. The plan includes the following goals:

- **Division support.** Each division requires customized support to reflect current needs. This includes leading special projects, developing management training, and providing consultation.
- **Developing conflict resolution resources and supporting team restoration efforts.** The Equity Team works closely with Department HR and the Complaints Investigation Unit (CIU) when personnel issues or complaints arise. To complement disciplinary procedures, the Equity team creates resources to manage individual and team conflicts.
- **Employee engagement efforts.** In order to respond to employee feedback - this year, major efforts included leading New Employee Orientation, organizing countywide meetings with Equity Analysts, presenting at division and department meetings, and creating quarterly newsletters to communicate progress.

The Equity Team works to meet its goals using a caring, person-centered approach that reflects Multnomah County values of Safety, Trust, and Belonging.

### **Budget Support**

DCM piloted a Budget Equity Process, a new approach that integrates equity into budget constraint discussions. The Budget Equity Tool was used to identify possible reductions by considering impact. DCM senior leadership participated in three meetings that resulted in a collective ranking of budget reductions:

- **Meeting 1: DCM's Values and Priorities.** Facilitated by the COO and DCM Department Director, senior leaders recommitted to creating a culture of Safety, Trust, and Belonging, and maintaining service levels for the County and the community. These values guided the discussion about prioritization of new requests and reductions.
- **Meeting 2: Equity and Reductions.** Facilitated by the DCM Equity Manager and Chief Diversity & Equity Officer, senior leaders used equity lens questions adapted from the Budget Equity Tool when considering reductions. The absence of the COO and Deputy

COO allowed leaders to be vulnerable when discussing the impacts of budget constraints. After the meeting, senior leaders used a survey to rank the proposed reductions based on the impact(s) shared in this session.

- **Meeting 3: Closing Discussion.** The COO and Deputy COO discussed and reviewed the ranked priorities with senior leaders. In sum, the list informed the COO's final prioritization decisions, which closely resembles staff recommendations. She discussed areas that differed to ensure transparency in decision-making.

DCM's Program Offer Review process includes a set of equity lens questions that are used when divisions conduct their annual review. In addition to applying equity lens questions, divisions also applied Plain Language guidelines to the *Executive* and *Program Summary* portions of their program offers.

To support the department's review process, the Equity Team developed and led a Plain Language presentation for DCM leadership and subsequently, Leadership Council members. They also reviewed all new program offers to ensure alignment with the County's equity goals and proper usage of plain language guidelines.

The DCA/DCM Community Budget Advisory Committee (CBAC) meets every other week during budget season, and focuses generally on one-time-only or new requests. Each CBAC member uses their unique life experience and the County's equity lens to review each new program offer. Specifically - they focus on value add, readability, and effectiveness of performance measures. This year, DCA & DCM's Equity Managers and Department Directors participated in productive meetings with CBAC. These meetings deepened members' understanding of DCM's work, the program offer review process, County and department policies, and DCM's budget equity strategy.

**FY 2025 Equity Budget:** The table below details the equity positions and other equity-related funding budget items included in the DCM budget submission.

<b>FY 2025 Equity Budget</b>				
<b>Offer #</b>	<b>Program Name</b>	<b>Equity JCN &amp; Position Title or Budget Category</b>	<b>Total Funds</b>	<b>FTE</b>
72000A	DCM Director's Office / COO	9715 Human Resources Manager 1 (Equity Manager)	\$213,874	1.00
72000A	DCM Director's Office / COO	9748 Human Resources Analyst Sr (Employee Engagement & Inclusion Analyst)	\$198,019	1.00
72017	Central HR Services	9715 HR Manager 1 (Leadership Development)	\$441,479	2.00
72017	Central HR Services	9748 Human Resources Analyst Sr (College to County Coordinator)	\$186,158	1.00
72017	Central HR Services	9748 Human Resources Analyst Sr (Equity & Conflict Resolution)	\$394,792	2.00
72005	FRM Purchasing	9335 Finance Supervisor (Supplier Diversity Officer)	\$171,173	1.00
72017	Central HR Services	Professional Services - training and coaching, countywide, coordinated by Organizational Learning	\$ 92,203	
<b>Total Equity Funding, positions and professional services</b>			<b>\$1,697,698</b>	<b>8.00</b>

\* Equity investment may only represent a portion of the total program offer budget.



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## FY 2025 Budget Priorities and Key Issues

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DCM remains committed to creating equitable outcomes, ensuring program continuity and operational goals, and expanding our services and capability to support others. In FY 2025, we are focused on the following emergent areas:

### **Equity**

DCM will continue to strive to create an equitable, inclusive, and racially just workplace. DCM plans in FY 2025 to build on the Budget Equity process, review the results of the 2023 Countywide Employee Survey, administer another DCM Leadership Competency Feedback survey and develop a training to accompany the recently formalized "Interview and Selection" Administrative Procedure. DCM remains committed to making sure our department reflects the communities we serve. Programs like the Central HR - College to County Interns program (72051), FRM Construction Diversity and Equity (72044A) and the Regional Construction Workforce Diversity Funder Collaborative program (72044B, OTO) are directly connected to our equity efforts.

### **Supporting Mission, Vision, Values and Strategic Direction**

In FY 2025, the Countywide Strategic Planning programs (72064 and 72000B) build on the Countywide mission, vision, values renewal process (FY 2024, 10000C) by developing a Countywide strategic plan. Championed by the Chair and led by the Office of the COO, the new Chief Strategy Officer will partner with a consultant to review current strategic plans and design a new strategic planning process for the County. When the consulting work is complete, the Chief Strategy Officer will manage ongoing needs related to the strategic plan including tracking and reporting on progress toward goals.

A new Recruitment Marketing Campaign (72068) will launch a recruitment and retention campaign to modernize the "This Work Matters" branding that was implemented in 2013. This campaign will develop the marketing materials necessary to promote Multnomah County's identity as an inclusive public employer - positioning ourselves to recruit and retain diverse, talented candidates and distinguish Multnomah County from other employers.

### **Response to housing and homelessness crises**

DCM supports the work of the County to serve people and address our community's most challenging issues - especially our neighbors who are experiencing or vulnerable to homelessness. With the additional support of an ongoing Strategic Initiatives Manager to the

COO team (72000B), the team will help drive and direct the implementation of goals, strategies and outcomes for the Homeless Response System. The COO team will continue to focus on improving our approach to severe weather emergency responses and develop innovative ways to build our capacity to provide shelter and other interventions to keep people safe.

The addition of a Risk Management team will add a Limited Duration Safety & Health professional (72009B) will help to build capacity for the Risk Management team to provide expertise during and in planning for emergency responses and ensure OR-OSHA rule-based safety training programs are in place during and in planning for emergency responses such as severe weather shelters. Lessons learned during past emergency responses have identified the need for more support to effectively address the occupational safety and health needs of employees, volunteers, partners, and the public.

Finance and Risk Management Fiscal Compliance (72012B) will provide funding to perform pre-award risk assessments, site reviews and financial statement analysis of County human service contracts specific to Supportive Housing Services (SHS) funding. The unit will also provide enhanced grant management policy development, guidance, and support to the Joint Office of Homeless Services. This function will help ensure the SHS funding is spent in alignment with requirements, decrease financial risk to the County, and ensure greater financial accountability for our providers.

### **Workplace Security**

DCM continues to develop new strategies to enhance workplace safety. In FY 2023, DCM launched a new Workforce Security Program. With each year that passes, we gain a better understanding of the County's security needs. In FY 2025, we are requesting the funds to add an ongoing Training Support position to support security and safety-related training requests from County departments (72056B), and an expansion of the Security Operations Center (SOC) to enable continuous security camera monitoring, as well as increased escort and in-person incident response capabilities (72056C).

### **Workforce Development, Retention and Wellness**

We recognize the need to understand the experiences of our workforce and ensure County employees have the resources, support and environment they need to thrive. In FY 2025, the Evaluation and Research Unit will lead the analysis and communication of feedback from the Countywide Employee Survey (72014). The Trauma Response & Employee Care Program within the Employee Benefits Program provides culturally responsive support and resources to employees, trauma informed expertise and consulting, and training for managers to prepare the County to respond to traumatic events in the workplace (72020C).

The Employee Benefits Program also manages protected leave administration, which now includes leave requests associated with Paid Leave Oregon (PLO), which became effective in September 2023. In FY 2025, we'll add two HR Analyst Sr. positions to support the increased workload due to the number and complexity of PLO leave requests with existing County leave (72020B).

The Multnomah County Managers Conference (72065) is a one day event at the Oregon Convention Center that brings together county managers, supervisors, and key HR staff that provides development opportunities to clarify expectations, provide tools, and resources to help them support the goals of Board-adopted Workforce Equity Strategic Plans, Countywide mission, vision, values, and core competencies.

### **Organizational Structure Changes**

In 2023, the County partnered with consultant North Highland to assess the role, duties, and organizational structure of the Office of the COO. North Highland found a number of strengths in the current COO organizational structure, they also highlighted that the COO has limited time to lead countywide strategic planning and goal setting and has a large number of direct reports.

The COO Organizational Restructure Programs (72000B and 72000C) will create two new Assistant COOs reporting to the COO to supervise the County's departmental directors, and an Administrative Analyst to support those new functions. It also includes a Chief Strategic Planning Officer who will oversee the upcoming countywide strategic planning program and lead a small team including the Evaluation and Research Unit, and two Strategic Initiatives Managers.

The new structure will reduce the number of direct reports for the COO and align Multnomah County with management structures of peer organizations including Washington County and the City of Portland. It will empower the COO to focus on urgent priorities articulated by the Chair as well as longer-term operational strategy. Furthermore, department directors will receive more time and individualized support from the Assistant COOs. The Assistant COOs will oversee departments, serve on the County's operational leadership teams, and advise the COO on issues facing their departments.

## Budget Overview

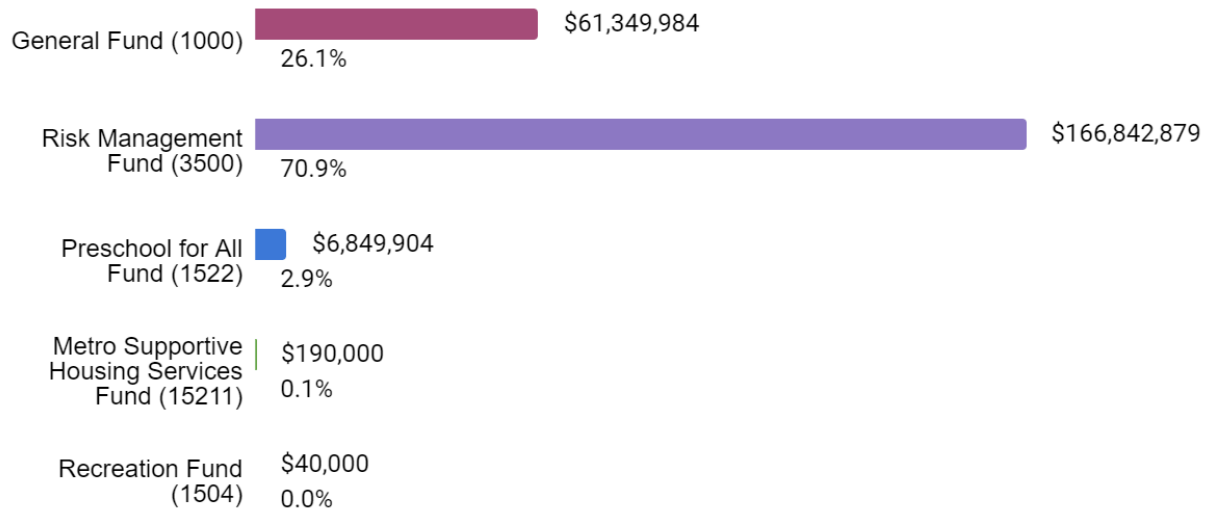
The Department of County Management (DCM) budget submission totals \$239,435,767 and 312.00 full time employees (FTE) for FY 2025 for both in and out of target programs. In target programs are funded within the department’s General Fund target allocation or by Other Funds; out of target programs are additional requests not funded within the department’s General Fund target allocation. The submission is detailed in the table below showing the total allocation.

<b>FY 2025 Dept. of County Management Budget Submission</b>				
	<b>FY 2025 General Fund*</b>	<b>FY 2025 Other Funds</b>	<b>Total Funds</b>	<b>Total FTE</b>
In Target Programs	\$61,349,984	\$173,922,783	<b>\$235,272,767</b>	301.00
Out of Target Programs	\$4,163,000	\$0	<b>\$4,163,000</b>	11.00
<b>Total FY 2025 Submission</b>	<b>\$65,512,984</b>	<b>\$173,922,783</b>	<b>\$239,435,767</b>	<b>312.00</b>

\*Includes both the General Fund and Video Lottery Fund.

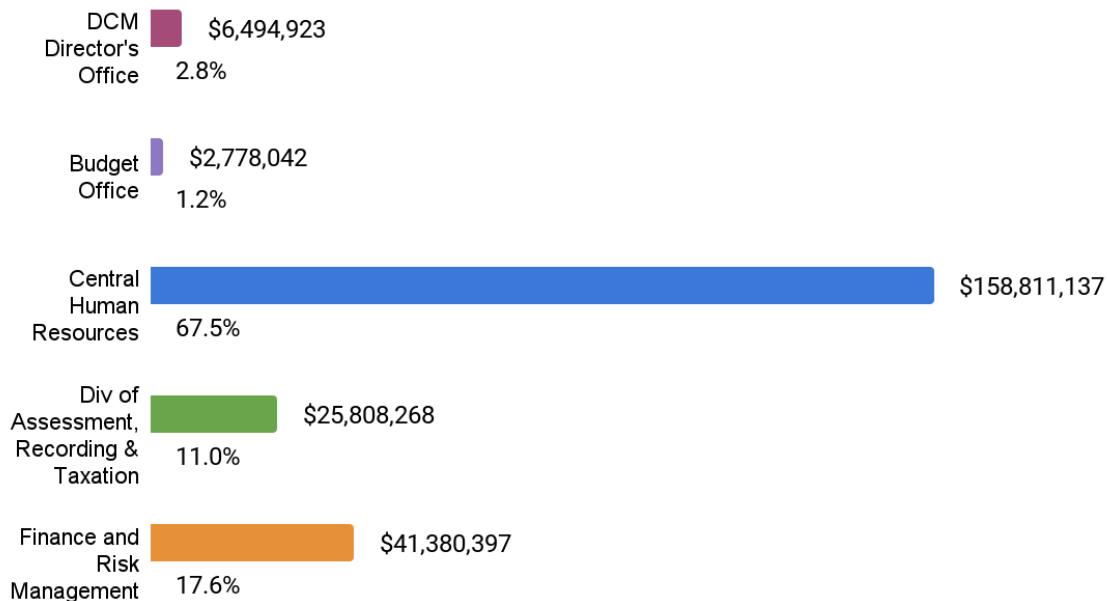
DCM is funded by a combination of the Risk Fund, Preschool for All Fund, and General Fund, with **\$166.8** million in the Risk Fund for employee benefits and general liability/workers’ compensation insurance premiums and claims paid, **\$6.8** million in the Preschool for All Fund for tax administration, and **\$61.3** million in the General Fund for operations and staffing. The budget also includes **\$190,000** in the Metro Supportive Housing Services (SHS) fund for pre-award risk assessments, site reviews and financial statement analysis of human service contracts specific to SHS funding. The bar chart below shows the budget by fund for the **in target programs**.

## FY 2025 In Target Budget by Fund \$235,272,767



The Department of County Management has five divisions, with the **in target budget** distributed as shown in the bar chart below.

## FY 2025 In Target Budget by Division \$235,272,767



This budget maintains/supports the core work of the department:

- The DCM Director's Office is home to the County's Chief Operating Officer (COO) who also serves as the DCM Director. The Division includes the COO and Equity teams, Business Services, DCM/NonD HR, the Evaluation Research Unit and Workplace Security. The COO is responsible for the administration and financial health of the County and works with the Chair, DCM Divisions, County Departments, and elected officials to establish priorities and policy objectives.
- As required by Oregon law, DART is responsible for administering Oregon's property tax laws and issuing, creating and storing marriage licenses and other recorded documents. On behalf of 64 taxing districts, DART maintains approximately 315,000 property tax accounts. These accounts yield tax revenue of over \$2.3 billion.
- The Budget Office leads the creation of a County budget that is equitable, efficient, realistic, transparent, and designed to meet community needs with available resources. The Budget Office evaluates how economic trends impact the County's financial health. Within the County, the Budget Office provides support to elected officials and leadership, business managers, and community members.
- The Central Human Resources Division (CHR) provides strategic leadership, recommends policy, and partners with the HR units in other departments across the organization to guide consistent processes. CHR also helps implement the Workforce Equity Strategic Plan (WESP); manages collective bargaining and labor contract interpretation; personnel rule management; job profile and compensation; Countywide training; employee benefits and wellness; and oversight for Workday - the County's Enterprise Resource Planning system.
- The Finance and Risk Management (FRM) Division pays the County's bills, maintains and records accounting transactions, manages the external financial audit, manages an investment portfolio that averages \$1.7 billion per day, and issues payroll checks. Risk Management negotiates insurance coverage for the County's buildings, consults on workplace safety and health, and manages claims associated with work-related injuries and for the County's self-insured liability program. Enterprise Resource Planning (ERP) Support leads, maintains, troubleshoots, and enhances Workday and Jaggaer enterprise system functionality.

## General Fund Target Allocation

DCM’s total General Fund Target is **\$61,349,984**. The General Fund makes up 26.1% of DCM’s total in target budget submission for FY 2025.

DCM’s requested budget meets the General Fund target allocation, through a combination of moderate changes across the organization; a reduction in overall department internal service charges; leveraging department wide personnel savings; reductions to professional services; and one position, as further detailed in the table below and following statements.

## General Fund Reductions

Proposal for Reductions to Meet FY 2025 General Fund Target Allocation			
Offer Number	Program Name	General Fund Reduction	FTE Reduction
All DCM	Department General Fund Savings	(\$448,724)	
Multiple	DART reductions in various programs	(\$79,587)	
72059	FRM Purchasing - Contract Redesign / Process Improvement	(\$25,000)	
72046	FRM Workday Support - Finance	(\$40,000)	
72000	DCM Director’s Office / COO	(\$150,000)	
72017	DCM Central HR Services	(\$166,533)	(1.00)
<b>Total</b>		<b>(\$909,844)</b>	<b>(1.00)</b>

- **Department General Fund Savings:** Department-wide personnel cost savings from retirements, new hires, transfers and promotions resulting in a lower cost (\$180,480). A lower than expected allocation from internal services (\$240,572). Savings from contracted services, materials and supplies (\$27,672).
- **DART reductions in various programs:** Reduction of non-mandated functions to temporary, overtime, materials and supplies with limited impact to operations.
- **FRM Purchasing Contract Redesign/ Process Improvement:** Reducing the salary for a new position, Contract Administration manager.

- **FRM Workday Support - Finance:** Reduce overtime as the need is less than expected now that Workday financial modules are more stable.
- **DCM Director's Office / COO:** Reduce Professional Services which will impact the COO team's ability to respond to countywide issues.
- **DCM Central HR Services:** Reduction of an HR Analyst Senior (currently filled position) in HR Strategic Communications. This position provides dedicated resources for communication. The plan is to redistribute the work. Possible areas of impact include support for the Executive Learning Series, 2023 Countywide Employee Survey, and HR communications (Multco Matters, Wednesday Wire, Commons pages, Multnomah County public facing webpage).

## Reallocations

FY 2025 Significant Departmental Changes (Reallocations)				
Offer Number	Program Name	General Fund	Other Funds	FTE
72017	Central HR Services	(\$21,809)		
72050	Central HR Classification & Compensation	(\$27,591)		
72016	Central HR Administration	(\$8,036)		
72016	Central HR Administration	(\$63,774)		(0.50)
72019	Central HR Unemployment		\$63,774	0.50
72050	Central HR Classification & Compensation	\$121,210		1.00
<b>Total</b>		<b>\$0</b>	<b>\$63,774</b>	<b>1.00</b>

These reallocations will result in a reorganization of the Classification and Compensation Unit within Central Human Resources that will recenter their work around top strategic priorities. The Classification and Compensation team, among other things, conducts regular reviews of the compensation market to ensure the county is offering competitive salaries. This reorganization allows managers and analysts to focus on strategic work, supported by the new Human Resource Analyst 1 who will complete more routine tasks.



