



# Department of County Management - FY 2025 Proposed Budget

Presented to the  
Board of County Commissioners

Multnomah County  
May 2, 2024

Located at: [www.multco.us/budget](http://www.multco.us/budget)

# Agenda



- Community Budget Advisory Committee
- Budget Approach & Equity
- Budget by Division
  - Director's Office
  - Budget Office
  - Finance & Risk Management
  - Central Human Resources
  - DART
- State/Federal Impacts or Other Policy Issues
- Questions
- Appendix



# Community Budget Advisory Committee (CBAC)

## DCA/DCM CBAC Committee Members:

- Jenna Lewis, Committee Co-Chair
- Ben Brady, Committee Co-Chair
- Amanda Matlin, Presenter
- Nick Prelosky



Office of Community Involvement



# CBAC Budget Feedback

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- As a CBAC our core values include: ensuring the County is using public money responsibly, making sure government agencies are responsible for their actions,, viewing budgets as moral documents and commitments to the most vulnerable members of our community, making sure everyone in the County workforce is treated fairly, and that their health and safety are prioritized, promoting transparency so that the public can see what the government is doing, and recognizing that racism exists in our government systems.
- Throughout the budget process, we heard from leadership the importance of promoting Multnomah County as a diverse, dynamic, and advanced workplace. This includes upgrading technology, analyzing recruiting practices, and growing security systems to align with the countywide mission, vision, and values. As a community, this group acknowledges the county's need to invest in technology to promote strategic leadership and comprehensive, long-term plans for growth in an ever-changing, highly competitive environment.



# CBAC Budget Feedback

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- Overall, we appreciated DCM and DCA's prioritization of strategic planning, organizational restructuring, workplace security, and IT improvements in this year's budget. We would like to see the County continue to explore ways to use its assets to address urgent issues, such as homelessness and stray animal care. We would also like to convey our position that the best tools for recruitment, hiring, and retention are competitive salaries, comprehensive benefits, and workplace flexibility.



# CBAC Recommended Program Offers

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## 72000B & 72000C - COO Organizational Redesign SPARK Unit and COO Organizational Redesign Assistant Chief Operating Officer

The CBAC supports the County's efforts to invest in long-term strategic planning by restructuring the office of the COO. This restructuring will allow the COO to focus more on urgent issues and improving operations, which is well-timed with the rollout of Mission, Vision, Values. A nimbler, more adaptable government has many downstream benefits that are in line with our commitment to using taxpayer dollars responsibly.

## 72033B & 72034B DART Reappraisal Program

This is projected to add \$1.8 million in annual revenue, which more than offsets the cost of the program. Additionally, this program promotes financial sustainability and the ability of the county to invest more in better services. This can provide a pathway to meeting the County's changing needs.

## 72064 Countywide Strategic Planning

We recognize the importance in continuing to invest in this process, which should result in a countywide roadmap for setting goals, priorities, and outcome metrics for years into the future. This program helps leaders make sure that the services provided are effective and that they focus on community needs.



# CBAC Recommended Program Offers

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## 72065 Multnomah County Managers Conference

This offer promotes the rollout of the County's Mission, Vision, and Values to a large number of staff in a collaborative environment. We recognize the impact that the pandemic had on the organizational community and feel the manager's conference is a vital opportunity for employees to reconnect. If this offer is adopted, we hope there are measurable outcomes that can be used to advocate for similar program offers in future budget periods.

## 72056A Workplace Security - Security Operations Center Dispatch Expansion

The County has stated these proposed enhancements are in response to increasingly frequent security-related incidents, and the CBAC recognizes the right of every County employee to enjoy a safe working environment; however, we are tempering this recommendation with a firm insistence that any contracted security personnel be held to the highest possible standard when dealing with the public, especially when engaging with the unhoused community. We also urge the County to be consistent and transparent in communicating their policies around "addressing" campsites on County property—a goal which we acknowledge can be challenging given the changing legal landscape.



# Budget Approach (including equity considerations)

## The DCM Budget Equity Process

The Goal: Build upon DCM's budget equity and inclusion practices by increasing transparency during DCM's budget decision-making process.





# Budget Approach (including equity considerations)

## Meeting 1

Senior Managers & the COO:

- Clarified DCM values
- Determined top funding priorities

## Meeting 2

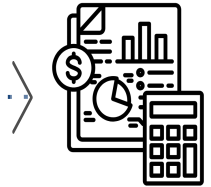
Senior Managers:

- Reviewed & discussed program offers
- Ranked priorities
- Shared ranking with COO & Deputy COO

## Meeting 3

Senior Managers & the COO:

- Discussed & clarified ranked priorities
- Determined whether department & COO priorities aligned