## Ongoing Out of Target Requests

The following table lists the Department of County Management’s ongoing out of target requests in order of priority:

FY 2025 Out of Target Requests (Ongoing)					
Priority	Offer Number	Program Name	General Fund	FTE	New, Existing or Restoration
1	72000B	COO Organizational Restructure - Strategic Planning	\$552,737	2.00	New
2	72000C	COO Organizational Restructure - Assistant Chief Operating Officers	\$1,077,263	3.00	New
3	72018B	Labor Relations Expanded Support	\$228,000	1.00	New
4	72000D	COO Professional Services Restoration	\$150,000		Restoration
5	72033B & 72034B	DART INCOM Reappraisal Program and DART Residential Reappraisal Program	\$755,000	5.00	New
<b>Total</b>			<b>\$2,763,000</b>	<b>11.00</b>	

### 72000B & 72000C - COO Organizational Restructure

The COO Organizational Restructure programs would fund the reorganization of the COO team to allow more focus on strategic and future focused work and reduce the number of direct reports to the COO. The 72000B program adds a Chief Strategy Officer to oversee a countywide strategic planning program and lead a small team including the Evaluation Research Unit. The Chief Strategy Officer will manage ongoing needs related to the strategic plan including tracking and reporting on progress toward goals. The program also adds a Strategic Initiatives Manager. The 72000C program builds on 72000B and adds two Assistant COOs and an administrative position to support them. The Assistant COOs would oversee departments, participate in leadership teams and advise the COO on departmental issues.

**72018B Labor Relations Expanded Support**

This program would fund one additional Labor Relations Manager position. The Manager previously funded with one-time-only funds plays a crucial role in maintaining the current service level - managing 13 labor contracts, representing 86% of the County workforce and the Personnel Rules that apply to all County employees. The ongoing addition of the LR Manager will ensure that we have adequate staff to support the increased level of support needed across the County.

**72000D COO Professional Services Restoration**

This program restores resources for the professional services to enable the COO and the COO team to respond to emergent issues and helps facilitate communication, team-building, employee engagement and professional development for the County's leadership. Professional services may be used to develop the Executive Learning series, special consulting projects and enable a faster response to County leadership vacancies.

**72033B & 72034B DART Reappraisal Program**

These programs address the need for reappraisal of industrial, commercial, multifamily (INCOM) and residential buildings. The 72033B program will add two appraiser positions in order to re-establish and maintain an ongoing INCOM reappraisal program to address properties that should have their inventory reviewed and values updated and maintained on an ongoing basis through routine reappraisal cycles. Year one reappraisal efforts will encompass 4% of INCOM accounts, ideally ramping up to 10-15% annually.

Similarly, the funds for 72034B will add two appraiser positions and one manager in order to re-establish and maintain an ongoing residential reappraisal program. A total of 5 appraisers (two new and three current positions) will be assembled to form the Advance team in the Residential appraisal program. Tasks will include: reappraisal training, setup of neighborhood study areas, in-field efforts to collect data, review of appraisals by team members and implementation of reappraisal results. Both programs are currently estimated to bring in a total of \$10 million in recaptured market value (not tax revenue). Since this is the beginning of a multi-year effort to establish a new program, revenue increases are not projected until fiscal year 2026-27. In FY 2026-27 the County should receive \$150,000 to \$300,000 and that figure should grow at the same value over the next 6 years. By the 6th year of the project, DART estimates a total \$900,000 to \$1.8 million annual revenue for the County.

## One-Time-Only Out of Target Requests

The following table lists the Department of County Management’s one-time-only out of target requests in order of priority:

FY 2025 Out of Target Requests (One-Time-Only)						
Priority	Offer Number	Program Name	General Fund	Other Funds	FTE	New or Existing
1	72064	Strategic Planning Services	\$250,000			New
2	72065	Multnomah County Managers Conference	\$250,000			New
3	72049B	DCM/NonD Human Resources Team Increased Capacity for NOND	\$190,000		1.00 LDA	New
4	72056C	Workplace Security - Security Operations Center Dispatch Expansion	\$400,000			New
5	72068	Recruitment & Retention Campaign	\$310,000			New
	<b>Total</b>		<b>\$1,400,000</b>		<b>1.00 LDA</b>	

### 72064 Strategic Planning Services

Countywide Strategic Planning Implementation builds on the work completed in FY 2024 for the Countywide Visioning Renewal Process (10000C). The Multnomah County Strategic Plan will ensure alignment with existing department strategic plans and facilitate the development of new plans as needed. The County will identify and advance key priorities countywide, based on shared values. The funds will be used to engage a consultant to design the process to review current plans, provide facilitation and other support for departments, and help develop the countywide strategic plan with goals and metrics for evaluating progress and success. This program is aligned with the COO Organization Restructure - Strategic Planning (72000B).

### 72065 Multnomah County Managers Conference

The Multnomah County Managers Conference is a one day event that brings together county leadership and key HR staff from across the organization. More than 500 managers participated in the first Multnomah County Managers Conference held in FY 2020 - a highly valued event for

County managers and leadership. The next Managers Conference is planned for October 2024 and will feature key initiatives - the renewed WESP and the renewed Countywide mission, vision, and values. This program will provide funds for renting the venue, an event planner to assist with coordination, materials and supplies, a keynote speaker and presenter fees.

#### **72049B DCM/NonD Human Resources Team Increased Capacity for NOND**

This program will provide one-time-only funding for a Limited Duration position within the DCM/NonD Human Resources team. Currently, the DCM/NonD does not include a recruiter for the NonD agencies which have approximately 133 positions and average 10 recruitments per month. With new County leadership, including the election of three new County Commissioners in the 2024 elections, additional recruitments are likely and this program extends funding for the current position in FY 2025. This will allow for timely recruitments focused on workforce equity goals and pivot the HR Analyst Senior on the team to more strategic and proactive HR support.

#### **72056C Workplace Security - Security Operations Center Dispatch Expansion**

The Security Operations Center (SOC) is a centralized security resource that any County department, facility, or staff member can contact for immediate security support. This program will add an additional security officer, a dispatch vehicle, and expanded radio communications in the SOC. These additions will enable continuous video monitoring and increase escort and in-person response capabilities. Security-related incidents have been occurring more frequently in County workplaces. This heightened security landscape has resulted in County Departments asking for additional security support, including video monitoring, evidence collection, escorts, in-person incident responses, site security assessments, as well as addressing reported campsites that impact County property and providing referrals when necessary.

#### **72068 Recruitment & Retention Campaign**

The Recruitment and Retention Campaign will launch a recruitment and retention campaign to modernize the County's "This Work Matters" branding (implemented in 2013). This campaign will develop the marketing materials to promote Multnomah County's identity as an inclusive public employer, to increase the County's ability to recruit and retain diverse- candidates, and to distinguish Multnomah County from other employers. This campaign enhances the services provided by Talent Acquisition in Central Human Resources. By modernizing the County's brand, the new design will standardize the look and feel of Multnomah County recruitment materials in many marketing mediums. This program aims to create renewed interest in public service by leading with our clear and inspirational mission. This modernized marketing campaign will incorporate the County's renewed mission, vision, and values in the final marketing materials.

## Voter Initiatives - (SHS, PFA, Library Bond)

FY 2025 Voter Initiatives - Preschool for All ( PFA)				
Offer Number	Program Name	Initiative Funds	FTE	New or Existing
72052A	FRM Preschool for All Tax Administration - County	\$228,064	1.00	Existing
72052B	FRM Preschool for All Tax Administration - City of Portland	\$6,621,840		Existing
<b>Total</b>		<b>\$6,849,904</b>	<b>1.00</b>	

### **72052A Finance and Risk Management Preschool for All Tax Administration - County**

This program funds a program manager and tax consulting services to support the development and maintenance of Preschool for All income tax code including administrative rules. The program maintains tax materials, the County [public tax page](#), provides support to taxpayers, assists in the maintenance of tax forms, and manages the tax administration agreement with the City of Portland Revenue Bureau.

### **72052B Finance and Risk Management Preschool for All Tax Administration - City of Portland**

The County contracts with the City of Portland Revenue Bureau (through an intergovernmental agreement) to administer and collect the Preschool for All personnel income tax on behalf of Multnomah County. The administration includes, but is not limited to, enforcing 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. This program accounts for tax administration costs with the City of Portland.

FY 2025 Voter Initiatives - Metro Supportive Housing Services ( SHS)				
Offer Number	Program Name	Initiative Funds	FTE	New or Existing
72012B	FRM Fiscal Compliance Program SHS	\$190,000	1.00	New
<b>Total</b>		<b>\$190,000</b>	<b>1.00</b>	

### 72012B Finance and Risk Management Fiscal Compliance Program SHS

This program will fund a fiscal compliance specialist to perform pre-award risk assessments, site reviews and financial statement analysis of County human service contracts specific to Supportive Housing Services (SHS) funding. The unit will provide enhanced grant management policy development, comprehensive fiscal guidance, and internal support to the Joint Office of Homeless Services. The program will help support contract compliance for SHS contracts, increased fiscal oversight, compliance to Metro measure requirements, and help reduce risk to the County.

## State, Federal, and Other Funds

FY 2025 Other Fund Changes			
Offer Number	Program Name	Risk Fund	FTE
72009B	FRM Workers' Compensation/Safety & Health Emergency Response Capacity	\$185,000	1.00 LDA
72020B	Paid Leave Oregon	\$448,080	2.00
72020C	Central HR Wellness - Trauma Informed Program Coordinator	\$224,040	1.00
72056B	Workplace Security Training & Development	\$200,000	1.00
<b>Total Risk Fund*</b>		<b>\$1,057,120</b>	<b>4.00</b>

\*New Risk Fund positions added within available Risk Fund revenues

### 72009B - FRM Workers' Compensation/Safety & Health Emergency Response Capacity

This program will add a Limited Duration (LDA) Safety & Health professional to increase the Risk Management team's capacity. This LDA will provide expertise to inform emergency responses and ensure the County is in compliance with OR-OSHA safety requirements.

### 72020B - Paid Leave Oregon (PLO)

Since the implementation of PLO, the Employee Benefits Office has observed a 32% increase in leave requests (from August 2022-2023 compared to August 2023-February 2024). The complexity of the leave requests and administration of the requests, also made the workload

more challenging as staff must perform the analysis between PLO and other County programs. This program funds 2.00 new HR Analyst Sr. positions.

#### **72020C - Central HR Wellness - Trauma Informed Program Coordinator**

This program will add a 1.00 HR Analyst Sr position to provide culturally responsive support and resources to employees, trauma informed expertise and consulting on policies and practices grounded in equity, and training and support for managers and Human Resources staff so that Multnomah County is prepared for, and responds effectively to, traumatic events and crises in the workplace.

#### **72056B - Workplace Security Training & Development**

This program will add 1.00 FTE Training Support position (HR Analyst Sr.) to address continued high demand from County departments for security training and support.

## Construction Diversity and Equity Fund (CDEF)

The CDEF program assists women and minorities in securing jobs in skilled construction trades and helps businesses owned by these groups to succeed. The program helps boost the competitiveness of State certified businesses owned by minorities, women, veterans, and emerging small businesses. The CDEF program specifically supports three key initiatives: funding pre-apprenticeship programs, support of apprentices through retention services, and technical assistance for certified businesses. The CDEF program (72044A) is funded by a 1% charge on construction costs for County capital projects. In FY 2024, the Library Capital Construction Project (GO Bond Project) provided a significant payment to CDEF Fund to support program initiatives.

In FY 2025 the CDEF program will provide \$200,000 as the 3rd year of a 5 year commitment to the Regional Construction Workforce Diversity Funder Collaborative (72044B). The regional 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.

## County Assessment Function Funding Assistance (CAFFA)

The **CAFFA** grant from the State of Oregon pays for a portion of assessment and taxation costs. The goal of the grant is to maintain an adequate level of operation in the counties to ensure equity and uniformity in the assessment and taxation system. Funding for the grants comes from document recording fees and a portion of the interest from delinquent property taxes deposited by counties into the statewide CAFFA (CATF) Fund. The grant is based on the County's

proportional share of the State of Oregon Department of Revenue (DOR) approved Assessment and Taxation budget for all participating counties and the forecast of statewide CAFFA deposits. For FY 2025, Multnomah County’s estimated share is \$2,784,156. This funding is an increase of \$67,906 from the prior fiscal year due to fluctuations in housing activity and the State’s estimated available grant funds. Multnomah County’s share of statewide CAFFA grant funds has trended downward in the past few years and is currently 17.3%. This grant supports approximately 11.6% of the County’s Assessment and Taxation programs in the General Fund.

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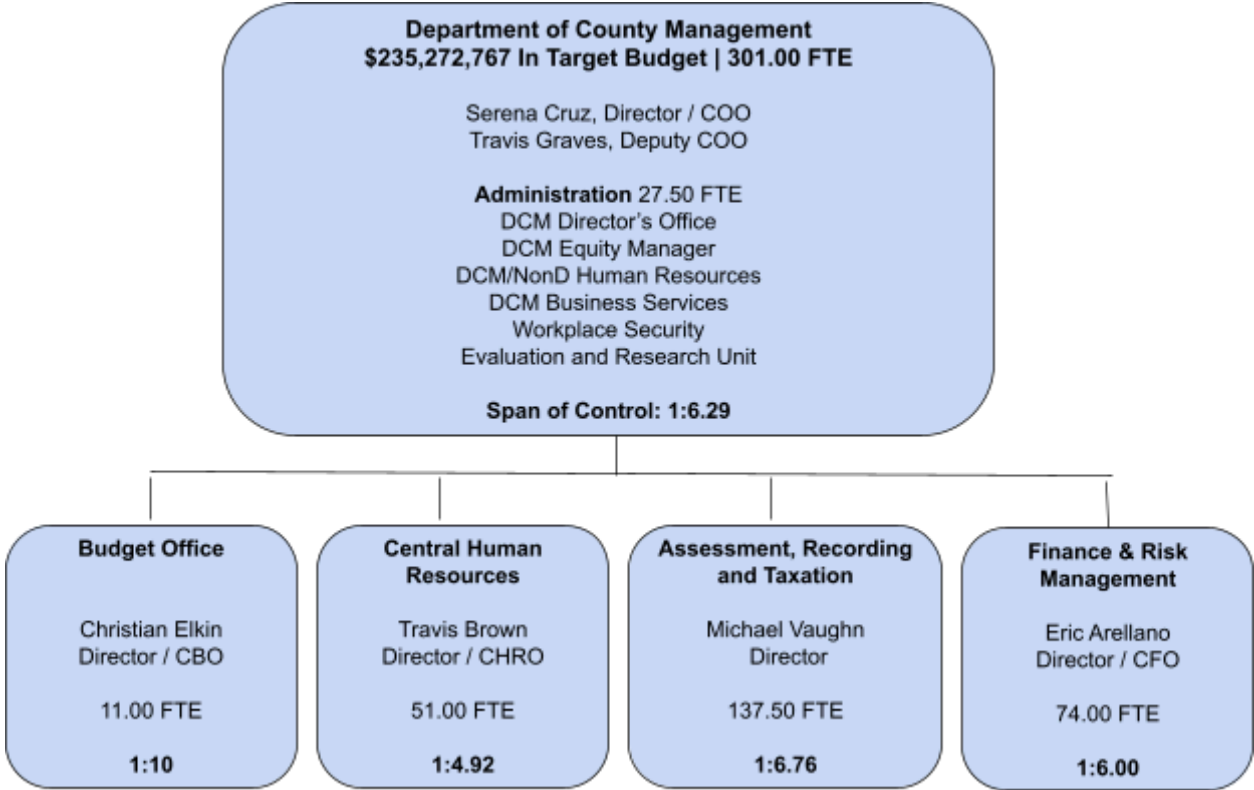
## Division Level Organization Chart

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The Department of County Management’s span of control for FY 2025 is **1: 6.15** which is a moderate change from FY 2024 at 1:6.35. Span of Control by Division is noted on the DCM Organization Chart below.

For FY 2025, DCM added six positions within Target, including conversion of a limited duration position to ongoing in the Motor Vehicle Tax program (72008B), two positions in Central HR Paid Leave Oregon program (72020B), one position in Central HR Wellness -Trauma Informed Program Coordinator program (72020C), one position in Workplace Training and Development program (72056B), and one position in FRM Fiscal Compliance SHS program (72012B).





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**Department:** County Management

**Program Contact:** Serena Cruz

**Program Offer Type:** Administration

**Program Offer Stage:** Department Requested

**Related Programs:** 72000B, 72000C

**Program Characteristics:** In Target

### Executive Summary

The Department of County Management (DCM) Director's Office program includes the Office of the Chief Operating Officer (COO) and the DCM Equity Team. The COO oversees all of the County's departments and serves as the DCM Director. The Office of the COO supports continuity across county operations and responds to urgent countywide matters. With support from the Deputy COO, the COO/DCM Director is responsible for corporate level divisions managing human resources, finance, budget and assessment and taxation in addition to a number of DCM administrative units, each having stand-alone program offers. The DCM Equity Team strives to create a positive work culture where everyone can thrive through WESP implementation, consultation, and training coordination.

### Program Description

The Office of the COO oversees all of the County's departments and serves as the Department of County Management (DCM) Director. The Deputy COO, Strategic Initiatives Managers, and Administrative Analyst Senior support the COOs countywide function. Additionally, the Deputy COO oversees several DCM divisions and the Department of County Assets with a focus on internal services. The COO sits at the nexus between elected officials and departments who lead the daily work of delivering services. The Office of the COO supports continuity across county operations, champions the Chair's initiatives and responds to urgent countywide matters. The Office manages numerous projects (e.g. capital planning, negotiation of the Joint Office and City of Portland intergovernmental agreement, the Executive Learning Series, etc.) and facilitates leadership teams (e.g. the Executive Council, Leadership Council, DCM All Managers meetings, etc.)

The DCM Equity Team strives to create a positive work culture where everyone can thrive. To accomplish this mission, they lead department efforts to implement the Workforce Equity Strategic Plan, provide support and consultation to management and staff across the department, and coordinate learning and training opportunities related to professional development and the County's core competencies.

### Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Executive Council meetings held	12	N/A	12	12
Output	DCM All Manager meetings	2	4	4	4
Output	Equity Committee meetings hosted	N/A	N/A	6	6
Output	DCM New Employee Orientations delivered	4	4	4	4

### 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$1,531,510	\$0	\$1,606,250	\$0
Contractual Services	\$247,000	\$0	\$97,000	\$0
Materials & Supplies	\$46,118	\$0	\$44,858	\$0
Internal Services	\$82,073	\$0	\$100,349	\$0
<b>Total GF/non-GF</b>	<b>\$1,906,701</b>	<b>\$0</b>	<b>\$1,848,457</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,906,701</b>		<b>\$1,848,457</b>	
<b>Program FTE</b>	6.00	0.00	6.00	0.00

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

## Explanation of Revenues

This program is supported by the General Fund.

## Significant Program Changes

Last Year this program was: FY 2024: 72000A DCM Director's Office / COO



**Program #72000B - COO Organizational Restructure - Strategic Planning** FY 2025 Department Requested

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

**Executive Summary**

This program is a part of the COO Organizational Restructure programs that reduces the number of direct reports for the Chief Operating Officer to allow more focus on strategic and future focused work. This program provides additional resources for strategic planning, adding a Chief Strategy Officer to oversee a countywide strategic planning program, and a Strategic Initiatives Manager to support the COO team.

**Program Description**

In 2023, the County partnered with consultant North Highland to assess the role, duties, and organizational structure of the Office of the COO. The COO currently oversees all eight of the County’s major departments and concurrently serves as the Director of the Department of County Management. The COO's office supports operational excellence, works toward improved performance, and responds to urgent countywide matters. While North Highland identified many strengths to the current COO organizational structure, they also highlighted the COOs limited time to lead countywide strategic planning and goal setting with so many direct reports.

- This offer adds a Chief Strategy Officer, who will report to the COO. The Chief Strategy Officer will:
- Oversee a countywide strategic planning program, which builds on the County’s renewed mission, vision, and values.
  - Lead a small team, including the Evaluation and Research Unit (ERU).
  - Engage an external consultation group (as described in Program 72064) to review current strategic plans and design a new strategic planning process.
  - Manage the strategic plan’s development, including tracking and providing progress reports.

This offer also adds a Strategic Initiatives Manager to support the new strategic planning work and the COO.

Program offer 72000C builds on this program by adding two Assistant COOs to supervise department directors, and an Administrative Analyst. In total, these programs would add five new positions for the COO team.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Hire a consulting group to support department and enterprise strategic planning	N/A	N/A	N/A	1
Output	Design and deliver a new Multnomah County strategic plan	N/A	N/A	N/A	1

**Performance Measures Descriptions**

Under the leadership of the Chief Strategy Officer, the County will recruit and hire a consulting group for a limited-term project to design the process to review current strategic plans; provide support and process facilitation for departments developing strategic plans; develop the countywide strategic plan based on the renewed mission, vision, and values; and develop countywide goals and metrics for evaluating progress and success. A Multnomah County Strategic Plan is the major deliverable of the Chief Strategy Officer.