**Final  
Proposed  
Budget**

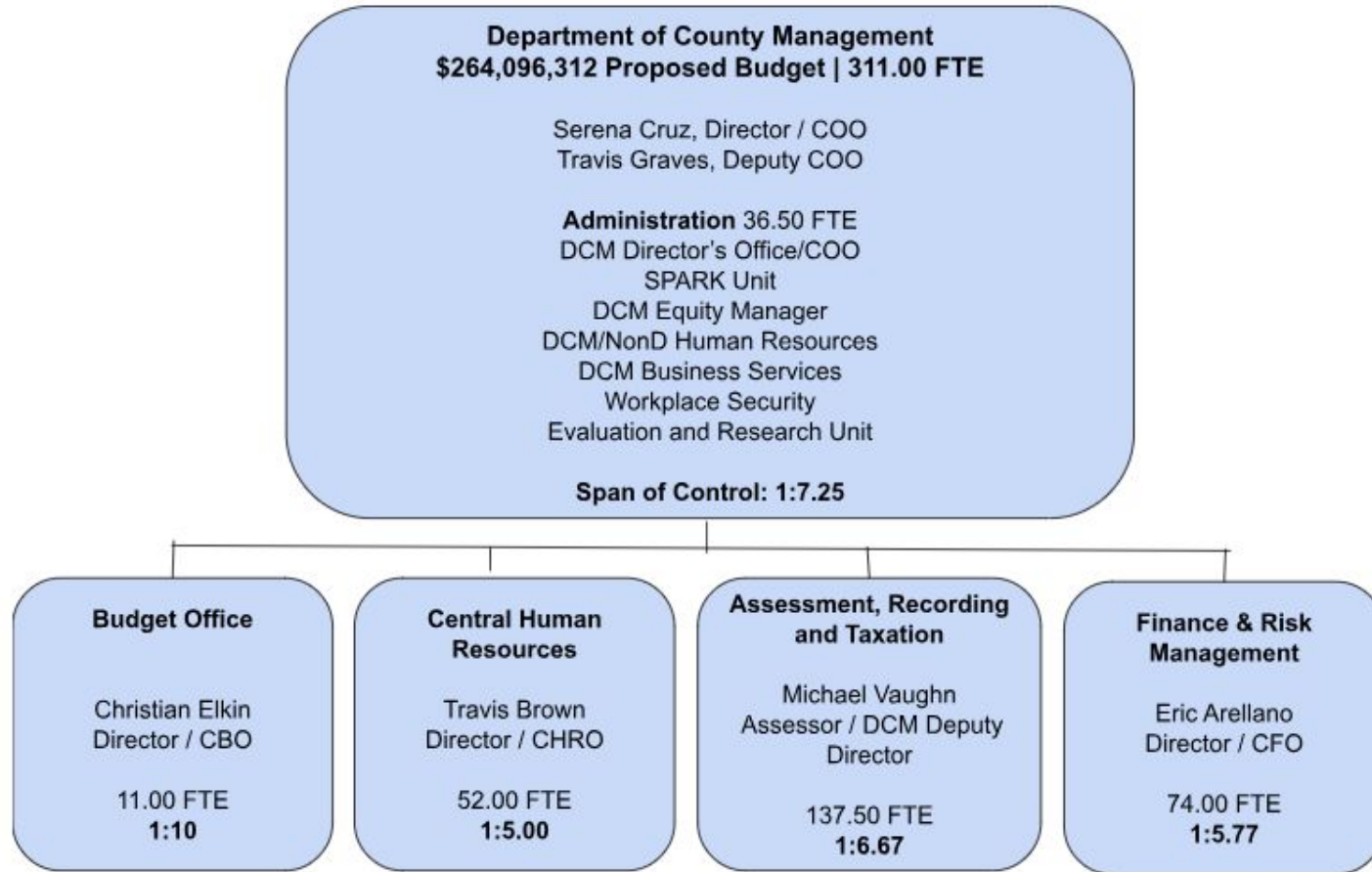




# FY 2025 Proposed Budget by Division

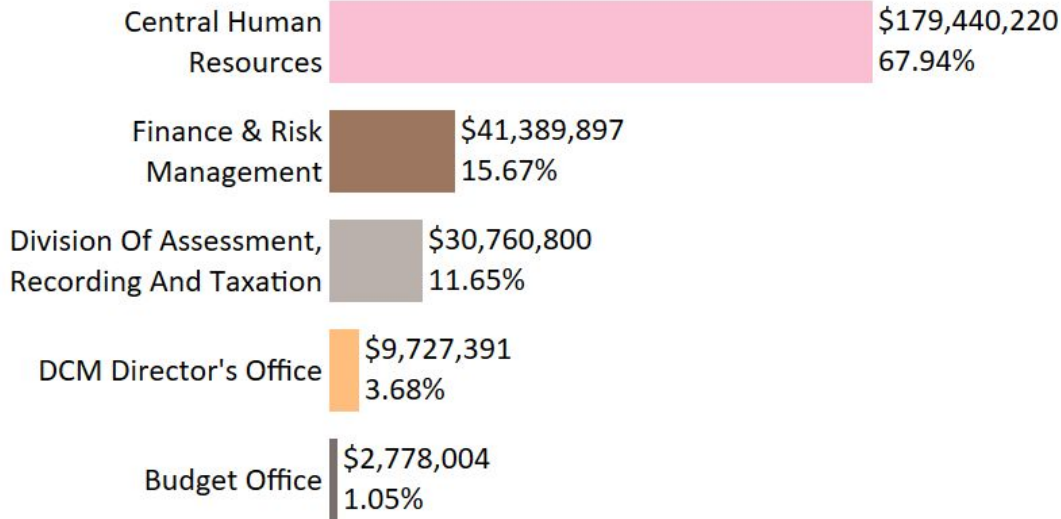
DCM Director's Office/COO  
Budget Office  
Central Human Resources  
Assessment, Recording & Taxation  
Finance & Risk Management