**Revenue/Expense Detail**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Department Requested General Fund</b>	<b>Department Requested Other Funds</b>
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$0	\$0	\$492,737	\$0
Materials & Supplies	\$0	\$0	\$30,000	\$0
Internal Services	\$0	\$0	\$30,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$552,737</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$552,737</b>	
<b>Program FTE</b>	0.00	0.00	2.00	0.00

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

**Explanation of Revenues**

The program is supported by the General Fund.

**Significant Program Changes**

Last Year this program was:



**Program #72000C - COO Organizational Restructure - Assistant Chief Operating Officers** FY 2025 Department Requested

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

**Executive Summary**

This program is a part of the COO Organizational Restructure programs that reduces the number of direct reports for the Chief Operating Officer to allow more focus on strategic and future focused work. This program adds two Assistant COOs to supervise the County’s department directors and an Administrative Analyst to support the Assistant COOs (ACOOs).

**Program Description**

In 2023, the County partnered with consultant North Highland to assess the role, duties, and organizational structure of the Office of the COO. The COO currently oversees all eight of the County’s major departments and concurrently serves as the Director of the Department of County Management. The COO’s office supports operational excellence, works toward improved performance, and responds to urgent countywide matters. While North Highland identified many strengths to the current COO organizational structure, they also highlighted the COOs limited time to lead countywide strategic planning and goal setting with so many direct reports.

This offer adds two new Assistant COOs reporting to the COO to supervise department directors, and an Administrative Analyst to support those new functions. The Assistant COOs will also serve on the County’s operational leadership teams and advise the COO on issues facing their departments. The addition of Assistant COOs aligns with the management structures of peer organizations including Washington County and the City of Portland.

Program 72000B includes a Chief Strategic Planning Officer who will oversee a countywide strategic planning program and a Strategic Initiatives Manager. In total, these programs would add five new positions for the COO team to reduce the number of direct reports for the COO and allow more focus on strategic and future focused work.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Hire and train new Assistant COOs by end of Q2	N/A	N/A	N/A	2
Outcome	Lead and implement a Countywide strategic planning process resulting in an enterprise wide strategic plan	N/A	N/A	N/A	1
Outcome	Develop a dashboard of Key Performance Indicators reflecting County’s top priorities	N/A	N/A	N/A	1
Output	Reduce direct reports to COO	N/A	N/A	N/A	-9

**Performance Measures Descriptions**

Hiring the new ACOOs will be a top priority, ensuring they are trained and understand their respective roles, and providing support for Department Directors. Hiring the ACOOs will give the COO more time to move the enterprise wide strategic planning effort forward. Hiring the ACOOs and developing the KPI dashboard for the County will provide a critical framework for the ACOOs to support departments in moving key priorities forward. By reducing the direct reports to the COO, there is bandwidth created to move the strategic alignment of the County forward.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$0	\$0	\$989,983	\$0
Materials & Supplies	\$0	\$0	\$42,280	\$0
Internal Services	\$0	\$0	\$45,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,077,263</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$1,077,263</b>	
<b>Program FTE</b>	0.00	0.00	3.00	0.00

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

Explanation of Revenues

This program is supported by General Fund revenues

Significant Program Changes

Last Year this program was:





**Program #72000D - COO Professional Services Restoration** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Serena Cruz  
**Program Offer Type:** Restoration Request **Program Offer Stage:** Department Requested  
**Related Programs:**  
**Program Characteristics:** Out of Target

**Executive Summary**

This scaled program offer restores resources for professional services to enable the Chief Operating Officer (COO) and team to flexibly respond to emergent issues, facilitate communication, team-building, employee engagement and professional development for the County’s leadership, and innovate around strategic countywide issues and challenges.

**Program Description**

COO professional services funds may be used to develop:

- Teambuilding and professional development for County leadership
- The Executive Learning Series
- Consulting projects that are responsive to organizational and operational challenges
- Recruitment support for leadership vacancies

In the Executive Leadership Series, the COO provides County leaders and managers quarterly professional development and change management opportunities with a focus on equity. The goals are to provide managers with the skill sets and relationships they need to improve their management performance.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of Executive Council retreats	1	3	3	3
Output	Number of Executive Learning Series events	3	N/A	3	3

**Performance Measures Descriptions**

We hire a facilitator to lead local retreats for County leadership. The retreats help leaders consider their communication styles, build trust, and discuss countywide priorities. Executive Learning Series events are put on for employees in leadership roles across County departments. They promote cross-departmental relationships and help leaders build their skills in County values like equity and belonging. Working with outside recruiters to recruit new leaders helps us replace leaders faster and it enhances our ability to reach a more diverse pool.

**Revenue/Expense Detail**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Department Requested General Fund</b>	<b>Department Requested Other Funds</b>
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Contractual Services	\$0	\$0	\$150,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$150,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

This program is supported by General Fund revenues

**Significant Program Changes**

Last Year this program was:



**Program #72001 - Budget Office** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Christian Elkin  
**Program Offer Type:** Operating **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, prepares the annual budget and manages the budget process. The office is a resource to the Chair's Office, the Board, other elected officials, County departments, and the community. Keeping all these audiences in mind, the Budget Office designs budget materials and resources to provide timely, accurate, and understandable information. It supports decision makers and department staff by communicating policy direction and program priorities, monitoring economic conditions and budget variations, forecasting revenues and labor costs, coordinating strategic planning, analyzing policies and programs, and providing substantive and technical training.

**Program Description**

The budget is more than just a list of the planned revenues and expenses. The County's budget is one of the most important policy documents that the County produces. It tells our community what the County's priorities are and where the County is investing the community's resources.

- Primary work includes:
- Coordinating and collaborating with departments on the preparation and presentation of budget information;
  - Communicating policy direction and program priorities;
  - Creating budget materials designed to give decision makers and the community the information they need to understand and evaluate services and programs and their impact on the community;
  - Providing resources to help departments consider and discuss equity;
  - Monitoring and maintaining dashboards that show departments' spending and how it compares to their budget ([www.multco.us/budget](http://www.multco.us/budget));
  - Estimating the budget impacts of policy proposals and changes; and
  - Training department staff on budget software and the budget process.

- The Budget Office also evaluates how economic trends impact the County's financial health, identifying short- and long-term financial issues and collaborating on strategies to address them, including:
- Creating General Fund forecasts to inform the Board how much funding is available for the budget;
  - Reviewing and creating forecasts for the Library District and Preschool for All; and
  - Providing cost estimates on proposals for union and non-union staff, and evaluating the long-term impact on the County's forecast.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of budget actions reviewed (program offers, adjustments, amendments, & budget modifications) <sup>1</sup>	1,056	N/A	1,000	1,000
Quality	Percent error in General Fund Forecast (estimating future County spending and money received) <sup>2</sup>	3.7%	2.0%	1.3%	2.0%
Quality	Internal customer service rating of Budget Office in annual budget survey on scale of 1-4 (Poor to Excellent) <sup>3</sup>	3.28	N/A	3.37	3.42

**Performance Measures Descriptions**

<sup>1</sup>Measure changed from # of budget modifications processed and % of budget modifications entered into Workday w/in 4 weeks of Board approval (timing often depends on departments). <sup>2</sup>General Fund is County's largest source of discretionary revenues; if forecast is too high, a midyear reduction may be required, but if it is too low, County may unnecessarily cut services or employees during annual process. <sup>3</sup>Average of 4 questions. Measure changed from rating of countywide budget process, which involved non-Budget Office entities: due to timing. FY 2024 estimate is 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 use of public funds entrusted to the County. The County's budget is reviewed by the Tax Supervising and Conservation Commission (TSCC) for accuracy and compliance to Oregon Budget Law.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$2,286,313	\$0	\$2,413,274	\$0
Contractual Services	\$30,159	\$0	\$30,159	\$0
Materials & Supplies	\$96,784	\$0	\$89,860	\$0
Internal Services	\$244,361	\$0	\$244,749	\$0
<b>Total GF/non-GF</b>	<b>\$2,657,617</b>	<b>\$0</b>	<b>\$2,778,042</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,657,617</b>		<b>\$2,778,042</b>	
<b>Program FTE</b>	11.00	0.00	11.00	0.00

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

## Explanation of Revenues

## Significant Program Changes

Last Year this program was: FY 2024: 72001 Budget Office



**Program #72002 - FRM Accounts Payable** **FY 2025 Department Requested**

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

**Executive Summary**

Central Accounts Payable (AP) 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, AP 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. AP coordinates the year-end expenditure accruals and 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. The program also establishes and communicates clear and uniform county administrative practices and procedures related to AP functions. In addition, the team 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 helps 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Payments processed	144,121	139,000	144,000	145,000
Outcome	Percent of Invoices paid on time within standard NET 30 payment terms	91%	93%	90.74%	93%
Outcome	Percent of total payments that are electronic	84%	85%	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 and rent assistance 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$1,176,629	\$0	\$1,249,683	\$0
Contractual Services	\$1,950	\$0	\$3,000	\$0
Materials & Supplies	\$10,049	\$0	\$14,299	\$0
<b>Total GF/non-GF</b>	<b>\$1,188,628</b>	<b>\$0</b>	<b>\$1,266,982</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,188,628</b>		<b>\$1,266,982</b>	
<b>Program FTE</b>	7.60	0.00	7.60	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$325,180	\$0	\$335,500	\$0
<b>Total Revenue</b>	<b>\$325,180</b>	<b>\$0</b>	<b>\$335,500</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

Rebates are the only Central Accounts Payable revenue. Rebates, received from U.S. Bank, Bank of America and this year from Amazon also 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 2024: 72002 FRM Accounts Payable



**Program #72003 - FRM Chief Financial Officer** **FY 2025 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, Enterprise Resource Planning (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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Annual Comprehensive Financial Report (ACFR) 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$577,405	\$109,110	\$610,959	\$115,952
Contractual Services	\$41,000	\$0	\$41,000	\$0
Materials & Supplies	\$16,511	\$0	\$16,511	\$0
Internal Services	\$922,855	\$163,016	\$1,064,559	\$170,236
<b>Total GF/non-GF</b>	<b>\$1,557,771</b>	<b>\$272,126</b>	<b>\$1,733,029</b>	<b>\$286,188</b>
<b>Program Total:</b>	<b>\$1,829,897</b>		<b>\$2,019,217</b>	
<b>Program FTE</b>	2.65	0.35	2.65	0.35

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$272,126	\$0	\$286,188
<b>Total Revenue</b>	<b>\$0</b>	<b>\$272,126</b>	<b>\$0</b>	<b>\$286,188</b>

## Explanation of Revenues

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

## Significant Program Changes

Last Year this program was: FY 2024: 72003 FRM Chief Financial Officer





**Program #72004 - FRM General Ledger** **FY 2025 Department Requested**

**Department:** County Management **Program Contact:** Samina Gillum  
**Program Offer Type:** Operating **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-Multnomah County Street Lighting 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
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	0	0	0	0
Efficiency	Number of days Annual Comprehensive Financial Report (ACFR) is completed after fiscal year end	140	152	140	140
Quality	Receive the Certificate of Achievement (COA) for Excellence in Financial Reporting from the GFOA	1	1	1	1

**Performance Measures Descriptions**

1) Fewer balance sheet accounts identified with misstatements indicate a high degree of accuracy in the financial statements (ACFR) and effective internal controls are in place (approx. 300 accounts). 2) External auditors express their opinion on the County's ACFR, including assessment of the risks of material misstatement of the financial statements. "O" means the auditors identified NO deficiencies or weaknesses in internal controls. 3) Financial reports should be issued soon enough after the close of the fiscal year to affect better decision making. 4) Received "1" Not Received "0"

## 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$1,222,489	\$0	\$1,267,293	\$0
Contractual Services	\$2,000	\$0	\$2,000	\$0
Materials & Supplies	\$11,900	\$0	\$11,900	\$0
<b>Total GF/non-GF</b>	<b>\$1,236,389</b>	<b>\$0</b>	<b>\$1,281,193</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,236,389</b>		<b>\$1,281,193</b>	
<b>Program FTE</b>	7.00	0.00	7.00	0.00

<b>Program Revenues</b>				
Service Charges	\$20,000	\$0	\$20,000	\$0
<b>Total Revenue</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

External revenue is received from the County's separately issued component unit financial reports: Mid-Multnomah County Street Lighting 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 2024: 72004 FRM General Ledger



**Program #72005 - FRM Purchasing** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Brian Smith  
**Program Offer Type:** Operating **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 provide leadership, guidance, and offer training and support for Departmental staff.

Key efforts include the following: (1) protect the County from possible contract risks and liabilities; (2) efficient management 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, changes and/or amendments to those contracts, 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 on contract data and performance measures; (8) maximize efforts to include and ensure participation of both State Certification Office for Business Inclusion and Diversity (COBID) Certified suppliers (Disadvantaged Business Enterprises, Minority-owned, Women-owned, Veteran-owned and Emerging Small Businesses) and Oregon Forward suppliers; (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 reducing its environmental footprint. They make sure that companies the County buys things from are also trying to be friendly to the environment. 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percent of contracts awarded to COBID Certified and Oregon Forward (QRF) businesses	9%	8%	8%	8%
Outcome	Number of service tickets processed in support of Multco Marketplace (MMP)	503	400	557	500
Output	Number of formal RFP and Bid solicitations issued	66	82	73	80
Output	Number of contracts and amendments processed	1,546	1,100	1,560	1,200

**Performance Measures Descriptions**

Purchasing manages formal Request For Proposal (RFP) and bid solicitations (>\$150,000) for the County because those represent the greatest risk in the County's purchasing activity. The number of service tickets in MMP reflects the intensity of direct technical support provided to keep the County's Purchasing software operational. The output measures listed are good indicators of the volume of formal procurements we conduct and the contract processing activity across all County departments.

## Legal / Contractual Obligation

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

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$3,503,051	\$0	\$3,657,364	\$0
Contractual Services	\$11,646	\$0	\$10,606	\$0
Materials & Supplies	\$140,032	\$0	\$141,554	\$0
<b>Total GF/non-GF</b>	<b>\$3,654,729</b>	<b>\$0</b>	<b>\$3,809,524</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,654,729</b>		<b>\$3,809,524</b>	
<b>Program FTE</b>	20.50	0.00	20.50	0.00

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

## Explanation of Revenues

This program is 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 2024: 72005A FRM Purchasing



**Program #72006 - FRM Property & Liability Risk Management Program** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Michelle Cross  
**Program Offer Type:** Operating **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 equity strategic 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of policies for insured risks and statutory bond purchased/renewed*	17	18	19	19
Outcome	Resolve and optimize reimbursement for insured loss**	0	N/A	N/A	1
Quality	Administrative Procedures updated to reflect current rule or business practice	0	3	0	2

**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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$0	\$536,043	\$0	\$580,823
Contractual Services	\$0	\$302,582	\$0	\$330,982
Materials & Supplies	\$0	\$6,351,660	\$0	\$7,097,435
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$7,190,285</b>	<b>\$0</b>	<b>\$8,009,240</b>
<b>Program Total:</b>	<b>\$7,190,285</b>		<b>\$8,009,240</b>	
<b>Program FTE</b>	0.00	3.00	0.00	3.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$7,190,285	\$0	\$8,009,240
<b>Total Revenue</b>	<b>\$0</b>	<b>\$7,190,285</b>	<b>\$0</b>	<b>\$8,009,240</b>

## Explanation of Revenues

Departments are charged a risk property & liability rate based on claims experience and an actuarial valuation performed every three years. The P&LRP also receives subrogation money and reimbursement related to third party liability claims and court ordered restitution for property damage. Established procedures allocate monies received back to the department or cost center incurring the financial loss, minus internal deductibles when applicable.

## Significant Program Changes

Last Year this program was: FY 2024: 72006 FRM Property & Liability Risk Management



**Program #72007 - FRM Payroll/Retirement Services** **FY 2025 Department Requested**

**Department:** County Management **Program Contact:** Luella Wampler  
**Program Offer Type:** Operating **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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Average number of payments issued per period*	7,462	7,600	7,500	7,500
Outcome	Percent issued without error*	99%	99%	99%	99%
Output	Percent of employees participating in Deferred Comp**	69%	66%	70%	70%

**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 about 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$1,210,489	\$0	\$1,256,583	\$0
Contractual Services	\$193,923	\$0	\$233,598	\$0
Materials & Supplies	\$22,468	\$0	\$20,568	\$0
<b>Total GF/non-GF</b>	<b>\$1,426,880</b>	<b>\$0</b>	<b>\$1,510,749</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,426,880</b>		<b>\$1,510,749</b>	
<b>Program FTE</b>	7.40	0.00	7.40	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$210,000	\$0	\$156,000	\$0
Beginning Working Capital	\$140,000	\$0	\$180,596	\$0
<b>Total Revenue</b>	<b>\$350,000</b>	<b>\$0</b>	<b>\$336,596</b>	<b>\$0</b>

## Explanation of Revenues

This program is supported by General Fund revenues.

External revenues for the deferred compensation program are contractually negotiated with the County's deferred compensation provider through a revenue sharing agreement. All administrative costs associated with the program are paid for through the agreement. The revenue sharing (currently 3 basis points) enables the County to offer the program to employees at no cost to the County. The restricted BWC revenue is due to actual expenses being lower than anticipated.

## Significant Program Changes

Last Year this program was: FY 2024: 72007 FRM Payroll/Retirement Services





**Program #72008A - FRM Treasury and Tax Administration** **FY 2025 Department Requested**

**Department:** County Management **Program Contact:** Eric Arellano  
**Program Offer Type:** Operating **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 24% 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 (AR) 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Compliance with Investment Policy*	1	1	1	1
Outcome	Tax Returns Filed-Motor Vehicle and Transient Lodging**	2,981	2,850	3,104	3,104
Outcome	Ensure County's Cash Flow Needs are Met***	1	1	1	1
Output	Number of Active Business Accounts in County****	199,500	194,200	201,713	202,000

**Performance Measures Descriptions**

\*Measurement Key: 1 = Goal Achieved, 0 = Not Achieved (ensures compliance to applicable ORS)  
 \*\*The number of tax returns filed is a measure of compliance with applicable code requirements.  
 \*\*\*Measurement Key: 1 = Goal Achieved, 0 = Not Achieved (ensures County meets its debt obligations)  
 \*\*\*\*The number of business accounts is used as a workload measure and serves as an indicator of economic activity within the County.

## Legal / Contractual Obligation

Oregon Revised Statutes ORS 294 and 295 (primarily ORS 294.035), Multnomah County Code Chapter 12 (BIT) and Chapter 11 (MVRT and TLT). The Business Income Tax is administered by the City of Portland through an intergovernmental agreement (IGA) that expires at the end of FY 2030.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$653,223	\$0	\$684,409	\$0
Contractual Services	\$3,036,542	\$0	\$3,217,380	\$0
Materials & Supplies	\$16,105	\$0	\$18,305	\$0
<b>Total GF/non-GF</b>	<b>\$3,705,870</b>	<b>\$0</b>	<b>\$3,920,094</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,705,870</b>		<b>\$3,920,094</b>	
<b>Program FTE</b>	4.00	0.00	4.00	0.00

<b>Program Revenues</b>				
Interest	\$160,000	\$0	\$160,000	\$0
Service Charges	\$167,780	\$0	\$167,763	\$0
<b>Total Revenue</b>	<b>\$327,780</b>	<b>\$0</b>	<b>\$327,763</b>	<b>\$0</b>

## 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 2024: 72008A FRM Treasury and Tax Administration



**Program #72008B - FRM Motor Vehicle Tax** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Eric Arellano  
**Program Offer Type:** Operating **Program Offer Stage:** Department Requested  
**Related Programs:** 72008A  
**Program Characteristics:** In 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 regional tourist activities. The Treasury staff currently collects and records tax collections. This program provides additional audit capacity, tax code enforcement, and has a focus on identifying new taxpayers to maintain tax equity. The program will also enhance collection methods, tax forms, tax guidance materials, and provide enhanced support to taxpayers. This program funds a Senior Finance Specialist dedicated to the Motor Vehicle Rental Tax. Factors like revenue generation, reduction in noncompliance, number of audits and reduction in delinquency will be assessed to determine the program effectiveness.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Delinquent or noncompliant accounts discovered and collected through audit*	N/A	5	7	3
Outcome	Recover costs of program with new, ongoing revenue**	N/A	100%	100%	100%
Output	Provide enhanced tax guidance materials and direct taxpayer support***	N/A	1	1	1

**Performance Measures Descriptions**

\*This reflects the total number of accounts identified through audit to be delinquent and non-compliant. Identifying delinquent/noncompliance accounts timely helps ensure they are corrected and adhere to the County tax code.  
 \*\* Annual tax receipts collected through audit exceed the cost of the program  
 \*\*\* 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$160,884	\$0	\$167,700	\$0
Materials & Supplies	\$14,116	\$0	\$14,116	\$0
<b>Total GF/non-GF</b>	<b>\$175,000</b>	<b>\$0</b>	<b>\$181,816</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$175,000</b>		<b>\$181,816</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

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

## Explanation of Revenues

This program is supported by General Fund revenues.

## Significant Program Changes

**Last Year this program was:** FY 2024: 72008B FRM Motor Vehicle Tax

The position in the program was converted from a limited duration one-time only request to a full time ongoing request. After a year of work we determined the function is needed ongoing to maintain taxpayer compliance.



**Program #72009A - FRM Workers' Compensation/Safety & Health** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Michelle Cross  
**Program Offer Type:** Operating **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 as 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 Countywide occupational safety and health policies that align regulatory requirements with our internal workforce equity strategic 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 in 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Telework ergonomic support	65	25	15	15
Outcome	OR-OSHA complaint responses closed without inspection follow-up initiated by OR-OSHA	10	8	5	4
Quality	Administrative Procedures updated to reflect current rule or business practice	2	5	1	3

**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 established 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. This program manages the employer/TPA process required in OAR 436 for workers' compensation claim processing.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$0	\$1,352,153	\$0	\$1,467,624
Contractual Services	\$0	\$508,190	\$0	\$500,150
Materials & Supplies	\$0	\$3,469,719	\$0	\$5,089,509
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$5,330,062</b>	<b>\$0</b>	<b>\$7,057,283</b>
<b>Program Total:</b>	<b>\$5,330,062</b>		<b>\$7,057,283</b>	
<b>Program FTE</b>	0.00	7.50	0.00	7.50

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$5,330,062	\$0	\$7,242,283
<b>Total Revenue</b>	<b>\$0</b>	<b>\$5,330,062</b>	<b>\$0</b>	<b>\$7,242,283</b>

## Explanation of Revenues

The Workers' Compensation Section receives reimbursement from the State of Oregon for claims cost when specific eligibility criteria are met. Claim processing over payment reimbursements are also received as revenue. Safety and Health receives internal service reimbursements from departments whose staff attend the first aid/CPR/AED classes taught by Safety and Health instructors. The revenues received are to offset the cost paid to the Medic First Aid for course materials and completion certificates. The cost to Departments/Offices whose staff attend these internal classes are well below the cost of taking the class from an external provider.

## Significant Program Changes

Last Year this program was: FY 2024: 72009 FRM Worker's Compensation/Safety & Health



**Program #72009B - FRM Workers' Compensation/Safety & Health Emergency** **FY 2025 Department Requested**  
**Response Capacity**

**Department:** County Management **Program Contact:** Michelle Cross  
**Program Offer Type:** New Request **Program Offer Stage:** Department Requested  
**Related Programs:**  
**Program Characteristics:** One-Time-Only Request, In Target

**Executive Summary**

Based on lessons learned during past emergency responses the County needs more formal Safety & Health support to address the occupational safety and health needs of employees, volunteers, partners, and the public. This program will add a Limited Duration (LDA) Safety & Health professional to increase the Risk Management team’s capacity. This LDA will provide expertise to inform emergency responses and ensure the County is in compliance with OR-OSHA safety requirements.

**Program Description**

Since 2020, the frequency and severity of emergency responses in Multnomah County have increased. The primary activities of emergency responses include opening, operating, and closing Disaster Resource Centers (DRC), which provide shelter for vulnerable people impacted by severe weather. The County utilizes internal staff, employees from contracted providers, and the general public to staff operations (i.e. shelters, transportation and supply delivery) during emergency responses.

Newly implemented right of refusal OR-OSHA rule OAR-437-001-0295(1)(b) obligates the employer to provide all necessary training, policies, and equipment needed to eliminate the need for an employee to exercise their right of refusal to perform an unsafe task or be exposed to hazard that could cause them harm. This position will complete the responsibilities below using the County’s values of Safety, Trust, and Belonging

A Limited Duration Safety & Health professional will:

- Provide consultation to support multiple departments to develop plans for emergency response - this includes providing required and recommended training, and other preparedness activities.
- Engage with department emergency management leaders to establish expectations for how Risk Management can provide meaningful expertise before, during, and after an emergency response.
- Collaborate with emergency management staff in multiple departments to develop a job description for a Safety Officer position, to support the Emergency Operations Center (EOC).
- Have knowledge of OR-OSHA training requirements and provide consultation for multiple departments to develop training for staff in emergency response roles and shelter policies and procedures
- Use OR-OSHA requirements when reviewing and providing-feedback on job descriptions for temporary emergency response roles or when providing worker safety resources.
- Develop a workflow to process incident reports, including a way to identify areas of improvement.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Draft Job Description for Safety Officer position	N/A	N/A	N/A	1
Outcome	Effective OR-OSHA programmatic safety training modules developed	N/A	N/A	N/A	5
Outcome	Review all available work assignments for emergency response positions	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

Providing shelter for the general public requires implementation and oversight of loss prevention activities from an experienced safety and health professional, assigned as the Safety Officer for Emergency Operations Center. An ongoing focus on safety training needs and improvements for staff temporarily working in shelters will contribute to ongoing safety.

## Legal / Contractual Obligation

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. Newly implemented right of refusal OR-OSHA rule OAR-437-001-0295(1)(b) obligates the employer to provide all necessary training, policies, and equipment needed to eliminate the need for an employee to exercise their right of refusal to perform an unsafe task or be exposed to hazard that could cause them harm.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$0	\$0	\$0	\$176,927
Materials & Supplies	\$0	\$0	\$0	\$8,073
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$185,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$185,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

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

## Explanation of Revenues

Program is supported by risk fund revenues

## Significant Program Changes

Last Year this program was:





**Program #72010 - FRM Recreation Fund Payment to Metro** FY 2025 Department Requested

**Department:** County Management      **Program Contact:** Eric Arellano  
**Program Offer Type:** Operating      **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 users.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Payment Remitted in a Timely Manner	1	1	1	1

**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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Contractual Services	\$0	\$40,000	\$0	\$40,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$40,000</b>
<b>Program Total:</b>	<b>\$40,000</b>		<b>\$40,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Taxes	\$0	\$40,000	\$0	\$40,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$40,000</b>

## Explanation of Revenues

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

## Significant Program Changes

Last Year this program was: FY 2024: 72010 FRM Recreation Fund Payment to Metro



**Program #72012A - FRM Fiscal Compliance** FY 2025 Department Requested

**Department:** County Management      **Program Contact:** Cora Bell  
**Program Offer Type:** Operating      **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 80 risk assessments and performed 29 site reviews covering \$17.5 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 is not limited to, approval of costing allocations, reviewing CBO budgets, and providing guidance for external audits. External support for our CBO's includes, but is not 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Total risk assessments performed on County contracts receiving Federal funds	80	60	70	60
Outcome	Percent of total County pass-through dollars actively monitored by Fiscal Compliance	87%	85%	87%	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 general ledger 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$485,668	\$0	\$511,655	\$0
Materials & Supplies	\$3,380	\$0	\$3,380	\$0
<b>Total GF/non-GF</b>	<b>\$489,048</b>	<b>\$0</b>	<b>\$515,035</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$489,048</b>		<b>\$515,035</b>	
<b>Program FTE</b>	3.00	0.00	3.00	0.00

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

## Explanation of Revenues

This program is supported by General Fund revenues.

## Significant Program Changes

Last Year this program was: FY 2024: 72012 FRM Fiscal Compliance



**Program #72012B - FRM Fiscal Compliance Program SHS** FY 2025 Department Requested

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

**Executive Summary**

Fiscal Compliance is responsible for maintaining compliance with Federal, State and County laws and regulations and to provide fiscal oversight of contracted programs. For this program the unit will perform pre-award risk assessments, site reviews and financial statement analysis of County human service contracts specific to Supportive Housing Services (SHS) funding. The unit will provide enhanced grant management policy development, guidance, and support to the Joint Office of Homeless Services.

**Program Description**

Fiscal Compliance will perform annual fiscal monitoring for all Community Based Organizations (CBO) that work with the County and that receive Supportive Housing Services funding. Monitoring includes financial statement analysis including cash flow and revenue reliance for all CBO's, and site and desk reviews. 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 SHS funding to assess the entity's financial health and recommend additional contract language to mitigate any risks identified.

Fiscal Compliance also offers both external and internal support around compliance including:

- Internal support: approval of costing allocations, reviewing CBO budgets, and providing guidance for external audits.
- External support: review of internal controls for fiscal recommendations, review of indirect rates and costing allocations, and invoice reviews.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Outcome	Percent of total County pass thru SHS dollars actively monitored by Fiscal Compliance	N/A	N/A	N/A	80%
Output	Total risk assessments performed on County contracts receiving SHS funds	N/A	N/A	N/A	40

**Performance Measures Descriptions**

The Fiscal Compliance unit performs financial monitoring of Supportive Housing Services funded human service providers. Monitoring includes financial statement analysis, fiscal compliance site reviews and invoice review and monitoring of the pass-through/program support general ledger account. A higher percentage/count monitored indicates greater coverage and decreased County financial risk as it relates to human services providers.

**Legal / Contractual Obligation**

None

**Revenue/Expense Detail**

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$0	\$0	\$0	\$180,241
Materials & Supplies	\$0	\$0	\$0	\$9,759
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$190,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$190,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	1.00

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

**Explanation of Revenues**

This program is supported by Supportive Housing Services revenues.

**Significant Program Changes**

Last Year this program was:



**Program #72014 - Evaluation and Research Unit** **FY 2025 Department Requested**

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

**Executive Summary**

The Evaluation and Research Unit (ERU) researches and evaluates workforce equity, employees' experiences, and evaluates programs both Countywide and within the Department of County Management. The ERU's goal is to ensure that employees have adequate resources and support, and work in an environment where they can thrive. To meet this goal, the ERU centers equity by collaborating with diverse stakeholders across the county to ensure all research and evaluation efforts are conducted ethically, transparently, and are responsive to employee needs.

**Program Description**

During Fiscal Year 2024, the ERU measured:  
 -Equal Pay: Whether employees are paid equally, regardless of demographics (e.g. gender, race, age, or other legally protected characteristics).  
 -Employment trends: How trends in hiring, promotions, and separations differ by demographics across the County workforce.  
 -Employees' experiences: How employees experience their work climate, sense of belonging, job satisfaction, relationships with others, and the County's equity efforts.  
 -The effectiveness of the Complaints Investigation Unit, an internal complaint process.

The ERU contributed data that informed the development of the Workforce Equity Strategic Plan's (WESP) renewal process, consulted employees across the county on data collection efforts, and ensured that they were performed with integrity and led to concrete, actionable items. The ERU also fostered collaboration and learning among research and evaluation professionals by coordinating a group that shares resources and hosts learning events.

The ERU will continue this work while increasing stakeholder engagement by:  
 -Modeling people-centered research, practices, processes, and methods, which embody the County's core equity principles of safety, trust, and belonging.  
 -Continuing to collaborate with an ongoing Advisory Group composed of members from Employee Resource Groups (e.g., Employees of Color), Department Equity Committees, and Unions. This advisory group guides and advises on projects to ensure that employees' voices are centered in the work.

During Fiscal Year 2025, the ERU will support the implementation of the Workforce Equity Strategic Plan and Mission, Vision, and Values work.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of consults performed and reports, presentations. and/or dashboards issued	131	150	150	150
Outcome	Response rate to the Countywide Employee Survey	63%	62%	63%	63%
Output	Number of stakeholder engagement activities	27	25	50	30
Outcome	Percent of county employees stating that they feel like they belong at the county	75%	74%	75%	75%

**Performance Measures Descriptions**

-Measures 2 and 4 for FY 2023 Actual and FY 2024 Estimate are from the 2023 Countywide Employee Survey, done every two years.  
 -Measure 2 shows how well the ERU communicates and gains trust from employees to complete the survey.  
 -Measure 4 helps understand how well the County is living up to its goals of Safety, Trust, and Belonging for employees.  
 -Measure 3 shows how broadly the ERU gets input from diverse stakeholders.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$568,299	\$0	\$602,257	\$0
Materials & Supplies	\$28,272	\$0	\$28,272	\$0
Internal Services	\$1,508	\$0	\$30,690	\$0
<b>Total GF/non-GF</b>	<b>\$598,079</b>	<b>\$0</b>	<b>\$661,219</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$598,079</b>		<b>\$661,219</b>	
<b>Program FTE</b>	3.00	0.00	3.00	0.00

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

Explanation of Revenues

This program is supported by the General Fund.

Significant Program Changes

**Last Year this program was:** FY 2024: 72014A Evaluation and Research Unit

The ERU has historically been budgeted in the Department of County Management Central Budget Office, but reports to the Deputy Chief Operating Officer. For FY 2025, the ERU is moving to the Department of County Management Director's Office to align with the ERU supervision structure.





**Program #72015 - DCM Business Services** **FY 2025 Department Requested**

**Department:** County Management **Program Contact:** Travis Graves  
**Program Offer Type:** Administration **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; performs functions of accounts receivable, accounts payable, grant accounting, procurement and contracting; and provides administrative and general accounting support to the Department divisions and programs.

**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, that includes equity and inclusion practices in the budget development process.

Business Services monitors departmental spending to ensure it is within approved budget limits; performs analysis, and prepares financial reports; maintains position control; prepares budget adjustments, amendments and modifications; and monitors various revenues and funds.

The program provides 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 assessments, supplier records maintenance, contract administration and participates in countywide strategic sourcing initiatives.

The program complies 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 finance and purchasing groups.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	# of Accounts Receivable Transactions processed	1,085	1,150	1,085	1,100
Quality	Travel/training arrangements completed accurately, timely, equitably and successfully meet traveler needs	100%	100%	100%	100%
Output	Total number of DCM Contracts executed and maintained	175	N/A	170	200
Outcome	% of Accounts Payable invoices paid on time within standard Net 30 days	96.4%	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; Measure 3 has changed to the total number of DCM Contracts executed and maintained. 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 ORS requirements. Cooperative contracts must adhere to state and federal laws governing the use of the cooperative agreements.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$1,373,308	\$0	\$1,445,187	\$0
Materials & Supplies	\$24,227	\$0	\$20,670	\$0
Internal Services	\$155,409	\$0	\$163,006	\$0
<b>Total GF/non-GF</b>	<b>\$1,552,944</b>	<b>\$0</b>	<b>\$1,628,863</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,552,944</b>		<b>\$1,628,863</b>	
<b>Program FTE</b>	8.50	0.00	8.50	0.00

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

## Explanation of Revenues

This program is supported by the General Fund.

## Significant Program Changes

Last Year this program was: FY 2024: 72015 DCM Business Services



**Program #72016 - Central HR Administration** **FY 2025 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, 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of countywide job applications received	21,994	20,000	23,490	20,000
Outcome	Percentage of employees indicating that they are fully engaged in their jobs	84%	85%	84%	84%
Output	Number of employees celebrated for reaching milestone years-of-service anniversaries	631	650	714	634
Outcome	Percentage of employees reaching milestone anniversaries who identify as employees of color.	N/A	36%	37%	38%

**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 in FY 2024) Employee demographics reflect 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 Reemployment Rights Act, and other employment related issues. Thirteen 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$513,282	\$0	\$470,052	\$0
Contractual Services	\$36,524	\$0	\$18,488	\$0
Materials & Supplies	\$47,141	\$0	\$57,780	\$0
Internal Services	\$411,210	\$0	\$402,297	\$0
<b>Total GF/non-GF</b>	<b>\$1,008,157</b>	<b>\$0</b>	<b>\$948,617</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,008,157</b>		<b>\$948,617</b>	
<b>Program FTE</b>	2.63	0.00	2.13	0.00

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

## Explanation of Revenues

This program is supported by the General Fund.

## Significant Program Changes

Last Year this program was: FY 2023: 72016A Central HR Administration

Moved 50% of funding for position 712514 Office Assistant Senior (NR) to program offer 72019.



**Program #72017 - Central HR Services** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Chris Lenn  
**Program Offer Type:** Operating **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 county values 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.

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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Participation in learning courses, orientations, community of practice presentations. or service requests	2,529	2,500	2,500	2,500
Outcome	Percent of Performance Reviews completed in the Year End phase	80%	90%	90%	90%
Output	Employees trained on effective interview panel and selection skills	95	200	200	200
Output	Number of College to County Mentees placements	64	60	97	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.

## 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. Thirteen 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$2,816,129	\$0	\$2,811,986	\$0
Contractual Services	\$104,203	\$0	\$104,203	\$0
Materials & Supplies	\$58,105	\$0	\$59,365	\$0
Internal Services	\$77,717	\$0	\$68,499	\$0
<b>Total GF/non-GF</b>	<b>\$3,056,154</b>	<b>\$0</b>	<b>\$3,044,053</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$3,056,154</b>		<b>\$3,044,053</b>	
<b>Program FTE</b>	14.00	0.00	13.00	0.00

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

## Explanation of Revenues

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

## Significant Program Changes

**Last Year this program was:** FY 2024: 72017A Central HR Services

To meet DCMs general fund constraint a Human Resources Analyst Senior (744235) position responsible for communications was cut.



**Program #72018A - Central HR Labor Relations** **FY 2025 Department Requested**

**Department:** County Management **Program Contact:** Travis Brown  
**Program Offer Type:** Operating **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 thirteen 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of labor disputes	98	145	160	150
Outcome	Percentage of labor disputes settled collaboratively.	94%	95%	100%	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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$961,692	\$61,122	\$1,034,037	\$67,180
Contractual Services	\$9,750	\$0	\$20,750	\$0
Materials & Supplies	\$16,220	\$120	\$15,248	\$120
Internal Services	\$23,774	\$157	\$18,389	\$118
<b>Total GF/non-GF</b>	<b>\$1,011,436</b>	<b>\$61,399</b>	<b>\$1,088,424</b>	<b>\$67,418</b>
<b>Program Total:</b>	<b>\$1,072,835</b>		<b>\$1,155,842</b>	
<b>Program FTE</b>	4.35	0.25	4.35	0.25

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$61,399	\$0	\$67,418
<b>Total Revenue</b>	<b>\$0</b>	<b>\$61,399</b>	<b>\$0</b>	<b>\$67,418</b>

## 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 2024: 72018 Central HR Labor Relations





**Program #72018B - Labor Relations Expanded Support** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Cessa Diaz  
**Program Offer Type:** New Request **Program Offer Stage:** Department Requested  
**Related Programs:**  
**Program Characteristics:** Out of Target

**Executive Summary**

Labor Relations (LR) provides leadership to ensure effective labor-management relationships, appropriate work conditions and legal compliance that balance the rights of employees with County business needs. This program manages 13 labor contracts, representing 86% of the County workforce, and the Personnel Rules (work rules) that apply to all County employees.

**Program Description**

This program will provide ongoing funding for one HR Manager 2 in Labor Relations (LR). This labor relations manager plays a crucial role in serving key stakeholders and department HR teams. In addition to providing daily support for LR, the County's collective bargaining agreements (CBAs) are reopened for negotiations every year, with Labor Relations playing a key role as the County's primary negotiator. In 2024 seven CBAs will be reopened. The permanent addition of the HR Manager 2 will enable us to maintain our current service levels and allow us to use internal resources for contract negotiations, reducing our reliance on external legal counsel. This approach has proven to be more cost-effective and efficient historically, ensuring a smoother bargaining process.

The LR Manager has been assigned a customer portfolio and is responsible for providing key functions of LR for their customer group. The current LDA incumbent supports the Library and Department of Community Justice with all complex labor relations issues, grievances, and contract negotiations for two department specific Unions.

- 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.
  - Ensure compliance with federal, state, and local laws, rules, regulations and labor agreements, and communicate, train and coach supervisors, managers and department human resources units on these requirements.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Completed successor contract negotiations.	0	0	2	4
Outcome	Percentage of labor disputes settled collaboratively.	94%	95%	100%	95%

**Performance Measures Descriptions**

Output: Ongoing funding for one (1) FTE will allow the LR team to continue to lead and manage the large majority of successor negotiations in-house which has proven to be a more successful, equitable, and efficient process for both the County and our Union partners. Outcome: Resolving formal and informal labor disputes collaboratively means efficiently addressing concerns without the necessity of grievances or arbitration, which can be costly and result in a binding decision not in the County's best interest.

## 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$0	\$0	\$223,854	\$0
Materials & Supplies	\$0	\$0	\$4,146	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$228,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$228,000</b>	
<b>Program FTE</b>	0.00	0.00	1.00	0.00

### Program Revenues

<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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## Explanation of Revenues

This Program is supported by the General Fund

## Significant Program Changes

Last Year this program was: FY 2024: 72061 Labor Relations Expanded Support



**Program #72019 - Central HR Unemployment** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Travis Brown  
**Program Offer Type:** Operating **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.