# Budget by Division

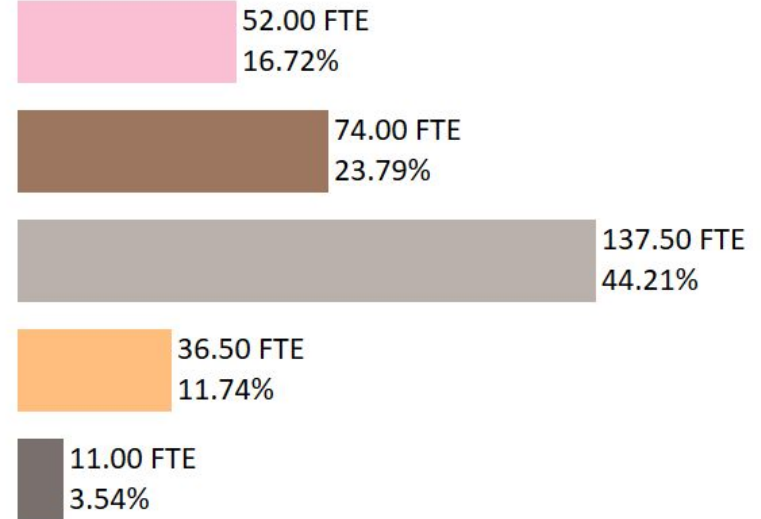


# Budget by Division (\$264M & 311.00 FTE)

## Budget

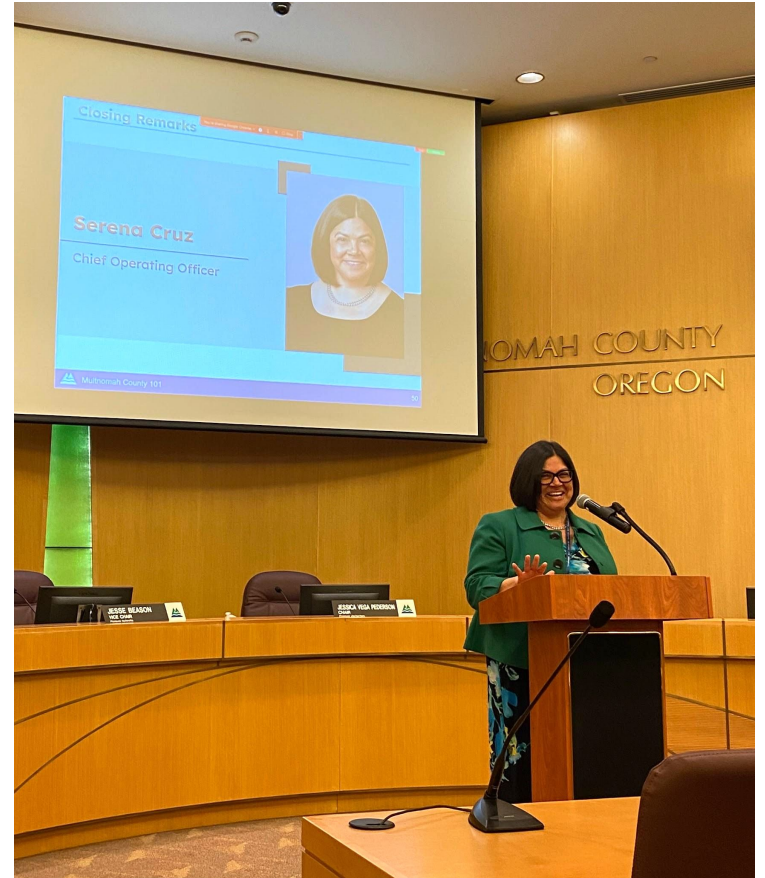


## Staff



## Office of the Chief Operating Officer:

*working with you to lead  
the County into the  
future*



# Chief Operating Officer: Recent Accomplishments

## POLICY SUPPORT

- Intergovernmental Negotiations
- 90-Day Fentanyl Emergency
- Medicaid 1115 Waiver
- Charter Amendments
- Nonprofit Wage Studies



## HR LEADERSHIP & ONBOARDING

- Protected class investigations
- Director recruitments
- Onboarding
- Multnomah County 101



## DCM & COUNTYWIDE INITIATIVES

- Mission, Vision, Values
- Contracting Redesign
- COO Restructure Study
- Employee Security

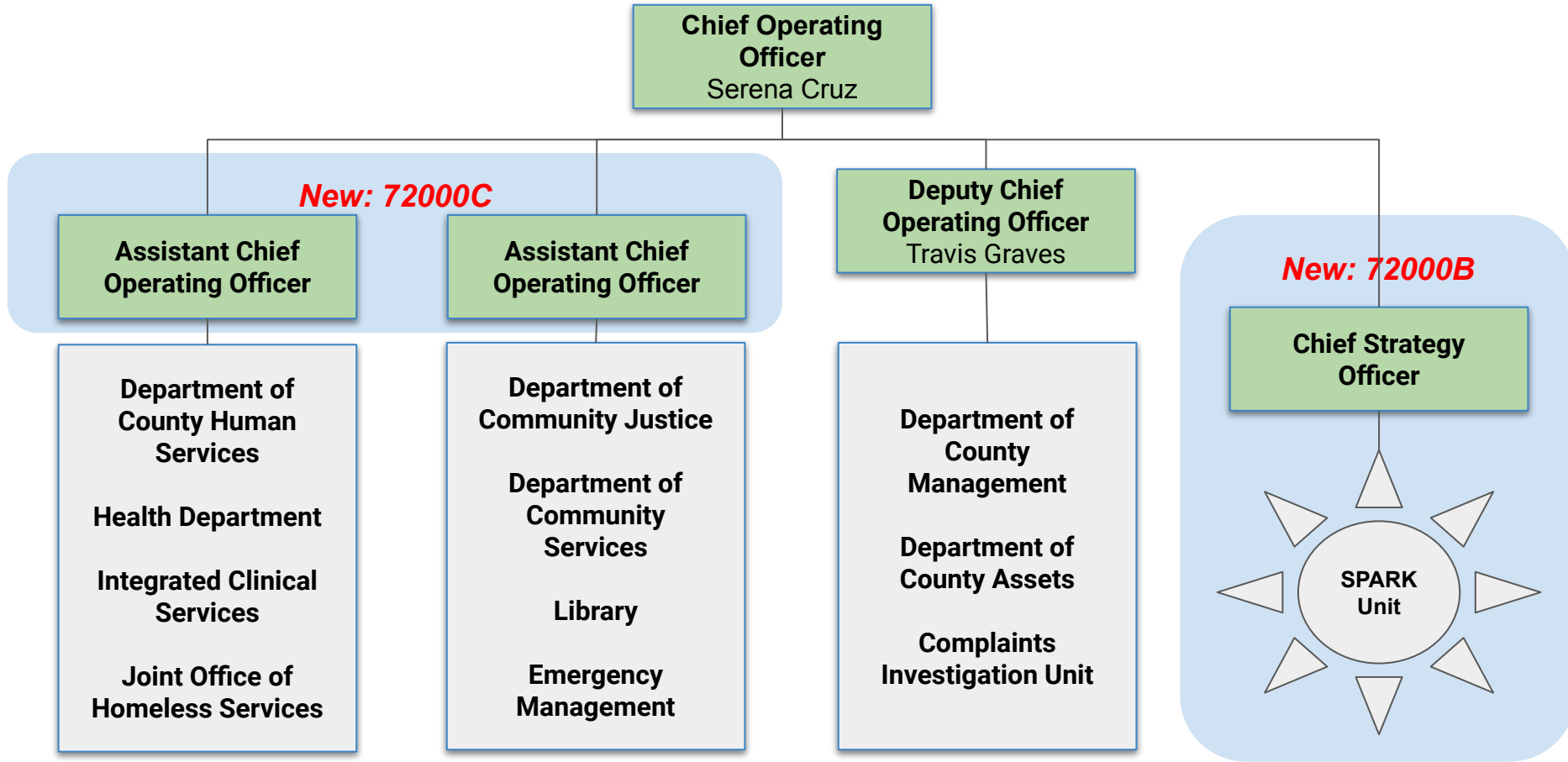


## ONE-COUNTY RELATIONSHIP CULTIVATION

- Executive Council
- Leadership Council
- Executive Learning Series



# Office of the COO: Reorganization



# DCM Director's Office: Other Significant Program Changes

- **The Multnomah County Managers Conference** is a one day event that brings together county managers and supervisors. (72065)
- **Strategic Planning Services** will fund services related to the development of a Countywide strategic plan, building on the current mission, vision, values renewal process. (72064)
- **DCM Evaluation and Research Capacity to Support the WESP** adds a Research Evaluation Analyst 2 to the Evaluation and Research Unit (ERU) to provide research support for the newly formed Data Consortium, which will bring together analysts from across the County to measure the success of the Workforce Equity Strategic Plan (WESP). (72014B)
- **Security Operations Center (SOC) Expansion:** The Workplace Security Program manages the County's Security Operations Center (SOC) which will be funded through the facilities internal services rates in the Department of County Assets. In FY25, the SOC will expand to provide 24/7 countywide dispatch services (expansion costs absorbed by published internal service rates). (72056A)
- **Workplace Security Training & Development** (Risk Fund): Adds a training support position to support security and safety-related training requests from County departments (72056B)