This program funds 50% of position 712514 Office Assistant Senior (NR), which is responsible for coordinating responses, tracking, communication, hearing scheduling and bill processing for unemployment claims countywide.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of employee claims for unemployment.	260	400	300	400
Outcome	Percentage of unemployment claim appeals found in the county's favor.	50%	50%	40%	50%
Output	Number of unemployment appeals.	12	8	16	15

**Performance Measures Descriptions**

Outputs and Outcomes: Number of claims fluctuates annually depending on budget and layoff impacts. Appeals are filed when the county or 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, statutes 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$0	\$46,847	\$0	\$113,862
Contractual Services	\$0	\$150	\$0	\$150
Materials & Supplies	\$0	\$970,921	\$0	\$970,993
Internal Services	\$0	\$0	\$0	\$27
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$1,017,918</b>	<b>\$0</b>	<b>\$1,085,032</b>
<b>Program Total:</b>	<b>\$1,017,918</b>		<b>\$1,085,032</b>	
<b>Program FTE</b>	0.00	0.15	0.00	0.65

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$1,017,918	\$0	\$1,085,032
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,017,918</b>	<b>\$0</b>	<b>\$1,085,032</b>

## Explanation of Revenues

This program is supported by the Risk Fund. Unemployment claims are funded by assessing a rate based on 0.25% of monthly payroll for each department. Revenue for FY 2025 is \$1,085,032

## Significant Program Changes

**Last Year this program was:** FY 2024: 72019 Central HR Unemployment

Moved 50% of funding for position 712514 Office Assistant Senior (NR) from program offer 72016.



**Program #72020A - Central HR Employee Benefits & Wellness** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Travis Brown  
**Program Offer Type:** Operating **Program Offer Stage:** Department Requested  
**Related Programs:** 72020B, 72020C  
**Program Characteristics:** In Target

**Executive Summary**

The Employee Benefits program and the Employee Wellness program, housed within Central Human Resources, supports employee wellness, improves workplace culture, and ensures access to quality services. The Employee Benefits program provides comprehensive health, benefit and leave services for over 13,500 employees, retirees and their families. From prevention to managing chronic conditions, the program works with a variety of vendors to ensure staff access robust services in a timely manner. The Employee Wellness program supports holistic wellbeing. The program serves employees and their families via wellness programs and services.

**Program Description**

By internally administering health and wellness programs, the County has flexibility to fulfill contractual requirements, and to meet employee and business needs. While administering services, both programs provide high-quality customer service while adhering to Oregon statutes.

In compliance with Multco labor contracts, Oregon law, and local mandates, the Benefits team administers a comprehensive array of coverage options available to retirees, current employees and their families. The program works closely with labor unions and management to structure benefit costs within budgetary constraints, and to provide a variety of benefit options. Benefit plans include:

- A variety of health coverage options
- Reimbursement and flexible spending accounts
- Life insurance
- Dependent or elder care and transit
- Leave management, including long- and short-term disability

The Benefits Program helps resolve issues with service provider(s): the team ensures vendor accountability by soliciting feedback from staff, or provides member advocacy by resolving issues directly with vendors.

The Employee Wellness program improves employee wellbeing and work culture by responding to emerging wellness concerns expressed through employee feedback and Countywide data. Program offerings include: Flu Shot Clinics, Employee Assistance Program (EAP), Class Pass fitness and wellness memberships, onsite workout options, and other mindfulness and wellbeing offerings throughout the year.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Medical plan annual member count.	13,761	13,100	13,596	13,500
Outcome	Participation in county wellness programs.	16,353	13,000	18,000	18,500
Efficiency	County's annual benefits cost change per employee.	8.8%	5.1%	11.4%	7%

**Performance Measures Descriptions**

Output: Total number of members enrolled in health plan coverage during the plan year. This includes employees, retirees, Consolidated Omnibus Budget Reconciliation Act (COBRA) participants and dependents. 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, Dept of Health and Human Services, COBRA, Working Families Tax Relief Act, Older Workers Benefit Protection Act, Genetic Information Nondiscrimination Act, Health Insurance Portability and Accountability Act, Patient Protection and Affordable Care Act, Children's Health Insurance Program, civil rights and Equal Employment Opportunity 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$0	\$3,694,734	\$0	\$4,037,002
Contractual Services	\$0	\$2,099,597	\$0	\$2,013,956
Materials & Supplies	\$0	\$150,298,354	\$0	\$141,983,612
Internal Services	\$0	\$347,307	\$0	\$367,716
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$156,439,992</b>	<b>\$0</b>	<b>\$148,402,286</b>
<b>Program Total:</b>	<b>\$156,439,992</b>		<b>\$148,402,286</b>	
<b>Program FTE</b>	0.00	13.62	0.00	13.62

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$154,414,991	\$0	\$149,049,406
Service Charges	\$0	\$25,000	\$0	\$25,000
<b>Total Revenue</b>	<b>\$0</b>	<b>\$154,439,991</b>	<b>\$0</b>	<b>\$149,074,406</b>

## Explanation of Revenues

Sources of revenue are: departmental contributions for health plan coverage (\$115,222,120 Actives/\$11,367,286 Retirees), Short- and Long-Term Disability and Life Insurance (\$2,100,000); benefit administration charge (\$6,250,000), employee payroll deductions (both pre- and post- tax) for benefit plan participation (\$7,400,000), premium payments from retirees and COBRA participants (\$5,500,000), and operational refunds, forfeitures, rebates, performance guarantee penalties from vendors (\$1,210,000), space rentals (\$25,000).

## Significant Program Changes

Last Year this program was: FY 2024: 72020 Central HR Employee Benefits & Wellness



**Program #72020B - Paid Leave Oregon** FY 2025 Department Requested

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

**Executive Summary**

The Protected Leave Administration (PLA) program helps employees access multiple leave programs: the Federal Family Medical Leave Act, Oregon Family Leave Act, Paid Leave Oregon (effective 9/3/23), and the Washington Family Leave Act (FMLA/OFLA/PLO/PFML). PLA is managed by the Employee Benefits Program for all eligible County employees except the Multnomah County Sheriff's office. With the addition of Paid Leave Oregon (PLO) the number of leave requests increased significantly. PLA requests two additional staff members to address this new expanded workload.

**Program Description**

PLO is a mandatory, statewide insurance program that allows eligible employees to take 12 to 14 weeks of paid time off for covered events including: family leave, medical leave, and safe leave.

The implementation of PLO has increased the volume of protected leave requests submitted to the Employee Benefits Office. The complexity of the leave requests and administration of the requests, also made the workload more challenging as staff must perform the analysis between PLO and other County programs. The major driver of this increased workload is the new PLO leave and its intersections with the different protected leave programs. After careful analysis, to stay within State and Federal Leave Laws guidelines, this scaled offer requests the addition of two HR Analyst Sr. positions to support the leave program.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Total Paid Oregon Leave Events Processed	N/A	N/A	750	1,000
Outcome	Percent of Paid Leave Oregon Leave Requests responded to within 5 days	N/A	N/A	99%	100%

**Performance Measures Descriptions**

Output - Total number of Paid Leave Oregon Requests Processed by the Employee Benefits Team Leave Administrators during the fiscal year. Outcome - The percent of Paid Leave Oregon leave event requests submitted to the Employee Benefits Team Leave Administrators in five days or less to stay in compliance with State of Oregon Leave Laws.

## Legal / Contractual Obligation

Comply with Oregon Employment Division leave laws and regulations for PLO and all other leave guidelines. All leave requests submitted by employees must be responded to within five business days per FMLA/OFLA regulations. In addition, County labor contracts have leave and benefit mandates which require proper interpretation, compliance and administration.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$0	\$0	\$0	\$428,080
Materials & Supplies	\$0	\$0	\$0	\$20,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$448,080</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$448,080</b>	
<b>Program FTE</b>	0.00	0.00	0.00	2.00

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

## Explanation of Revenues

This Program is supported by Risk Fund revenues.

## Significant Program Changes

Last Year this program was:





**Program #72020C - Central HR Wellness - Trauma Informed Program Coordinator**      **FY 2025 Department Requested**

**Department:** County Management      **Program Contact:** Amy Allen  
**Program Offer Type:** New Request      **Program Offer Stage:** Department Requested  
**Related Programs:**  
**Program Characteristics:** In Target

**Executive Summary**

The Trauma Response & Employee Care Program within Employee Wellness provides culturally responsive support and resources to employees, trauma informed expertise and consulting on policies and practices grounded in equity, and training and support for managers and Human Resources staff so that Multnomah County is prepared for, and responds effectively to, traumatic events and crises in the workplace.

**Program Description**

Traumatic events in the workplace (i.e. threats of violence, employee or client death, workplace or natural disaster, etc.) can negatively impact employee wellbeing, morale, engagement and retention, as well as the ability to successfully carry out work.

This program will help mitigate these impacts and foster resiliency by funding 1.00 FTE Human Resources Analyst Sr. who will oversee and provide:

- Direct support and guidance to Human Resources teams, supervisors, and employees in response to a traumatic event or crisis in the workplace (i.e. responding to calls, doing onsite visits, leading debriefings, consulting with leadership, coordinating response and recovery logistics, assisting in navigation of employee mental health resources, etc.)
- Development and communication of consistent and clear critical incident and trauma preparedness, response and recovery practices, protocols and policies in collaboration with other teams who play a role in crisis/trauma response work (i.e. Workplace Security Program, Department and Central HR, Risk Management, Office of Diversity and Equity, Emergency Management and all Departments)
- Countywide trauma response, recovery and grief readiness trainings for Human Resources staff, managers, and divisions
- Navigation of County mental health and other supportive resources for employees
- Real time reporting and incident follow up with Workplace Security and/or HR teams following a traumatic incident
- Facilitation of a cross-departmental coalition to inform processes and practices

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of trauma informed-related service requests.	N/A	N/A	N/A	30
Output	Number of participants in trauma informed or related trainings.	N/A	N/A	N/A	800

**Performance Measures Descriptions**

The first output measure counts the total number of expected service requests. The second output measure represents the total number of participants attending trauma informed or related training opportunities.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$0	\$0	\$0	\$214,040
Materials & Supplies	\$0	\$0	\$0	\$10,000
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$224,040</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$224,040</b>	
<b>Program FTE</b>	0.00	0.00	0.00	1.00

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

Explanation of Revenues

This Program is supported by Risk Fund revenues.

Significant Program Changes

Last Year this program was:

**Program #72022 - Workday Support - Central Human Resources** **FY 2025 Department Requested**

**Department:** County Management      **Program Contact:** Travis Brown  
**Program Offer Type:** Operating      **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 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 the supervisory organization, maintenance of jobs architecture, payroll, compensation, talent, recruiting, core HR, time, absence, benefits and learning. The Workday Management Team performs the following functions:

- System configuration related to new functionality or changes to existing systems.
- 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.
- Conduct audits, analyze data, and perform testing to protect data integrity and internal controls.
- Meet regularly with HR stakeholder groups to share and prioritize new functionality in upcoming Workday releases.
- 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.
- Write reports and maintain existing reports to meet HR business and operational needs.
- Manage business relationship with Workday.
- Work collaboratively with Information Technology and Workday Support-Finance team on technical issues and solutions.
- Provide analysis and support for human resource data associated with the Workforce Equity Strategic Plan.
- Develop and present reports that show progress towards workforce goals.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of resolved department HR and user issues as identified in ServiceNow.	3,222	3,046	3,222	3,300
Outcome	Percentage of Workday new release functionality implemented in support of improved HR operations.	81%	95%	81%	95%
Efficiency	Business processes initiated through employee and manager self service.	265,247	75,000	265,247	250,000
Output	Number of learning support sessions provided to Human Resources support teams.	46	20	46	46

**Performance Measures Descriptions**

Output: Measures resolution of ERP HR & Payroll ServiceNow. 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. Thirteen 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$2,097,435	\$0	\$2,236,922	\$0
Contractual Services	\$0	\$0	\$0	\$0
Materials & Supplies	\$49,783	\$0	\$49,783	\$0
Internal Services	\$128,143	\$0	\$131,560	\$0
<b>Total GF/non-GF</b>	<b>\$2,275,361</b>	<b>\$0</b>	<b>\$2,418,265</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,275,361</b>		<b>\$2,418,265</b>	
<b>Program FTE</b>	10.00	0.00	10.00	0.00

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

## Explanation of Revenues

This program is supported by the General Fund.

## Significant Program Changes

Last Year this program was: FY 2024: 72022 Workday Support - Central Human Resources



**Program #72023 - Div of Assessment, Recording & Taxation Administration** **FY 2025 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 and employee development and performance management.

**Program Description**

The Administration program plans, directs, and coordinates DART’s daily operations. This includes leading the following operational activities:

- strategic planning
- policy development and implementation
- financial planning and budget development
- employee development, succession planning, and performance management
- technology and information systems
- quality control
- administrative support

Oregon’s Constitution, Revised Statutes, and the Department of Revenue requires that all property be accurately valued and correctly taxed. This program ensures DART’s statutory compliance requirements are met through the following activities:

- providing taxation and valuation support
- ensuring the timely collection of property taxes
- maintaining accurate property ownership records
- developing property descriptions
- leading the data collection, development, and submission of accurate compliance reports

At all times, this program provides quality customer service to internal and external stakeholders.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Total Number of Property Tax Accounts Administered	310,000	315,000	311,000	310,000
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 Dept. 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 2025 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$589,854	\$0	\$615,629	\$0
Contractual Services	\$6,700	\$0	\$16,800	\$0
Materials & Supplies	\$49,893	\$0	\$58,872	\$0
Internal Services	\$329,248	\$0	\$156,138	\$0
<b>Total GF/non-GF</b>	<b>\$975,695</b>	<b>\$0</b>	<b>\$847,439</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$975,695</b>		<b>\$847,439</b>	
<b>Program FTE</b>	2.40	0.00	2.40	0.00

<b>Program Revenues</b>				
Fees, Permits & Charges	\$75,000	\$0	\$40,000	\$0
Intergovernmental	\$55,955	\$0	\$57,354	\$0
<b>Total Revenue</b>	<b>\$130,955</b>	<b>\$0</b>	<b>\$97,354</b>	<b>\$0</b>

## Explanation of Revenues

DOR's County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 11.6% 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 \$2,784,156, with \$57,354 allocated to DART Administration (72023). General Fund Revenue of \$40,000 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 the General Fund.

## Significant Program Changes

**Last Year this program was:** FY 2024: 72023 Div of Assessment, Recording & Taxation Administration



**Program #72024 - DART Property Tax & Ownership** FY 2025 Department Requested

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

**Executive Summary**

The Property Tax & Ownership team, within DART, is responsible for making property ownership changes, maintaining property information, and providing virtual and in-person assistance with all aspects regarding property and the acceptance of correlating tax payments.

**Program Description**

The Property Tax and Ownership Team, housed within the Division of Assessment, Recording and Taxation (DART), collaborates with other teams to carry out the following core functions:

- Maintaining and processing ownership records to ensure accurate ownership information; accurate ownership information is essential for DART programs to ensure that tax statements and various notices are sent to the correct party.
- Providing customer service to internal and external stakeholders; this information informs the public on how property tax is generated and applied.
- Processes voucher actions of partition plats, subdivisions, condominiums, and property line adjustments; this information is used for the production of county maps that are utilized by various local government entities in addition to updating the assessment records.
- Supporting marketing campaigns that provide tax payment information; this includes providing 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.
- Collaborating; the team also continually collaborates with other teams and outside partners to further improve online payment options, educate the public on services (i.e., senior deferral, Veteran exemptions, lost check affidavit), collaborates with government agencies to record plats, and works with title companies regarding ownership changes.

All functions are guided by Oregon tax law.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of counter transactions	6,738	35,000	5,425	6,800
Output	Number of Parcel Management work tickets processed	NA	NA	650	650
Output	Number of ownership changes processed	21,777	25,000	18,500	20,000

**Performance Measures Descriptions**

The number of counter transactions budgeted for FY 2024 is much higher due to this number including all three teams (Clerk Functions, Passport, and Property Tax & Ownership). The other estimates in this area only include numbers generated by the Property Tax & Ownership team, which represents the work after the re-org that occurred in FY 2023. The value of "NA" is due to a new metric being tracked.

## 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$1,395,622	\$0	\$1,468,186	\$0
Contractual Services	\$3,300	\$0	\$3,300	\$0
Materials & Supplies	\$23,840	\$0	\$22,857	\$0
Internal Services	\$370,219	\$0	\$436,366	\$0
<b>Total GF/non-GF</b>	<b>\$1,792,981</b>	<b>\$0</b>	<b>\$1,930,709</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,792,981</b>		<b>\$1,930,709</b>	
<b>Program FTE</b>	11.08	0.00	11.08	0.00

<b>Program Revenues</b>				
Intergovernmental	\$257,772	\$0	\$264,216	\$0
<b>Total Revenue</b>	<b>\$257,772</b>	<b>\$0</b>	<b>\$264,216</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 11.6% 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 \$2,784,156, with \$264,216 allocated to DART Property Tax & Ownership (72024). Remaining Program support is provided by the General Fund.

## Significant Program Changes

Last Year this program was: FY 2024: 72024 DART Property Tax & Ownership





**Program #72025 - DART County Clerk Functions** FY 2025 Department Requested

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

**Executive Summary**

The County Clerk Functions Program, housed within the Division of Assessment, Recording and Taxation (DART), has three primary functions:

- issuing marriage licenses and domestic partnerships
- recording legal documents
- administering the Board of Property Tax Appeals (BoPTA) process

All these functions are governed by Oregon law, and County staff comply with legal guidelines when administering these functions.

**Program Description**

The County Clerk Functions Program ensures recorded documents generated from its services are indefinitely maintained and archived. Staff administer the below services in-person, via phone, email, or mail:

- Issuing Marriage Licenses & Domestic Partnerships, and registering county Domestic Partnerships;
- Recording documents (e.g. deeds, contracts, liens);
- Issuing certified copies of marriage licenses, deeds, contracts, and liens;
- Maintains a Digital Research Room for the public to access records through a database.

The Clerk Program oversees the administration of the Board of Property Tax Appeals, the process of hearing from taxpayers who disagree with their property value. During this annual process, the Board reviews evidence, provided by taxpayers, before deciding whether or not to reduce property values or waive late filing fees.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of marriage licenses issued	6,261	4,900	6,100	6,200
Output	Total number of domestic partnerships issued	182	N/A	190	200
Output	Number of documents recorded	89,415	160,000	83,000	84,000
Output	Number of BoPTA appeals processed	638	N/A	650	650

**Performance Measures Descriptions**

Document recording numbers fluctuate as a byproduct of the overall economy and interest rates.

The value of "N/A" is due to a new metric being tracked.

## 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$1,247,372	\$0	\$1,350,347	\$0
Contractual Services	\$161,780	\$0	\$62,948	\$0
Materials & Supplies	\$101,028	\$0	\$108,025	\$0
Internal Services	\$245,164	\$0	\$199,144	\$0
<b>Total GF/non-GF</b>	<b>\$1,755,344</b>	<b>\$0</b>	<b>\$1,720,464</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,755,344</b>		<b>\$1,720,464</b>	
<b>Program FTE</b>	11.16	0.00	11.16	0.00

<b>Program Revenues</b>				
Fees, Permits & Charges	\$3,998,750	\$0	\$3,070,700	\$0
Intergovernmental	\$17,384	\$0	\$17,819	\$0
Other / Miscellaneous	\$250,000	\$0	\$97,000	\$0
Beginning Working Capital	\$141,245	\$0	\$102,400	\$0
<b>Total Revenue</b>	<b>\$4,407,379</b>	<b>\$0</b>	<b>\$3,287,919</b>	<b>\$0</b>

## Explanation of Revenues

A \$60 fee is collected for each marriage license, State and County Domestic Partnership (DP) registration: \$25 to the County General Fund, \$25 to State Domestic Violence fund (for licenses and State DP), \$25 to County Community and Family Services for domestic violence victims (for County DP), and \$10 to Court Conciliation Services. Estimated fees of \$226,200 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 \$2,750,000. Recording copy fees \$97,000. County Clerk Restricted Fund Carryover Revenue \$102,400 and Fees of \$75,000 pursuant to ORS 205.320(2). Fees for filing Board of Property Tax Appeals \$19,500. Allocated \$17,819 of the \$2,784,156 County Assessment Function Funding Assistance (CAFFA) Grant to the Board of Property Tax Appeals.

## Significant Program Changes

Last Year this program was: FY 2024: 72025 DART County Clerk Functions



**Program #72027 - DART Tax Revenue Management** FY 2025 Department Requested

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

**Executive Summary**

The Tax Revenue Management Program within the Division of Assessment, Recording and Taxation (DART) oversees the duties of the County Property Tax Collector. These duties include the billing, collecting, accounting, and distribution of property tax revenues for over 60 taxing districts and several state agencies. Additionally, the program accounts for revenue generated from interest on past due taxes, with a portion distributed to the County Assessment and Taxation Fund.