# Budget Office

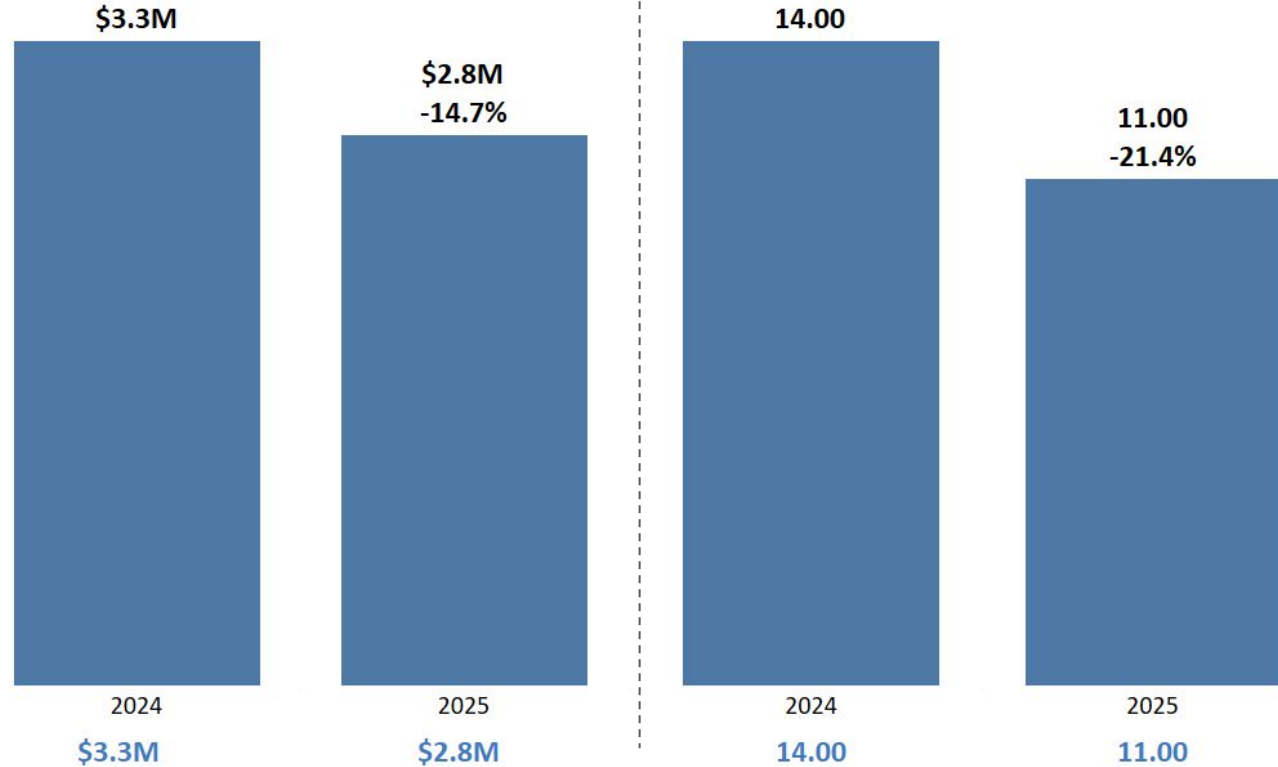
## Budget

## FTE

### FY 2025 Changes

Evaluation  
Research Unit  
transferred to  
Director's Office

3.00 FTE  
\$664,789



General Fund

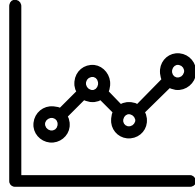


General Fund includes Video Lottery Fund

# Budget Office: Significant Program Initiatives

## DATA ACCESS

Budget Dashboards  
Data Visualization  
Financial Datamart



## AUDIT FOLLOW-UP

Biennial Budget  
Review



## OUTCOMES

Strategic Plans (Phase  
II: MVV) &  
Performance  
Management



## COUNTYWIDE SUPPORT

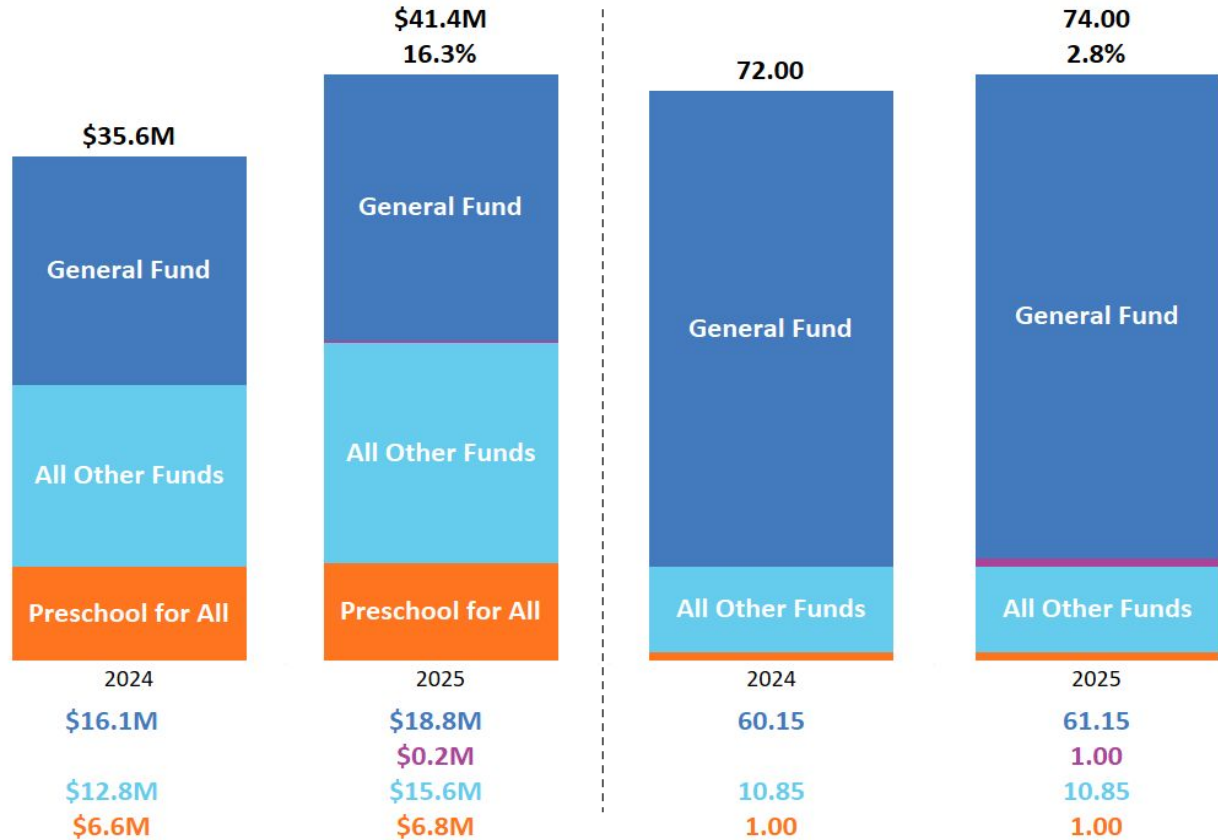
Labor Costing  
Contract Process  
Improvement  
Internal Service Rate  
Methodology



# Finance & Risk Management

## Budget

## FTE



General Fund  
 Supportive Housing Services (SHS)  
 All Other Funds  
 Preschool for All



# Finance & Risk Mgmt: Program Initiatives



Contracts &  
Procurement  
Improvement Process



Evaluation &  
Revamping of  
Accounts Payable  
Invoice Intake Process



**Department of County  
Assets and Budget  
Office Partnership**  
Internal Services Rate  
Model Refresh Project



Electronic Financial  
Records Retention  
Project

Development of  
Multnomah County  
Grant Making Process



Expanding Fiscal  
Compliance Program  
to Supportive Housing  
Services (SHS)  
Contracted Programs



**Department of County  
Human Services  
Partnership** - Rental  
Assistance Quality  
Improvement



Support/Expand  
Diversity & Equity  
Program Initiatives in  
Major Capital Projects  
(e.g. *Library Bond Project*)



# Finance & Risk Mgmt: Significant Program Changes

## General Fund increased by \$2.7 M

### New Ongoing & one-time programs \$381,252

- 72008B Motor Vehicle Tax \$181,252 ongoing, will provide continued capacity for enhanced collection activities, tax enforcement, and compliance activities
- 72044B Regional Construction Workforce Diversity Funder Collaborative \$200,000 one-time-only. This is year three of five year commitment, the program will be funded by Construction Diversity and Equity Fund (CDEF). CDEF Program received an advance payment of \$1.8m from Library Bond Project.

### New Ongoing Supportive Housing Services (SHS) Program \$197,408

- 72012B Fiscal Compliance Program will perform fiscal monitoring for community based organizations receiving SHS funds

### Other Funds

- Risk Fund Increase \$2,745,238
- Preschool For All (PFA) Fund increase \$248,640



# Supporting the Homeless Response Action Plan

Program Number & Name	OTO	FY 2025 SHS	FY 2025 General Fund	FY 2025 Other Funds	Total	FTE	Cont. from FY 2024
72012B FRM Fiscal Compliance Supportive Housing Services		\$197,408			\$197,408	1.00	
<b>Total</b>		<b>\$197,408</b>	<b>\$0</b>	<b>\$0</b>	<b>\$197,408</b>	<b>1.00</b>	



# Central Human Resources Division

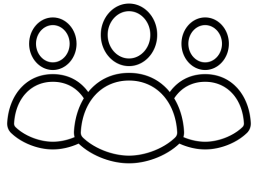
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*Supporting the people who support our community*