**Program Description**

The Tax Revenue Management Program works primarily with Multnomah County property owners, and its objective is to ensure the accurate and timely billing, collection, accounting, and distribution of property tax revenues in accordance with Oregon Revised Statutes. Annually, the Tax Revenue Management Program processes nearly 400,000 transactions and distributes over \$2 billion in tax revenues, which contribute to roughly 60% of the County's General Fund.

- The program's specific functions include:
- Mailing tax statements, and collecting taxes and fees
  - Issuing tax refunds
  - Distributing tax revenues (to taxing districts)
  - Performing accounting and auditing functions
  - Administering property tax foreclosures
  - Processing value and tax corrections
  - Performing ownership changes for manufactured homes & processing tax deferral applications

While the program operates within the constraints of Oregon Tax Law, to equitably serve all community members, the program:

- translates the Property Tax Guide into multiple languages;
- offers translation services for in-person and phone interactions;
- uses plain language in all communications.

While administering services, the program provides high-quality customer service to all stakeholders while adhering to property tax laws.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Property Tax Statements Issued/Mailed	343,112	346,000	346,000	347,000
Outcome	Percentage of Current Year Property Taxes Collected	98.6%	98.5%	98.5%	98.5%
Outcome	Tax Collected Via Electronic Payment (in millions of dollars)	376.3	350.0	380.0	385.0

**Performance Measures Descriptions**

We encourage taxpayers to use electronic payment methods via social media campaigns and paper ad inserts within the tax bills. Electronic payments continue to increase as more taxpayers choose to receive electronic tax statements and use electronic payment resources.

## 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$1,767,075	\$0	\$1,862,744	\$0
Contractual Services	\$186,002	\$0	\$186,723	\$0
Materials & Supplies	\$30,876	\$0	\$32,270	\$0
Internal Services	\$525,661	\$0	\$518,906	\$0
<b>Total GF/non-GF</b>	<b>\$2,509,614</b>	<b>\$0</b>	<b>\$2,600,643</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,509,614</b>		<b>\$2,600,643</b>	
<b>Program FTE</b>	13.40	0.00	13.40	0.00

<b>Program Revenues</b>				
Fees, Permits & Charges	\$400,000	\$0	\$400,000	\$0
Intergovernmental	\$311,826	\$0	\$319,621	\$0
Other / Miscellaneous	\$5,500	\$0	\$5,500	\$0
<b>Total Revenue</b>	<b>\$717,326</b>	<b>\$0</b>	<b>\$725,121</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the statewide County Assessment Function Funding Assistance (CAFFA) Grant reimburses approximately 11.6% 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 \$2,784,156, with \$319,621 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 the County General Fund.

## Significant Program Changes

Last Year this program was: FY 2024: 72027 DART Tax Revenue Management



**Program #72028 - DART GIS/Cartography** FY 2025 Department Requested

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

**Executive Summary**

The GIS/Cartography program within the Division of Assessment, Recording and Taxation (DART) 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 and Cartography program is responsible for creating and maintaining accurate tax maps that represent the legal boundaries of districts, subdivisions, condominiums, annexations, land partitions and county road fillings.

Staff designs, develops, tests, deploys, and maintains GIS applications, tools, and resources to facilitate the tax division's various units to leverage records in map form, thus increasing the accuracy and efficiency of their work. This program also contributes GIS data to the Department of Revenue Oregon Map (ORMAP) program which provides a state-wide digital parcel map. Staff provides customer service to internal and external partners and the community.

GIS/Cartography is committed to providing customer service and innovative, customer-focused technology solutions.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of New Tax Roll Accounts Created	1,292	1,050	1,284	1,280
Outcome	Number of GIS Mapping Edits per FTE	6,084	5,170	5,002	5,000
Output	Number of GIS Mapping Edits	24,334	22,000	20,006	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.

## 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$648,580	\$0	\$692,248	\$0
Contractual Services	\$300	\$0	\$300	\$0
Materials & Supplies	\$15,005	\$0	\$14,525	\$0
Internal Services	\$111,956	\$0	\$113,399	\$0
<b>Total GF/non-GF</b>	<b>\$775,841</b>	<b>\$0</b>	<b>\$820,472</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$775,841</b>		<b>\$820,472</b>	
<b>Program FTE</b>	4.50	0.00	4.50	0.00

<b>Program Revenues</b>				
Intergovernmental	\$105,847	\$0	\$108,468	\$0
<b>Total Revenue</b>	<b>\$105,847</b>	<b>\$0</b>	<b>\$108,468</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 11.6% 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 \$2,784,156, with \$107,468 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 the General Fund.

## Significant Program Changes

Last Year this program was: FY 2024: 72028 DART GIS/Cartography



**Program #72029 - DART Assessment Performance Analysis** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Larry Steele  
**Program Offer Type:** Operating **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 maintaining the health of the appraisal programs. This is done through complex statistical analyses. Analysts develop the annual Sales Ratio Study as required by statute. APA acts as the audit function for all valuation processes.

**Program Description**

APA fulfills four main functions critical to DART's business operations:

- Perform and produce the Sales Ratio Study
- Audit the appraisal functions of DART
- Access to appraisal information
- Partnership and consultation

The Sales Ratio Study evaluates the effectiveness of the appraisal programs. APA performs the ratio study by analyzing real estate sales, trends and other market data to adjust all property values to 100% of Real Market Value following Oregon Department of Revenue (DOR) guidelines. Results of the statistical analyses update all values and a report is developed and published to the DOR for auditing and compliance.

APA performs an independent audit function for all valuation processes, projects and functions. Reports and suggestions are developed and submitted to Appraisal and DART leadership for improved effectiveness of valuation programs.

APA answers questions and responds to data requests made by internal and external stakeholders. APA designs, develops, and interprets complex reports and studies.

In addition, APA works with internal and external partners to manage relationships with the DOR, other Oregon County Assessor's offices, and internal stakeholders. APA is committed to providing customer service through partnership, statistical analysis, reports and data that supports DART and the community.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of Projects Maintained - Includes mandated Ratio Study	52	52	48	45
Outcome	Number of Appraisal Neighborhoods in Statutory Compliance (ORS 308.232)	98%	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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$583,940	\$0	\$608,500	\$0
Contractual Services	\$600	\$0	\$600	\$0
Materials & Supplies	\$19,816	\$0	\$20,240	\$0
Internal Services	\$45,330	\$0	\$47,204	\$0
<b>Total GF/non-GF</b>	<b>\$649,686</b>	<b>\$0</b>	<b>\$676,544</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$649,686</b>		<b>\$676,544</b>	
<b>Program FTE</b>	3.25	0.00	3.25	0.00

<b>Program Revenues</b>				
Intergovernmental	\$75,512	\$0	\$77,400	\$0
<b>Total Revenue</b>	<b>\$75,512</b>	<b>\$0</b>	<b>\$77,400</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 11.6% 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 \$2,784,156, with \$77,400 allocated to DART Assessment Performance Management (72029). Remaining Program support is provided by the General Fund.

## Significant Program Changes

Last Year this program was: FY 2024: 72029 DART Assessment Performance Analysis





**Program #72030 - DART Property Assessment Special Programs** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Larry Steele  
**Program Offer Type:** Operating **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 assist 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**

- The Special Programs Group has four main functions:
- Administer property tax exemption and special assessment programs
  - Determine the taxable amount for publicly owned properties
  - Correct prior years' certified tax roll
  - Calculate and adjust Maximum Assessed Value

SPG manages more than 60 property tax exemption programs. These programs give qualified individuals and organizations relief from property taxes. Annually, SPG processes more than 1,000 exemption applications.

Publicly owned properties are exempt from property taxes under Oregon law. Many public agencies lease parts of their properties to private organizations. These leased spaces are subject to property taxes. SPG decides what parts of the publicly owned buildings are taxable and then adds value to the tax roll.

The assessor must maintain an assessment tax roll that reflects all property located within the county. Under certain circumstances the tax roll must be corrected. SPG processes all tax roll corrections. This team also guides and trains DART valuation teams on the roll correction process.

In 1997, Oregon voters changed the method used to calculate property taxes. All properties must have a Maximum Assessed Value (MAV) which is the basis for finding the taxable assessed value for a property. Some changes to a property require its MAV to be recalculated. When this happens SPG calculates the new MAV and updates the tax roll.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Exempt Accounts Reviewed and Processed for the Current Tax Roll	4,400	5,200	5,500	5,800
Outcome	Total Exempt Accounts Monitored	33,900	33,500	34,000	34,000
Output	Total Number of Accounts Processed for Prior Tax Roll (roll corrections)	1,400	1,750	1,400	1,450

**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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$1,163,590	\$0	\$1,222,418	\$0
Contractual Services	\$500	\$0	\$500	\$0
Materials & Supplies	\$12,516	\$0	\$12,229	\$0
Internal Services	\$131,407	\$0	\$135,894	\$0
<b>Total GF/non-GF</b>	<b>\$1,308,013</b>	<b>\$0</b>	<b>\$1,371,041</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,308,013</b>		<b>\$1,371,041</b>	
<b>Program FTE</b>	8.25	0.00	8.25	0.00

<b>Program Revenues</b>				
Fees, Permits & Charges	\$2,703	\$0	\$9,100	\$0
Intergovernmental	\$191,767	\$0	\$196,561	\$0
<b>Total Revenue</b>	<b>\$194,470</b>	<b>\$0</b>	<b>\$205,661</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 11.6% 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 \$2,784,156 with \$196,561 allocated to DART Property Assessment Special Programs (72030). \$9,100 from State of Oregon Housing & Community SVC Ombudsman/Mediation Fee OHCS MFG Home Fee Reimbursement to County ORS 446.525(4). Remaining Program support is provided by the General Fund.

## Significant Program Changes

**Last Year this program was:** FY 2024: 72030 DART Property Assessment Special Programs



**Program #72031 - DART Personal Property Assessment** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Tim Mercer  
**Program Offer Type:** Operating **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. The value from Personal Property accounts represents 4% of the total value of all properties.

**Program Description**

The Personal Property Assessment Program works collaboratively with other DART programs to achieve its main goals:

- Ensure proper filing among all businesses within the County. Oregon Law requires businesses to file a Confidential Personal Property Return (used to report the assets of the business). The Personal Property Assessment Program annually reviews 22,000 returns for accuracy, completeness, and applies appropriate depreciation. Program technicians correctly maintain account information, and conduct research and discovery of new businesses and assets omitted from the assessment roll.
- Create assessment records for new taxable business Personal Property accounts, database entries to track assets and account information.
- Maintain the Real Market Value and Maximum Assessed Value of all taxable business Personal Property accounts.
- Conduct significant outreach and education efforts to help taxpayers understand their responsibilities, and to assure accuracy.
- Work directly with Multco businesses and their representatives to capture and record property characteristics.

To equitably serve all community members, the program has translated DART'S Return Instruction Letter, a notice to report assets, into 6 languages.

While administering services, the program provides high-quality customer service to all stakeholders while adhering to Oregon statutes.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of Accounts Processed, Coded and Valued	15,214	15,200	15,200	15,200
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	\$2,784	\$2,700	\$2,780	\$2,780
Efficiency	Percentage of Accounts Filing Electronically	27%	19%	30%	30%

**Performance Measures Descriptions**

The Personal Property Assessment Program launched a pilot of its E-file system in January 2023. The increase in Percentage of Accounts Filing Electronically has proven a favorable adoption rate of the new system. On January 2, 2024 the E-file system fully launched to all filers. We hope this system will grow our Percentage of Account Filing Electronically in the coming cycles.

## 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$844,954	\$0	\$889,456	\$0
Contractual Services	\$13,145	\$0	\$13,145	\$0
Materials & Supplies	\$5,741	\$0	\$5,987	\$0
Internal Services	\$247,391	\$0	\$204,596	\$0
<b>Total GF/non-GF</b>	<b>\$1,111,231</b>	<b>\$0</b>	<b>\$1,113,184</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,111,231</b>		<b>\$1,113,184</b>	
<b>Program FTE</b>	6.10	0.00	6.10	0.00

<b>Program Revenues</b>				
Intergovernmental	\$142,060	\$0	\$145,611	\$0
<b>Total Revenue</b>	<b>\$142,060</b>	<b>\$0</b>	<b>\$145,611</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 11.6% 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 \$2,784,156, with \$145,611 allocated to DART Personal Property Assessment (72031). The remaining Program support is provided by the General Fund.

## Significant Program Changes

Last Year this program was: FY 2024: 72031 DART Personal Property Assessment



**Program #72033A - DART Commercial & Industrial Property Appraisal** FY 2025 Department Requested

**Department:** County Management **Program Contact:** John Botaitis  
**Program Offer Type:** Operating **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. The INCOM valuation section represents just over a third of the total taxable value.

**Program Description**

This program is responsible for maintaining Real Market and Maximum Assessed Value for:

- 26,121 commercial, warehouse and multifamily accounts;
- 824 County and State appraised manufacturing accounts; and 439 billboards.

Manufacturers are required to file industrial property returns annually.

- This requires the annual audit and review of approximately 60,030 (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, thus maximizing property tax revenues which fund programs for the County and all the other jurisdictions within Multnomah County.
- These properties represent high-value accounts; loss on appeal can result in large tax refunds paid by taxing jurisdiction with interest.

Using the equity lens we have adapted the way we provide access to our services for the benefit of the community 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, digital photograph exchanges, and informational postcards to let property owners know we are working in their area.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of Industrial machines and equipment which are audited and valued.	60,030	61,000	60,000	60,500
Outcome	New market value added by appraisers in Millions	\$2,271	\$2,400	\$2,100	\$1,900
Efficiency	% of accounts reappraised and assigned to updated studies which meet Department of Revenue standards	23%	28%	28%	29%
Outcome	% of property types compliant with Department of Revenue standards or COD (Coefficient of Dispersion)	83%	75%	83%	83%

**Performance Measures Descriptions**

Performance is measured by the new value added to the roll, processing and audits of real property returns, as well as compliance with Department of Revenue statistical standards known as Coefficient of Dispersion (COD).

## 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$3,714,186	\$0	\$3,894,833	\$0
Contractual Services	\$1,975	\$0	\$21,975	\$0
Materials & Supplies	\$146,126	\$0	\$154,542	\$0
Internal Services	\$310,702	\$0	\$336,834	\$0
<b>Total GF/non-GF</b>	<b>\$4,172,989</b>	<b>\$0</b>	<b>\$4,408,184</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$4,172,989</b>		<b>\$4,408,184</b>	
<b>Program FTE</b>	23.50	0.00	23.50	0.00

<b>Program Revenues</b>				
Intergovernmental	\$546,781	\$0	\$560,451	\$0
<b>Total Revenue</b>	<b>\$546,781</b>	<b>\$0</b>	<b>\$560,451</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 11.6% 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 \$2,784,156, with \$560,451 allocated to DART Commercial & Industrial Property Appraisal (72033). Remaining Program support is provided by the General Fund.

## Significant Program Changes

**Last Year this program was:** FY 2024: 72033 DART Commercial & Industrial Property Appraisal



**Program #72033B - DART INCOM Reappraisal Program** FY 2025 Department Requested

**Department:** County Management **Program Contact:** John Botaitis  
**Program Offer Type:** New Request **Program Offer Stage:** Department Requested  
**Related Programs:**  
**Program Characteristics:** Out of Target

**Executive Summary**

This program addresses the need for reappraisal which will lead to increased tax revenue. Since Measure 50 (M50) was enacted in the late 1990s, resulting in a 50% reduction to appraisal staffing levels, the focus shifted to identifying and valuing new property. This strategy ensured that taxing districts collected entitled revenue from new property but due to a lack of staffing, reappraisal efforts were suspended almost entirely.

The INCOM (Industrial, Commercial, Multifamily) valuation section is requesting two additional appraiser positions in order to re-establish and maintain an ongoing reappraisal program.

**Program Description**

The DART INCOM group spent the past few years rebuilding the framework for a viable reappraisal program. Due to doubling of the unit’s jurisdictional and appeal workload, the group has been unable to make the reappraisal progress necessary to comprehensively address the gaps created by M50 in 1997.

This program will add two Commercial Industrial Property Appraiser 2 positions to address properties that should have their inventory reviewed, and values updated and maintained on an ongoing basis through routine reappraisal cycles. The additional FTE will also support the increased appeal and jurisdictional permit workload while allowing for more systematic reappraisal of accounts each year. Year one reappraisal efforts will encompass 4% of INCOM accounts, ideally ramping up to 10% to 15% annually.

This Program Offer is related to #72035B. Based on the current management span of control in INCOM, no additional manager position is being requested for INCOM at this time.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Outcome	Percent of accounts reappraised	N/A	N/A	N/A	4%
Output	Recaptured Market Value (in Millions)	N/A	N/A	N/A	\$5

**Performance Measures Descriptions**

The Outcome measure estimate is 4% of the 27,000 total INCOM accounts. The \$5M Output measure estimate is likely conservative and may increase in future years.

**Revenue/Expense Detail**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Department Requested General Fund</b>	<b>Department Requested Other Funds</b>
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$0	\$0	\$287,682	\$0
Materials & Supplies	\$0	\$0	\$9,501	\$0
Internal Services	\$0	\$0	\$1,548	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$298,731</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$298,731</b>	
<b>Program FTE</b>	0.00	0.00	2.00	0.00

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

**Explanation of Revenues**

This program is supported by General Fund Revenues.

**Significant Program Changes**

Last Year this program was:





**Program #72034A - DART Residential Property Appraisal** FY 2025 Department Requested

**Department:** County Management **Program Contact:** John Botaitis  
**Program Offer Type:** Operating **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 all Residential property. Residential Properties contribute a significant amount of the taxes generated for the benefit of all Multnomah County taxing districts.

**Program Description**

This program is responsible for maintaining values for 256,206 residential accounts including: homes, condominiums, manufactured homes, floating homes and some small commercial use properties. Residential Property is valued in accordance with the law, maximizing property tax revenues to fund programs for Multnomah County and all of the taxing districts.

Using the equity lens we have adapted the way we provide access to our services for the benefit of the community 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, digital photograph exchanges, and informational postcards to let property owners know we are working in their area.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of accounts worked by Appraisers	17,165	16,000	16,000	16,000
Outcome	New Taxable Real Market Value Exception (in millions of dollars)	\$795	\$800	\$800	\$800
Outcome	% Neighborhood with COD Compliance	99%	99%	99%	99%

**Performance Measures Descriptions**

Oregon law requires properties be valued at 100% of the market as of each January 1st. The Department of Revenue statistical standards [Measure 3] 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$5,361,427	\$0	\$5,664,169	\$0
Contractual Services	\$2,625	\$0	\$2,625	\$0
Materials & Supplies	\$119,733	\$0	\$123,160	\$0
Internal Services	\$588,154	\$0	\$591,461	\$0
<b>Total GF/non-GF</b>	<b>\$6,071,939</b>	<b>\$0</b>	<b>\$6,381,415</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$6,071,939</b>		<b>\$6,381,415</b>	
<b>Program FTE</b>	36.50	0.00	36.50	0.00

<b>Program Revenues</b>				
Intergovernmental	\$849,371	\$0	\$870,606	\$0
<b>Total Revenue</b>	<b>\$849,371</b>	<b>\$0</b>	<b>\$870,606</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 11.6% 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 \$2,784,156. Allocated \$870,606 to DART Residential Appraisal (72034). Remaining Program support is from the General Fund.

## Significant Program Changes

Last Year this program was: FY 2024: 72034 DART Residential Property Appraisal



**Program #72034B - DART Residential Reappraisal Program** FY 2025 Department Requested

**Department:** County Management **Program Contact:** John Botaitis  
**Program Offer Type:** New Request **Program Offer Stage:** Department Requested  
**Related Programs:**  
**Program Characteristics:** Out of Target

**Executive Summary**

This offer addresses the need for reappraisal which will lead to increased tax revenue. Since Measure 50 (M50) was enacted in the late 1990s, resulting in a 50% reduction to appraisal staffing levels, the focus shifted to identifying and valuing new property. This strategy ensured that taxing districts collected entitled revenue from new property but due to a lack of staffing, reappraisal efforts were suspended almost entirely.

The Residential valuation section is requesting two additional appraiser positions, as well as one manager, in order to re-establish and maintain a necessary and ongoing reappraisal program.

**Program Description**

DART spent the past few years rebuilding the framework for a viable reappraisal program. This program adds two new Residential Property Appraiser 2 positions and a Manager 1 to allow for full development and ongoing support to restart the Residential reappraisal program.