# Central Human Resources: Service Trends (FY24 Estimates)



Total Employees

**6,776**



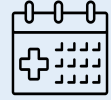
Critical Incident Responses

**~50**



Collective Bargaining  
Units Served

**13**



Annual Health Plan  
Members Served

**13,596**



Learning Courses Offered

**~150**



College to County  
Internships

**97**



New Employee Welcome  
Participants

**400+**



Positions Reviewed in  
Class/Comp Studies

**1,552**



Number of Applications for  
County Jobs

**23,490**



Unemployment Claims

**300**





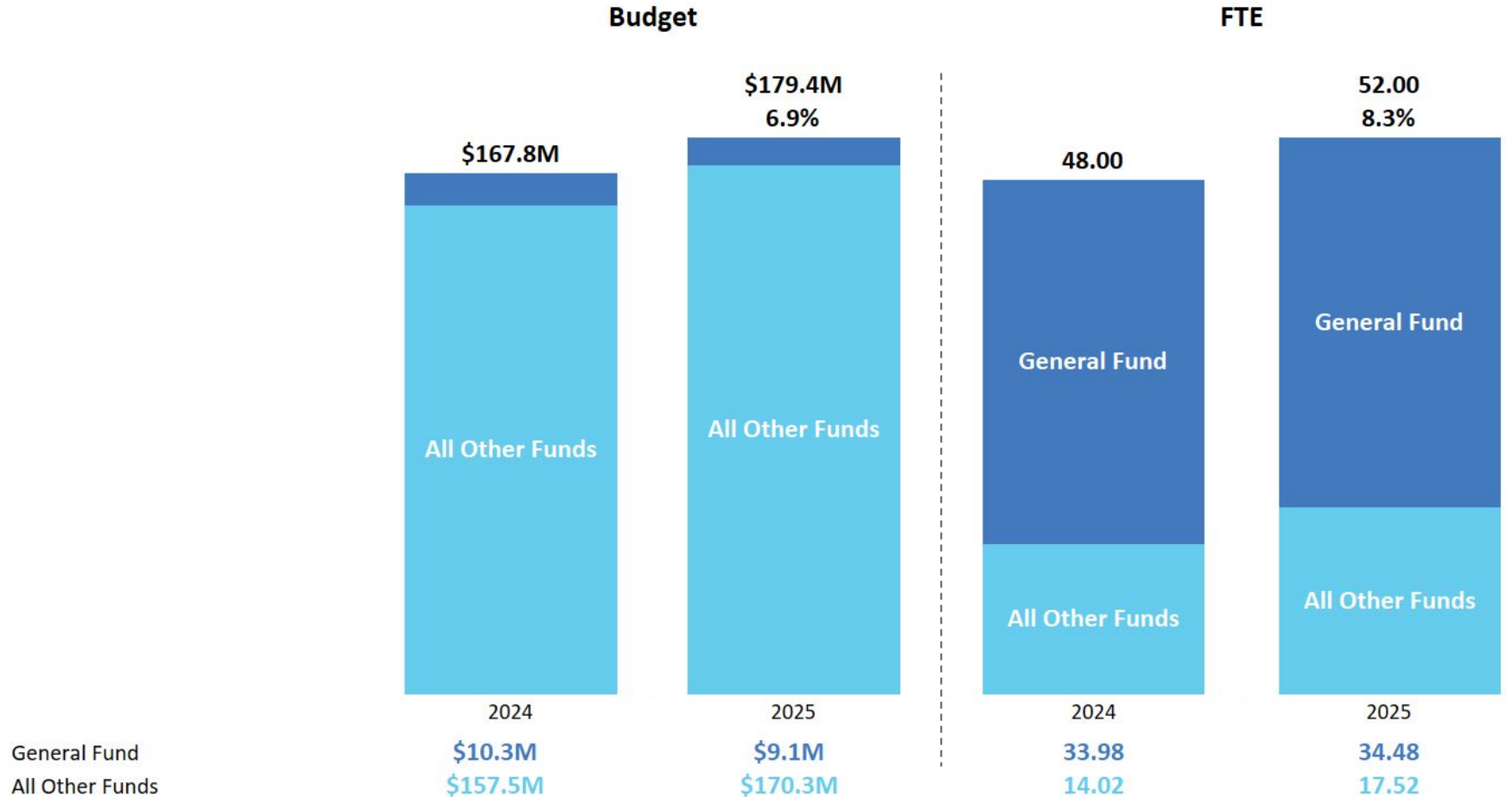
# Central Human Resources: Significant Program Changes

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72068	Recruitment and Retention Campaign (One Time Only)	\$310,000
72018B	Labor Relations Expanded Support (Ongoing)	\$227,219
72020B	Paid Leave Oregon (Ongoing, Risk Fund)	\$448,080
72020C	Central HR Wellness Trauma Informed Program Coordinator (Ongoing, Risk Fund)	\$224,040
72017	Reduction: Human Resources Analyst Sr. (Position 744235) for Strategic HR Communications	(\$155,682)



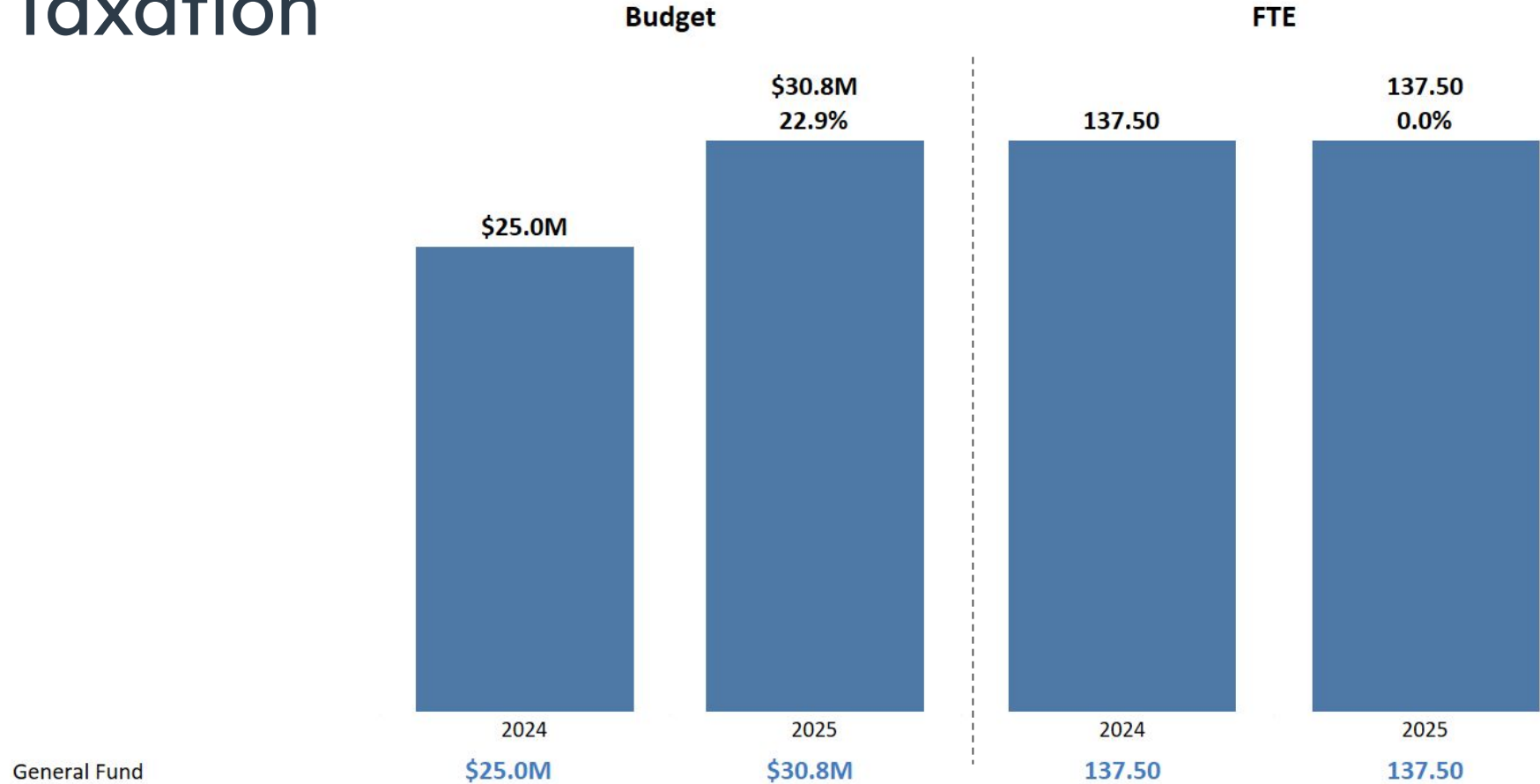
# Central Human Resources



General Fund  
All Other Funds



# Division of Assessment, Recording, and Taxation



General Fund



General Fund includes Video Lottery Fund

## ● Tax Title Reserve Fund will be funded by one-time-only funds (72066)

- In response to the US Supreme Court's (*Tyler v Hennepin*) recent decision, a \$5 million dollar reserve fund to cover potential refunds owed by the county
- HB 4066 suspended new property tax foreclosures





## Department of County Management - FY 2025 Proposed Budget

**Thank you!**



# Appendices:

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The following slides are provided for reference.