A total of five appraisers (two new and three current positions) will be assembled to form the Advance Team in the Residential reappraisal program. Tasks will include the following: reappraisal training, setup of neighborhood study areas, in-field efforts to collect data, review of appraisals by team members and implementation of reappraisal results.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Outcome	Percent of accounts reappraised	N/A	N/A	N/A	1%
Output	Recaptured Market Value (in Millions)	N/A	N/A	N/A	\$5

**Performance Measures Descriptions**

The Outcome measure estimate is 1% of the 256,000 total Residential accounts. The \$5M Output measure estimate may be conservative and may increase in future years.

**Revenue/Expense Detail**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Department Requested General Fund</b>	<b>Department Requested Other Funds</b>
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$0	\$0	\$440,825	\$0
Materials & Supplies	\$0	\$0	\$13,122	\$0
Internal Services	\$0	\$0	\$2,322	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$456,269</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$456,269</b>	
<b>Program FTE</b>	0.00	0.00	3.00	0.00

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

**Explanation of Revenues**

This Program is supported by the General Fund.

**Significant Program Changes**

Last Year this program was:



**Program #72037 - DART Applications Support** FY 2025 Department Requested

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

**Executive Summary**

The Applications Support (App Support) Program designs, develops, deploys and maintains technology solutions for the entire Division. The team produces 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 business partners and the public.

**Program Description**

App Support fulfills four main functions critical to DART's business operations:

- Business applications development and implementation
- Tax collection technical support
- Expands, improves, and maintains access to information and technology
- Provides liaison, partnership and consultation services

App Support collaborates with Multco IT to develop and implement technology solutions used across DART, including maintaining hardware and software.

App Support supports the tax collection process by:

- extending and certifying the tax roll;
- producing tax statements;
- complying with requirements set by the Oregon Department of Revenue;
- answering related questions posed by internal and external stakeholders.

The program answers questions and responds to data requests made by internal and external stakeholders. This team also manages DART's public-facing website, which provides educational materials that promote accessibility features through technology. In addition, App Support manages, partners, and consults with software and hardware vendors to recommend business solutions.

App Support is committed to providing customer service and innovative, customer-focused technology solutions.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
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	343,112	350,000	347,000	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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$1,210,766	\$0	\$1,266,644	\$0
Contractual Services	\$10,057	\$0	\$0	\$0
Materials & Supplies	\$516,949	\$0	\$533,119	\$0
Internal Services	\$285,783	\$0	\$247,058	\$0
<b>Total GF/non-GF</b>	<b>\$2,023,555</b>	<b>\$0</b>	<b>\$2,046,821</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,023,555</b>		<b>\$2,046,821</b>	
<b>Program FTE</b>	7.00	0.00	7.00	0.00

<b>Program Revenues</b>				
Intergovernmental	\$162,975	\$0	\$167,049	\$0
Other / Miscellaneous	\$40,000	\$0	\$20,000	\$0
<b>Total Revenue</b>	<b>\$202,975</b>	<b>\$0</b>	<b>\$187,049</b>	<b>\$0</b>

## Explanation of Revenues

Participation in the Oregon Department of Revenue County Assessment Function Funding Assistance (CAFFA) Grant provides reimbursement of approximately 11.6% 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 \$2,784,156 with \$167,049 allocated to DART Applications Support (72037). Program revenue of \$20,000 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 the General Fund.

## Significant Program Changes

**Last Year this program was:** FY 2024: 72037 DART Applications Support



**Program #72038 - DART Tax Title** **FY 2025 Department Requested**

**Department:** County Management      **Program Contact:** Jeffrey Brown  
**Program Offer Type:** Operating      **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. Property dispositions are through public and private sales, government transfers, and in exceptional circumstances, donations to nonprofits.

**Program Description**

Management of property while in county ownership is detailed in Multnomah County Code Chapter 7 and Oregon Revised Statutes. Tax foreclosed properties are deeded to the County in the September/October time frame each year at which time collaboration with County departments and community agencies for housing, services, and support for occupants of tax foreclosed properties takes place. Also, work with qualified former owners of record which may, upon the County Board's approval, be repurchased. Special considerations may be considered based on health, safety, housing, and economic conditions. The program also manages a portfolio of approximately 205 long-held, vacant, unimproved parcels of land. Maintenance of properties is carried out through agreements and reimbursement to the Department of County Assets Facilities and Property Management Division. Property disposition includes public sales, private sales, or donation to governments/nonprofits, at the discretion of County management.

Note: The May 25, 2023, US Supreme Court Ruling in Tyler v. Hennepin County will have a yet to be determined operational impact to the program.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Properties remaining in Tax Title Inventory	208	205	205	203
Outcome	Properties placed back on the tax roll & into community use	15	15	10	10

**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. Each year approximately 10 to 15 properties are placed back onto the tax rolls by way of sale. In addition, the program manages a large inventory of approximately 205 long-held, undeveloped properties. These consist of small strips, irregular lots along roadways, survey remnants and similar. Purchase and donation requests occasionally arise and the properties are sold when legal descriptions are re-established enabling them to legally transact.

## 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. ORS 271 provides guidance concerning the transfer of foreclosed properties to nonprofits & 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 of. NOTE: The May 25, 2023 US Supreme Court ruling in Tyler v. Hennepin County, and ongoing Oregon Revised Statute creation to conform to the decision. will have a vet to be determined operational impact to the program.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$255,612	\$0	\$268,136	\$0
Contractual Services	\$378,000	\$0	\$357,135	\$0
Materials & Supplies	\$17,118	\$0	\$14,245	\$0
Internal Services	\$99,929	\$0	\$110,484	\$0
<b>Total GF/non-GF</b>	<b>\$750,659</b>	<b>\$0</b>	<b>\$750,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$750,659</b>		<b>\$750,000</b>	
<b>Program FTE</b>	1.60	0.00	1.60	0.00

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

## Explanation of Revenues

Total sales of Tax Foreclosed Properties (public sales, auctions, repurchases, and private sales) are estimated to be approximately \$750,000 for FY 2025. 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. Prior to Tyler v. Hennepin County, if the program's revenues exceeded the operating costs, the excess would be distributed in accordance with ORS 275.275, and per the formula provided in ORS 311.390. Net revenues will not be distributed in the same manner for FY 2025 pending statutory and regulatory mandated changes, in light of Tyler v. Hennepin County.

## Significant Program Changes

**Last Year this program was:** FY 2024: 72038 DART Tax Title

As referenced throughout this Program Offer, the May 25, 2023 United States Supreme Court Ruling in Tyler v Hennepin County has affected the manner in which tax foreclosed property revenues are to be dispersed. The ruling is recent therefore Oregon Revised Statutes, as well as Multnomah County Code Chapter 7, have yet to be amended to reflect the changes.





**Program #72044A - FRM Construction Diversity and Equity** FY 2025 Department Requested

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

**Executive Summary**

The Construction Diversity and Equity Fund (CDEF) program assists women and minorities in securing jobs in skilled construction trades and helps businesses owned by these groups succeed. Additionally, it boosts the competitiveness of State-certified businesses owned by minorities, women, veterans, and emerging small businesses.

**Program Description**

Construction jobs offer stable, well-paying careers that can support a family. Yet, past discrimination and other barriers have limited access to these opportunities for some individuals. The CDEF program aims to increase diversity, fairness, and opportunities in the construction industry and business world.

The CDEF program supports three key initiatives:

- 1) Funding Pre-Apprenticeship Programs- The program supports Bureau of Labor and Industries (BOLI) certified pre-apprenticeship programs, which serve as crucial entry points into the construction trades. CDEF focuses on aiding these programs in recruiting women and minorities.
- 2) Support for Apprentices- CDEF allocates funds for support and retention services for women and minority apprentices. Recognizing the unique challenges individuals may face, the program connects apprentices with one of three County contractors. These contractors provide tools, safety equipment, and various support services to ensure success on the job. The program collects qualitative feedback from apprentices to assess the impact of the program.
- 3) Technical Assistance for Certified Businesses- The program provides funding for technical help, mentoring, and training for State certified minority-owned, women-owned, veteran-owned, and emerging small businesses. The program emphasizes serving both construction-related professional services and contracting businesses. Certified firms can apply online for support. The program matches them with one of four contractors to get that support. Both contractors and certified firms provide monthly online feedback surveys to check the success of the engagement.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of workers served in BOLI Pre-Apprenticeship Programs	18	10	18	10
Outcome	Number of workers able to maintain employment due to receiving direct support and retention services.	92	60	95	100
Outcome	Retention rate of workers able to maintain employment due to receiving direct support and retention services	N/A	N/A	86%	86%
Output	Number of State Certified firms receiving technical assistance, mentoring, and training.	0	25	12	28

**Performance Measures Descriptions**

Retention rate of workers able to maintain employment due to receiving direct support and retention services- New performance indicator. A retention rate of 86% significantly exceeds the 46% average retention rate of apprentices in the Portland metro area.  
 Number of State Certified firms receiving technical assistance, mentoring, and training- FY 2023 performance was impacted by turnover in the Supplier Diversity Officer (SDO) position. the sole staff for the implementation of this program.

## 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Contractual Services	\$424,839	\$0	\$2,230,541	\$0
Unappropriated & Contingency	\$1,745,402	\$0	\$0	\$0
<b>Total GF/non-GF</b>	<b>\$2,170,241</b>	<b>\$0</b>	<b>\$2,230,541</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$2,170,241</b>		<b>\$2,230,541</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$2,046,291	\$0	\$179,912	\$0
Beginning Working Capital	\$123,950	\$0	\$2,250,629	\$0
<b>Total Revenue</b>	<b>\$2,170,241</b>	<b>\$0</b>	<b>\$2,430,541</b>	<b>\$0</b>

## 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.

The program has increased beginning working capital resources in FY 2025 resulting from the Library Bond Capital Project paying its 1% to the CDEF Fund, \$1.9 million.

## Significant Program Changes

**Last Year this program was:** FY 2024: 72044A FRM Construction Diversity and Equity

Available program funds were significantly increased for FY 2025 with funding from the Library Bond Capital Project. This allows the program to serve more pre-apprentices, apprentices, and COBID certified firms in the next few years. Demand for Technical assistance requests are expected to increase specifically due to the construction needs on the Library Bond and Earthquake Ready Burnside Bridge projects.



**Program #72044B - Regional Construction Workforce Diversity Funder Collaborative** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Brian Smith  
**Program Offer Type:** New Request **Program Offer Stage:** Department Requested  
**Related Programs:** 72044A  
**Program Characteristics:** One-Time-Only Request, In 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 three 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 dedicated funding for workforce diversity development activities. While the CDEF funding can be volatile on an annual basis, we have a significant amount of funding currently from the Library Bond project which is being used to fund this program offer.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of workers served in BOLI Pre-Apprenticeship Programs	18	12	12	14
Outcome	Number of people retained in apprenticeship program at 6 months due to direct support and retention services	13	15	15	16

**Performance Measures Descriptions**

Performance measure two was changed from "Number of workers able to maintain employment..." to "Number of people retained in apprenticeship program at 6 months..." to be more specific.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Contractual Services	\$200,000	\$0	\$200,000	\$0
<b>Total GF/non-GF</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$200,000</b>		<b>\$200,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

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

Explanation of Revenues

The program is funded by Construction Diversity and Equity Fund (CDEF), see program offer 72044A. The County pays (1%) of construction costs into the fund.

Significant Program Changes

**Last Year this program was:** FY 2024: 72044B Regional Construction Workforce Diversity Funder Collaborative

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



**Program #72046 - FRM Workday Support - Finance** **FY 2025 Department Requested**

**Department:** County Management **Program Contact:** Heather Drake  
**Program Offer Type:** Operating **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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of customer tickets processed	1,355	1,400	1,266	1,300
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	750	1,000	1,000
Outcome	Percentage of finance user survey respondents satisfied with support provided	77%	> 90%	82%	> 90%

**Performance Measures Descriptions**

Number of customer tickets measures operational customer service needs such as security role approvals, cost object creation, and break/fix incidents. Feature analysis and configuration is essential for maintaining the integrity and reliability of Workday as our financial and human resources system of record.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$1,145,100	\$0	\$1,199,798	\$0
Contractual Services	\$25,000	\$0	\$15,000	\$0
Materials & Supplies	\$53,849	\$0	\$54,329	\$0
Internal Services	\$93,737	\$0	\$63,157	\$0
<b>Total GF/non-GF</b>	<b>\$1,317,686</b>	<b>\$0</b>	<b>\$1,332,284</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,317,686</b>		<b>\$1,332,284</b>	
<b>Program FTE</b>	5.00	0.00	5.00	0.00

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

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last Year this program was: FY 2024: 72046 FRM Workday Support - Finance



**Program #72047 - FRM Labor Compliance** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Brian Smith  
**Program Offer Type:** Operating **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 maintains technology to help the County make sure everyone is following the rules.

**Program Description**

Wage theft is when someone does not 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 (e.g. a math mistake). Other times, it is done on purpose and workers might not speak up about it because they may be afraid of losing their job.

The County Labor Compliance Program helps workers and contractors make sure that everyone gets paid what they are 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 are 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of volunteers certified by the County	27	20	20	25
Outcome	Number of County construction projects visited by certified volunteers	10	75	40	50
Output	Number of workers on County projects who got paid what they should for their work.	1,402	1,200	1,500	1,700

**Performance Measures Descriptions**

Number of volunteers certified by the County - these are the volunteers who conduct the construction site reviews for the program. We verify their construction experience, and orient them to program standards and the BOLI worker interview form which is used to gather information for the County.

## 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$143,592	\$0	\$153,550	\$0
Materials & Supplies	\$44,242	\$0	\$51,242	\$0
<b>Total GF/non-GF</b>	<b>\$187,834</b>	<b>\$0</b>	<b>\$204,792</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$187,834</b>		<b>\$204,792</b>	
<b>Program FTE</b>	1.00	0.00	1.00	0.00

### Program Revenues

<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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## Explanation of Revenues

This program is funded through General Fund revenues.

## Significant Program Changes

Last Year this program was: FY 2024: 72047 FRM Labor Compliance



**Department:** County Management

**Program Contact:** Brian Smith

**Program Offer Type:** Operating

**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. According to OR Department of Environmental Quality (DEQ) diesel particulate matter is a potent air toxic that is present in ambient air at levels well above the state's benchmark. The majority of diesel pollution comes from construction equipment in Multnomah County. With 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 particulate matter pollution.

### Program Description

In September 2018 the Multnomah County Board of Commissioners committed to establishing a Clean Air Construction Procurement Standard. The Portland City Council took parallel action on the same day. The Standard requires equipment used on County and City 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, on-road dump and cement trucks, and 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. The Certification Office for Business Inclusion and Diversity (COBID) certified contractors 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.

To help accommodate contractors, especially the COBID certified contractors, the program has an implementation timeline. This timeline and the 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 2025 cost of the administrative program is budgeted at \$359,000, and Multnomah County's share of the program costs is \$57,000 for FY 2025. The County's costs may decrease as other jurisdictions join the effort and the fixed costs are spread across additional partners.

### Performance Measures

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Track the number of contractors with registered equipment	102	40	150	200
Outcome	Reduction in particulate matter (PM) from construction projects	0%	10%	10%	10%
Output	Number of pieces of equipment registered	256	300	200	250

### Performance Measures Descriptions

Tracking the number of contractors with registered equipment is fundamental to the program's goal of educating contractors about the importance of getting dirtier diesel equipment eliminated from their fleets. Reduction in particulate matter generated by equipment is the central outcome of this program as it is what meaningfully reflects the reduction of diesel pollution. Finally, the number of pieces of equipment registered demonstrates the increasing impact the program has on contractors' off-road diesel fleets.

## 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. County Administrative Procedure PUR-10 includes a complete description of program requirements.

## Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Contractual Services	\$52,000	\$0	\$57,000	\$0
<b>Total GF/non-GF</b>	<b>\$52,000</b>	<b>\$0</b>	<b>\$57,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$52,000</b>		<b>\$57,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

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

## Explanation of Revenues

Program is supported by General Fund revenues.

## Significant Program Changes

Last Year this program was: FY 2024: 72048 FRM Clean Air Construction Standards



**Program #72049A - DCM/NonD Human Resources Team** **FY 2025 Department Requested**

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

**Executive Summary**

The Department of County Management (DCM) and Non-Departmental (NOND) Human Resources (HR) Team provides the full range of HR services for the approximately 500 Full-Time Equivalent (FTE) positions in DCM and all NOND 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 renewed WESP during FY 2025.

- In FY 2025 the DCM/NOND HR Team will:
- Provide focused support to the County’s NOND agencies and DCM.
  - Develop and implement interview panelist training to mitigate bias, in partnership with the DCM Equity Team.
  - Support the WESP renewal process and apply an equity lens in all hiring/recruiting processes, investigations and corrective action.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percent of recruitments that are successful*	90	95	90	90
Outcome	Number of employees provided full range of HR Services*	419	419	500	500
Outcome	Percent of DCM and NOND employees saying they would recommend working at the county to a friend.*	87	87	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. Thirteen 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$1,086,344	\$0	\$1,145,163	\$0
Contractual Services	\$5,167	\$0	\$5,167	\$0
Materials & Supplies	\$18,275	\$0	\$19,055	\$0
Internal Services	\$90,570	\$0	\$108,687	\$0
<b>Total GF/non-GF</b>	<b>\$1,200,356</b>	<b>\$0</b>	<b>\$1,278,072</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,200,356</b>		<b>\$1,278,072</b>	
<b>Program FTE</b>	6.00	0.00	6.00	0.00

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

## Explanation of Revenues

This program is supported by the General Fund.

## Significant Program Changes

Last Year this program was: FY 2024: 72049A DCM/NonD Human Resources Team



**Program #72049B - DCM/NonD Human Resources Team Increased Capacity for NOND** FY 2025 Department Requested

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

**Executive Summary**

In FY 2020, the Department of County Management (DCM) / Non Departmental (NonD) Human Resources (HR) team was formed to align HR work completed in both departments. The goal of this alignment was to provide tailored and proactive HR support to both entities. This program provides one-time-only funding for one Limited Duration (LDA) position to support NonD recruitments.

**Program Description**

The DCM/NonD HR team has six regular full-time equivalent (FTE) positions, but this does not include an HR Technician or a Recruiter position for the NonD agencies. The NonD agencies have approximately 133 FTE and are recently averaging around 10 open recruitments a month. In the past, the NonD HR Analyst Senior supported recruitment, but increasingly high-volume recruitments have prevented this position from fulfilling critical HR duties for NonD agencies.

Currently, the team has a one-year LDA recruiter who supports NonD recruitments and in anticipation of more County leadership staff, additional recruitments are likely. By providing a year of funding for an LDA HR Analyst2 (Recruiter), the DCM/NonD HR team can:

- perform recruitments that are timely, responsive, and focused on workforce equity goals;
- allow the HR Analyst Senior position to assume strategic and proactive HR duties.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Percent of recruitments that are successful*	100%	95%	95%	95%
Outcome	Number of NonD hires	37	35	35	37

**Performance Measures Descriptions**

A successful recruitment is a recruitment that ends in a hire.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$0	\$0	\$186,093	\$0
Materials & Supplies	\$0	\$0	\$3,907	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$190,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$190,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

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

Explanation of Revenues

This program is supported by the General Fund.

Significant Program Changes

Last Year this program was: FY 2024: 72049B DCM/NonD Human Resources Team - Increased Capacity



**Program #72050 - Central HR Classification & Compensation** FY 2025 Department Requested

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

**Executive Summary**

Central Human Resources (HR) Classification & Compensation (Class Comp) Unit 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of positions reviewed as a result of class/comp studies.	1,247	1,100	1,552	1,447
Outcome	Percent of total positions reclassified, revised, updated.	32.1%	29.8%	35%	35%
Output	Number of positions reviewed as a result of individual requests.	594	600	525	525

**Performance Measures Descriptions**

Output/Outcome measures alignment 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. Thirteen 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$611,489	\$0	\$740,342	\$0
Contractual Services	\$5,000	\$0	\$5,000	\$0
Materials & Supplies	\$15,840	\$0	\$15,060	\$0
Internal Services	\$5,660	\$0	\$1,370	\$0
<b>Total GF/non-GF</b>	<b>\$637,989</b>	<b>\$0</b>	<b>\$761,772</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$637,989</b>		<b>\$761,772</b>	
<b>Program FTE</b>	3.00	0.00	4.00	0.00

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

## Explanation of Revenues

This program is supported by the General Fund.

## Significant Program Changes

**Last Year this program was:** FY 2024: 72050 Central HR Classification & Compensation

Through general fund reallocation within existing resources, 1.00 FTE was added in order to sustain workload levels and meet growing needs of the program substantiated by several years of performance measures significantly higher than historical data.