# Equity Investments

Program Number and Name	Equity JCN & Position Title or Budget Category	Total Funds*	FTE
72000A DCM Director's Office	9715 Human Resources Manager 1 (Equity Manager)	\$213,874	1.00
72000A DCM Director's Office	9748 Human Resources Analyst Sr (Employee Engagement & Inclusion Analyst)	\$198,019	1.00
72005 FRM Purchasing	9335 Finance Supervisor (Supplier Diversity Officer)	\$171,173	1.00
72014B DCM Director's Office	Research Evaluation Analyst 2 to support the WESP	\$172,290	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
72017 Central HR Services	Professional Services - training and coaching coordinated by Organizational Learning	\$92,203	
	<b>Total Equity Investments</b>	<b>\$1,869,988</b>	<b>9.00</b>

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



# General Fund Reductions

Program Name/# or Description	FY 2025 General Fund	General Fund FTE
All DCM - Department-wide General Fund Savings - personnel cost savings from retirements, new hires, transfers and promotions (\$180,480); lower than expected allocation from internal services (\$240,572); and savings in contracted services, materials and supplies (\$27,672)	(\$448,724)	(0.00)
Multiple - DART reductions in various programs - temporary, overtime, materials and supplies with limited impact to operations	(\$79,587)	(0.00)
72059 - FRM Purchasing - Contract Redesign / Process Improvement - reduced salary for a new position, Contract Administration Manager	(\$25,000)	(0.00)
72046 - FRM Workday Support - Finance - reduced overtime	(\$40,000)	(0.00)
72000A - DCM Director's Office / COO - reduced Professional Services ( <i>Restored</i> )	(\$150,000)	(0.00)
72017 - DCM Central HR Services - reduction of an HR Analyst Sr	(\$166,533)	(1.00)
<b>Total</b>	<b>(\$909,844)</b>	<b>(1.00)</b>





# New Ongoing Offers - General Fund

Program Number & Name	FY 2025 General Fund	FY 2025 Other Funds	Total	Restoration	OTO	New
72000B COO Organizational Redesign SPARK Unit	\$1,150,997		\$1,150,997			X
72000C COO Organizational Redesign Assistant Chief Operating Officers	\$1,073,647		\$1,073,647			X
72000D COO Professional Services	\$150,000		\$150,000	X		
72018B Labor Relations Expanded Support	\$227,219		\$227,219			X
72014B DCM Evaluation & Research Capacity to Support the WESP	\$172,290		\$172,290			X
<b>Total New Ongoing General Fund</b>	<b>\$2,774,153</b>		<b>\$2,774,153</b>			



# New Ongoing Offers - Other Funds

Program Number & Name	FY 2025 General Fund	FY 2025 Other Funds	Total	Restoration	OTO	New
72056B Workplace Security Training & Development		\$200,000	\$200,000			X
72020B Central HR Paid Leave Oregon		\$448,080	\$448,080			X
72020C Central HR Wellness - Trauma Informed Program Coordinator		\$224,040	\$224,040			X
72012B FRM Fiscal Compliance Program SHS		\$197,408	\$197,408			X
<b>Total New Ongoing Other Funds</b>		<b>\$1,069,528</b>	<b>\$1,069,528</b>			



# New OTO Offers

Program Number & Name	FY 2025 General Fund	FY 2025 Risk Fund	Total	OTO	New
72064 Countywide Strategic Planning	\$250,000		\$250,000	X	
72065 Multnomah County Managers Conference	\$250,000		\$250,000	X	
72049B DCM/NonD Human Resources Team Increased Capacity for NOND	\$190,000		\$190,000	X	
72068 Recruitment & Retention Campaign	\$310,000		\$310,000	X	
720009B FRM Workers Compensation / Safety & Health Emergency Response Capacity		\$185,000	\$185,000	X	
72044B Regional Construction Workforce Diversity Funder Collaborative	\$200,000		\$200,000	X	
72066 DCM Tax Title Reserve Fund	\$5,000,000		\$5,000,000	X	
<b>Total OTO Offers</b>	<b>\$6,200,000</b>	<b>\$185,000</b>	<b>\$6,385,000</b>		

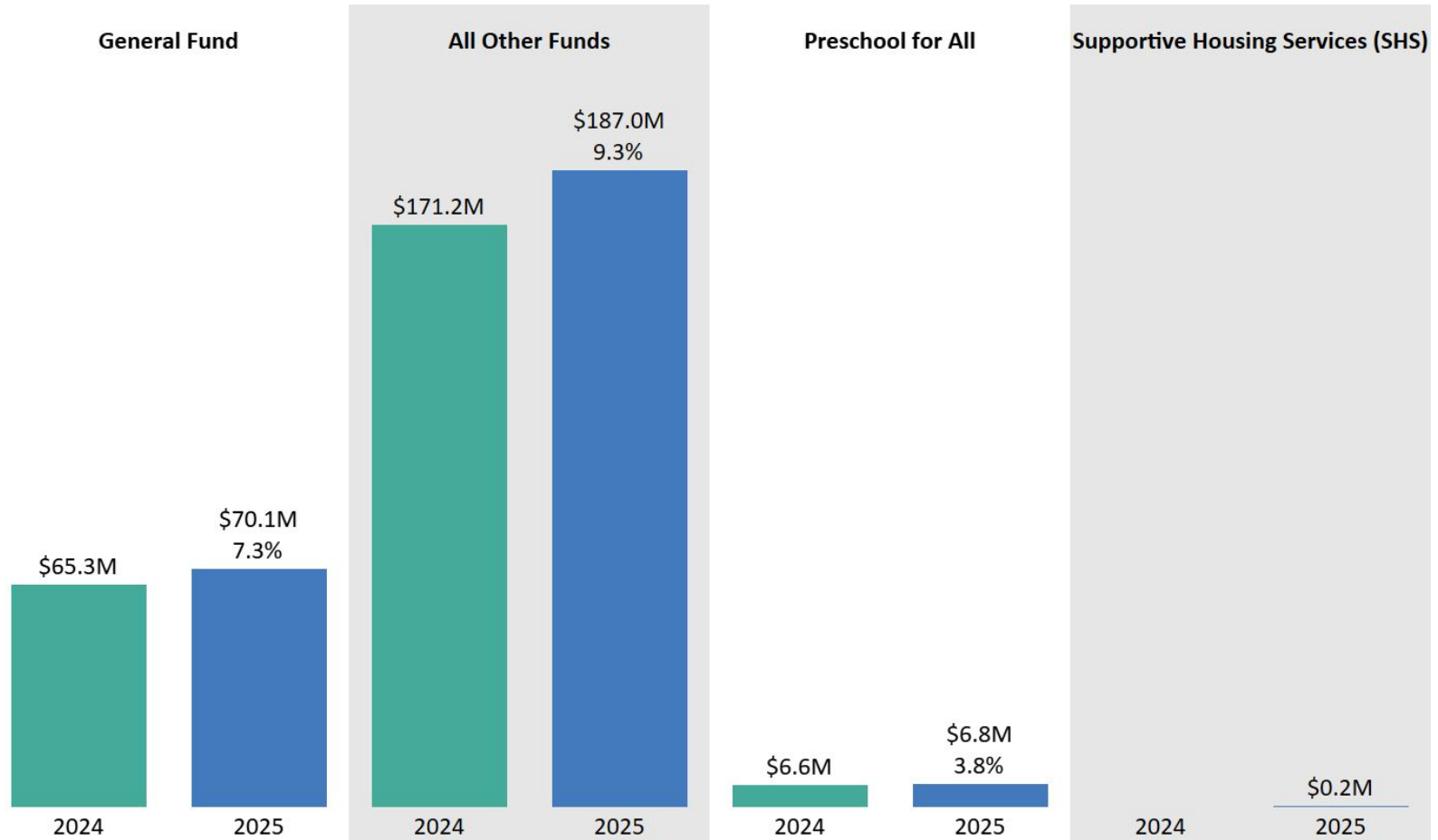


# Significant General Fund Reallocations

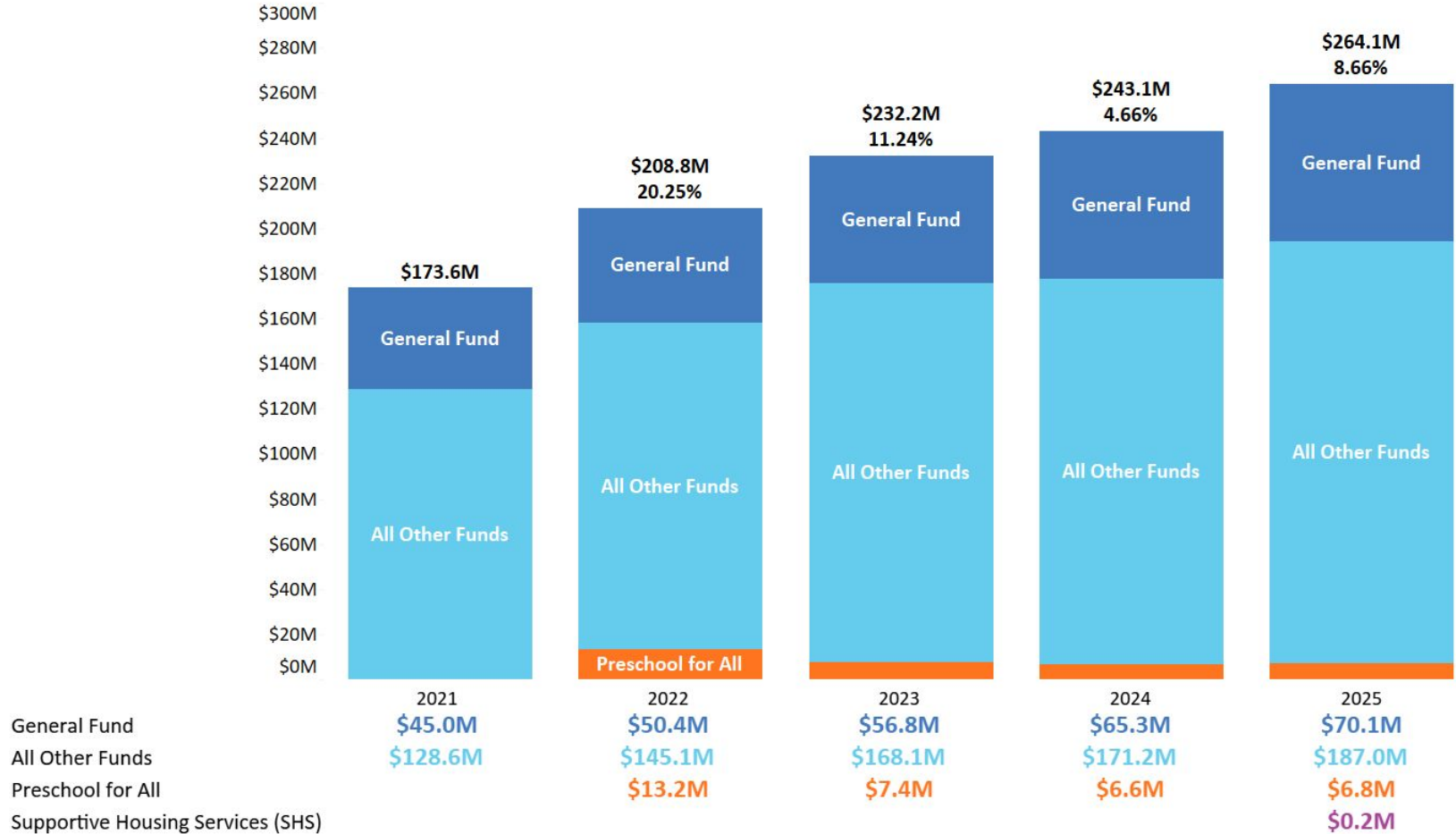
Program Number and Name	General Fund	Other Funds	FTE
72017 Central HR Services	(\$21,809)		
72050 Central HR Classification & Compensation	(\$27,591)		
72016 Central HR Administration	(\$8,036)		
72016 Central HR Administration	(\$63,774)		(0.50)
72019 Central HR Unemployment		\$63,774	0.50
72050 Central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