**Program #72051 - College to County Interns** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Chris Lenn  
**Program Offer Type:** Operating **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 was 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of Positions Funded	25	25	25	25
Outcome	Participants report the program improved their personal and professional growth	100%	90%	100%	90%
Outcome	Participants report increased understanding of how to obtain employment at Multnomah County	100%	90%	100%	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. Thirteen 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$317,549	\$0	\$317,722	\$0
Materials & Supplies	\$3,051	\$0	\$3,165	\$0
Internal Services	\$0	\$0	\$2,263	\$0
<b>Total GF/non-GF</b>	<b>\$320,600</b>	<b>\$0</b>	<b>\$323,150</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$320,600</b>		<b>\$323,150</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

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

## Explanation of Revenues

This program is supported by the General Fund.

## Significant Program Changes

Last Year this program was: FY 2024: 72051 College to County Interns



**Program #72052A - FRM Preschool for All Tax Administration - County** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Eric Arellano  
**Program Offer Type:** Operating **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 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 the 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, set internal withhold 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 the intergovernmental agreement with the City of Portland).

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Outcome	Maintain a tax compliance rate of 90% or above*	86%	90%	90%	92%
Output	Maintain tax administration public page making available tax education/guidance materials**	1	1	1	1
Output	Tax Code Chapter 11 - 11.500-560 is current**	1	1	1	1

**Performance Measures Descriptions**

\*Compliance rate with applicable code requirements (estimates)  
 \*\*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 is 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$0	\$175,087	\$0	\$186,049
Contractual Services	\$0	\$15,000	\$0	\$15,000
Materials & Supplies	\$0	\$5,000	\$0	\$5,000
Internal Services	\$0	\$22,657	\$0	\$22,015
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$217,744</b>	<b>\$0</b>	<b>\$228,064</b>
<b>Program Total:</b>	<b>\$217,744</b>		<b>\$228,064</b>	
<b>Program FTE</b>	0.00	1.00	0.00	1.00

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

## Explanation of Revenues

This program generates \$7,647 in indirect revenues.

This program is supported entirely by tax receipts from Preschool For All Program (Fund 1522). Tax revenues are budgeted in program offer 25200-25.

## Significant Program Changes

Last Year this program was: FY 2024: 72052A FRM Preschool for All Tax Administration - County



**Program #72052B - FRM Preschool for All Tax Administration - City of Portland** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Eric Arellano  
**Program Offer Type:** Operating **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 30 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 ended in FY 2023. Annual ongoing tax administration costs are \$6.6m in FY 2025 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	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Establish electronic filing process for taxpayers*	1	1	1	
Outcome	Tax receipts (annual and quarterly) are remitted to Multnomah County on monthly basis**	1	1	1	1
Output	Send out tax mailer to all businesses, governments, and non-profits in Tri-County***	1	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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Contractual Services	\$0	\$6,383,520	\$0	\$6,621,840
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$6,383,520</b>	<b>\$0</b>	<b>\$6,621,840</b>
<b>Program Total:</b>	<b>\$6,383,520</b>		<b>\$6,621,840</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

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

## Explanation of Revenues

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

## Significant Program Changes

Last Year this program was: FY 2024: 72052B FRM Preschool for All Tax Administration - City of Portland

**Program #72056A - Workplace Security** FY 2025 Department Requested

**Department:** County Management      **Program Contact:** Dorothy Elmore  
**Program Offer Type:** Operating      **Program Offer Stage:** Department Requested  
**Related Programs:** 72056B, 72056C  
**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 coordination 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 three 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; and a holistic view of the threat landscape across the County with clear lines of accountability and responsibility.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Develop standard policies and operating procedures for addressing security concerns	15	5	5	5
Outcome	Provide communication, education and training through quarterly County and community engagement events	29	4	4	4

**Performance Measures Descriptions**

Measures involve the review, revision, development, and implementation of administrative guidance, rules, standard policies, and operating procedures that address security concerns to support County staff, security contract staff, Workplace Violence Prevention plans, and other security and safety related needs. Outcomes: continual security based communication, countywide education and training; training curriculum to improve public security/safety for vendor security and county staff: scheduled and need-based training events using both countywide and targeted curriculum.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$0	\$635,124	\$0	\$666,190
Contractual Services	\$0	\$111,000	\$0	\$111,000
Materials & Supplies	\$0	\$21,680	\$0	\$21,680
Internal Services	\$0	\$39,996	\$0	\$79,442
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$807,800</b>	<b>\$0</b>	<b>\$878,312</b>
<b>Program Total:</b>	<b>\$807,800</b>		<b>\$878,312</b>	
<b>Program FTE</b>	0.00	3.00	0.00	3.00

<b>Program Revenues</b>				
Other / Miscellaneous	\$0	\$807,800	\$0	\$1,078,312
<b>Total Revenue</b>	<b>\$0</b>	<b>\$807,800</b>	<b>\$0</b>	<b>\$1,078,312</b>

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 FY 2025 is \$1,078,312 (including 72056A and 72056B)

Significant Program Changes

Last Year this program was: FY 2024: 72056A Workplace Security





**Program #72056B - Workplace Security Training & Development** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Dorothy Elmore  
**Program Offer Type:** New Request **Program Offer Stage:** Department Requested  
**Related Programs:** 72056A, 72056C  
**Program Characteristics:** In Target

**Executive Summary**

This program offer will respond to the high demand for security training and support from County departments. In FY 2023, the Workplace Security Program developed a Security and Safety Training Set in response to requests for security support and training from Multnomah County departments and Union Representatives. The training set represented a cross-section of security and safety-related topics intended to address the increase in the amount and severity of security-related incidents at County workplaces. Continued training needs and the rollout of the Workplace Violence Prevention Program has led to this request for ongoing funding for 1.00 FTE Training Support position (HR Analyst Sr.).

**Program Description**

In FY 2024, the Limited Duration Training Support position (HR Analyst Sr.) worked with Multnomah County's Central HR, Organizational Change, and Risk Management teams to deliver the County's first-ever Security and Safety Training Set. With security-related incidents of all kinds occurring more frequently across County workplaces this position needs to be funded with ongoing resources. According to the County's incident reporting portal, external reports, and Daily Activity Reports, there were 841 security incidents across the County between April and December 2023.

The Training Support position will:

- Continue to identify security training gaps and subject matter experts who can assist in training development and delivery
- Develop site-specific training for individual work centers (Libraries, DART, Behavioral Health, DCJ, Clinics, Shelters, etc.)
- Support the roll out of the OR-OSHA required Workplace Violence Prevention program, training, and related work center development

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of security training participants	N/A	N/A	N/A	270
Output	Number of additional online or in-person security training modules developed.	N/A	N/A	8	5
Output	Number of individualized training plans delivered to departments, divisions, sections, and/or programs.	N/A	N/A	N/A	4

**Performance Measures Descriptions**

All four performance measures involve the identification, collection, development, and implementation of training to support County staff, security contract staff, Workplace Violence Prevention plans, and other security- and safety-related needs.

Revenue/Expense Detail

	Adopted General Fund	Adopted Other Funds	Department Requested General Fund	Department Requested Other Funds
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$0	\$0	\$0	\$181,935
Materials & Supplies	\$0	\$0	\$0	\$18,065
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$200,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	1.00

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

Explanation of Revenues

This program is funded through the Risk Fund.

Significant Program Changes

Last Year this program was:



**Program #72056C - Workplace Security - Security Operations Center Dispatch Expansion** FY 2025 Department Requested

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

**Executive Summary**

The Security Operations Center (SOC) is a centralized security resource that any County department, facility, or staff member can contact for immediate security support. This program will add an additional security officer, a dispatch vehicle, and expanded radio communications in the SOC. These additions will enable continuous video monitoring and increase escort and in-person response capabilities.

**Program Description**

Security-related incidents have been occurring more frequently in County workplaces. This heightened security landscape has resulted in County Departments asking for additional security support, including video monitoring, evidence collection, escorts, in-person incident responses, site security assessments, as well as addressing reported campsites that impact County property and providing referrals when necessary.

- This program will
- Provide additional security services so that the SOC is staffed by two security officers at all hours. This will enable continuous video monitoring and increased escort and response capabilities;
  - Expand radio communications to additional County worksites;
  - Add a dispatch vehicle, allowing for around-the-clock, in-person responses to security incidents.

- Expanding this program will:
- Preserve monitoring abilities for other County locations. An additional person who can respond to a security incident can act as a bridge prior to the arrival of emergency services, ultimately freeing worksite staff to safely return to their normal duties.
  - Allow the Workplace Security Program staff to strategically focus on security assessments, security planning, data collection, training, and threat mitigation.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of security cameras at worksites across the County with 24/7 continuous monitoring.	N/A	N/A	N/A	1,900
Output	Number of in-person escort and security incident responses.	N/A	N/A	N/A	188
Output	Number of worksites with real-time radio communications with the SOC.	N/A	N/A	N/A	23

**Performance Measures Descriptions**

The above performance measures refer to the increased video monitoring, in-person responses, security escorts, and radio communications capabilities with the requested expansion. The performance measure for output 2 is based on data extrapolated from FY 2024.

## 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Contractual Services	\$0	\$0	\$400,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$400,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

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

## Explanation of Revenues

This program is supported by one-time-only General Fund revenues for FY 2025. In subsequent years, the additional 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, depending on the ongoing security needs of each department.

## Significant Program Changes

Last Year this program was:



**Program #72058 - DART Passport and Photo ID Program** FY 2025 Department Requested

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

**Executive Summary**

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 creating employee badges. This service is provided through the organization's phone system, public counter, and by email. The Photo I.D. program works in tandem with the Passport program; it provides a much needed service for the public as well as serving all county employees.

**Program Description**

The Passport Program maintains standards set by the federal government. These standards inform how Multnomah County Passport agents process, review, and accept applications before submitting them to the federal government. Customers work directly with trained passport agents, who act as intermediaries between the public and the federal government. To fulfill this responsibility, the Department of State requires agents to undergo specialized training and to renew their certification annually. 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.

The Photo I.D. Program serves internal staff and the public. For internal staff, the Photo Program generates over 4,000 new and replacement badges per year. For external customers, the program serves customers seeking passport photos.

Both programs strive to provide excellent customer service to stakeholders.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of appointments available	7,108	8,000	6,400	7,100
Outcome	Number of applications processed	7,493	8,200	6,500	7,500
Output	Number of passport photos taken	5,900	6,000	5,300	5,200
Output	Total number of customer service calls handled	52,661	NA	48,000	50,000

**Performance Measures Descriptions**

The value of "NA" is due to a new metric being tracked. The passport program acts as an agent acceptance facility. On behalf of the US Department of State, DART provides a comprehensive, one-stop customer service experience for community members wanting to obtain a US passport. These services include passport photos and application support, review and acceptance. Metrics presented support this goal and gauge our effectiveness in providing this service.

## 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$999,024	\$0	\$991,043	\$0
Materials & Supplies	\$13,723	\$0	\$13,683	\$0
Internal Services	\$120,363	\$0	\$136,626	\$0
<b>Total GF/non-GF</b>	<b>\$1,133,110</b>	<b>\$0</b>	<b>\$1,141,352</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$1,133,110</b>		<b>\$1,141,352</b>	
<b>Program FTE</b>	8.76	0.00	8.76	0.00

<b>Program Revenues</b>				
Fees, Permits & Charges	\$340,000	\$0	\$314,500	\$0
<b>Total Revenue</b>	<b>\$340,000</b>	<b>\$0</b>	<b>\$314,500</b>	<b>\$0</b>

## Explanation of Revenues

Revenues from Passport acceptance fees \$262,500, Passport photo fees \$52,000

## Significant Program Changes

**Last Year this program was:** FY 2024: 72058 DART Passport and Photo ID Program

During FY 2024 the passport team implemented and expanded same-day service and appointment availability for the community.



**Program #72059 - FRM Purchasing - Contracting Redesign/Process Improvement**      **FY 2025 Department Requested**

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

**Executive Summary**

This program will continue the work implementing consultant recommendations around a countywide contract redesign and process improvement started in FY 2024. The program funds two positions, a Contracts Administration Manager and a Project Manager. It also includes funds to continue working with a consultant on the next steps.

**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. This included a broad assessment of County processes and stakeholders. Preliminary recommendations were provided, and the consultant identified three primary areas for improvement: 1) Contract Administration: these processes are not standardized and are lacking a defined “owner” of the process, leading to a lack of supporting policy and guidance. 2) Organizational Design Practices: the County has the foundations of a leading practice organizational model, but lacks key administrative and strategic contracting functions seen at leading peers. 3) Workforce Development: the County lacks a robust training program covering all aspects of the procurement lifecycle.

In FY 2024, the Board approved two positions and additional consultant funding to create this program to specifically improve the County’s contract administration standards, training, and practices. These positions were hired and the program has started developing a multi-year implementation plan focused on improving contract management and administration. As part of this implementation, the program will build a contracts administration unit that will provide standardized processes for monitoring County contracts. The project team is currently developing both a plan and a timeline. This project will include plans for policy, training, communication, and resource assessment.

To prepare for this larger scope, the program completed several pilot projects during FY 2024. These include: 1) A Strategic Contract Administration Assessment Pilot which addressed contract administration within JOHS and piloted specific tools and techniques to be used on the county-wide effort. 2) A rapid process improvement effort which addressed standardization and timeliness in the payables process. 3) A contract compliance process improvement which reduced contract re-review by half and resulted in increased user satisfaction. In FY 2025, the program is poised to make significant progress toward system design and implementation.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Develop Implementation Plan from consultant recommendations	0	1	0	1
Outcome	Percentage of managers with a shared understanding of contract management roles and responsibilities	0	100%	0	100%
Output	Contract management model appropriate to the County's range of contracts	0	1	0	1

**Performance Measures Descriptions**

Due to delays in classification and recruitment of the two positions, the creation of the overall plan and stakeholder engagement has been moved into FY25.

**Revenue/Expense Detail**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Department Requested General Fund</b>	<b>Department Requested Other Funds</b>
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Personnel	\$452,411	\$0	\$449,743	\$0
Contractual Services	\$60,000	\$0	\$55,000	\$0
Materials & Supplies	\$20,000	\$0	\$15,000	\$0
<b>Total GF/non-GF</b>	<b>\$532,411</b>	<b>\$0</b>	<b>\$519,743</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$532,411</b>		<b>\$519,743</b>	
<b>Program FTE</b>	2.00	0.00	2.00	0.00

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

**Explanation of Revenues**

Program is supported by General Fund revenues.

**Significant Program Changes**

**Last Year this program was:** FY 2024: 72005B FRM Purchasing - Contracting Redesign / Process Improvement





**Program #72064 - Strategic Planning Services** FY 2025 Department Requested

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

**Executive Summary**

Strategic Planning Services builds on the work completed in FY 2024 Program #10000C, Countywide Visioning Renewal Process by working with departments to develop or align their strategic plans with the renewed Countywide mission. This program aligns with Program 72000B, COO Organizational Restructure - Strategic Planning, which adds a Chief Strategy Officer to oversee a countywide strategic planning program and a Strategic Initiatives Manager for support.

**Program Description**

The Strategic Planning Services program provides resources in the form of contracted services to support departments in the development or alignment of their strategic plans with the new countywide strategic plan, informed by the renewed countywide mission, vision, and values.

By aligning strategic plans the County can identify and advance key countywide priorities based on shared values.

- The funds will pay for an external consultation group that will:
- Design the process to review current strategic plans
  - Support facilitation for departments developing strategic plans
  - Develop the countywide strategic plan
  - Develop countywide goals and metrics for evaluating progress and success

Funds may also support purchasing materials or equipment that may be needed to complete the initiative.

This program aligns with Program 72000B, COO Organizational Restructure - Strategic Planning, which adds a Chief Strategy Officer to oversee a countywide strategic planning program.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of department strategic plans aligned with new mission, vision, and values	N/A	N/A	N/A	8
Output	Consulting group recommendation report describing a new Multnomah County Strategic Planning process	N/A	N/A	N/A	1

**Performance Measures Descriptions**

Each department will have an updated or new strategic plan aligned with the larger Multnomah County Strategic Plan.

**Revenue/Expense Detail**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Department Requested General Fund</b>	<b>Department Requested Other Funds</b>
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Contractual Services	\$0	\$0	\$250,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$250,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00
<b>Program Revenues</b>				
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Explanation of Revenues**

This Program is supported by the General Fund.

**Significant Program Changes**

Last Year this program was:



**Program #72065 - Multnomah County Managers Conference** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Serena Cruz  
**Program Offer Type:** New Request **Program Offer Stage:** Department Requested

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

**Executive Summary**

The Multnomah County Managers Conference is a one day event that brings together county leadership and key HR staff. The focus is to provide development opportunities, tools and resources, and set clear expectations around the County’s goals and initiatives.

**Program Description**

Managers and supervisors deeply impact their employees’ work experience. This conference creates the opportunity to develop high performing, inclusive leaders and lead with our values.

The first Multnomah County Managers Conference held in FY 2020 proved to be a valuable event for County leaders. More than 500 managers participated in the event. Due to the success, our hope was to offer this event every two years to ensure ongoing organizational alignment and support for managers. However, the impact of the County’s COVID-19 pandemic response postponed our planning until FY 2025.

The Managers Conference is planned for October 2024. It will feature learning opportunities and integrate the renewed Workforce Equity Strategic Plan and the County’s Mission, Vision, and Values into daily work. The conference will inform managers and supervisors about their important role in each initiative.

Program funds will pay for the venue, an event planner, materials and supplies, a keynote speaker, and workshop presenter fees.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Number of managers and supervisors in attendance	N/A	N/A	N/A	600
Outcome	Percent of survey participants who report that the conference was valuable to their role.	N/A	N/A	N/A	85%

**Performance Measures Descriptions**

Output is based on the number of conference registrants. Outcome is based on the conference’s feedback survey following the conference.

**Revenue/Expense Detail**

	<b>Adopted General Fund</b>	<b>Adopted Other Funds</b>	<b>Department Requested General Fund</b>	<b>Department Requested Other Funds</b>
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Contractual Services	\$0	\$0	\$175,000	\$0
Materials & Supplies	\$0	\$0	\$75,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$250,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

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

**Explanation of Revenues**

This program is supported by the General Fund.

**Significant Program Changes**

Last Year this program was:



**Program #72068 - Recruitment and Retention Campaign** FY 2025 Department Requested

**Department:** County Management **Program Contact:** Jenny O'Meara  
**Program Offer Type:** New Request **Program Offer Stage:** Department Requested

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

**Executive Summary**

The Recruitment and Retention Campaign will launch a recruitment and retention campaign to modernize the County's "This Work Matters" branding (implemented in 2013). This campaign will develop the marketing materials to promote Multnomah County's identity as an inclusive public employer, to increase the County's ability to recruit and retain diverse candidates, and to distinguish Multnomah County from other employers.

**Program Description**

This campaign enhances the services provided by Talent Acquisition in Central Human Resources. By modernizing the County's brand, the new design will standardize the look and feel of Multnomah County recruitment materials in many marketing mediums. This program aims to create renewed interest in public service by leading with our clear and inspirational mission.

- This program will:
- Supply recruiters and hiring managers with a brand toolkit
  - Provide updates on our candidate website and social media pages
  - Fund centralized recruiting resources
  - Fund local advertisements and other marketing materials (video recordings, updated branding, posters, advertisements).

The Talent Acquisition Manager will oversee vendors and deliver updates regarding design and content. This program will partner with a consultant who will provide creative design, develop recruitment materials, and engage staff by bringing forward their stories to inform the campaign's content. This modernized marketing campaign will incorporate the County's renewed mission, vision, and values in the final marketing materials.

**Performance Measures**

Measure Type	Performance Measure	FY23 Actual	FY24 Budgeted	FY24 Estimate	FY25 Target
Output	Stakeholder engagement meetings	N/A	N/A	N/A	10
Outcome	Marketing material deliverables are finalized	N/A	N/A	N/A	100%

**Performance Measures Descriptions**

Output: In order to ensure the employer brand appeals to diverse, talented candidates and resonates with employees as authentic, stakeholder engagement and feedback throughout the campaign is critical. Outcome: Upon completion of the campaign, all marketing material deliverables will be finalized and can be utilized across departments

## 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
<b>Program Expenses</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025</b>
Contractual Services	\$0	\$0	\$150,000	\$0
Materials & Supplies	\$0	\$0	\$160,000	\$0
<b>Total GF/non-GF</b>	<b>\$0</b>	<b>\$0</b>	<b>\$310,000</b>	<b>\$0</b>
<b>Program Total:</b>	<b>\$0</b>		<b>\$310,000</b>	
<b>Program FTE</b>	0.00	0.00	0.00	0.00

### Program Revenues

<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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## Explanation of Revenues

This Program is supported by the General Fund

## Significant Program Changes

Last Year this program was: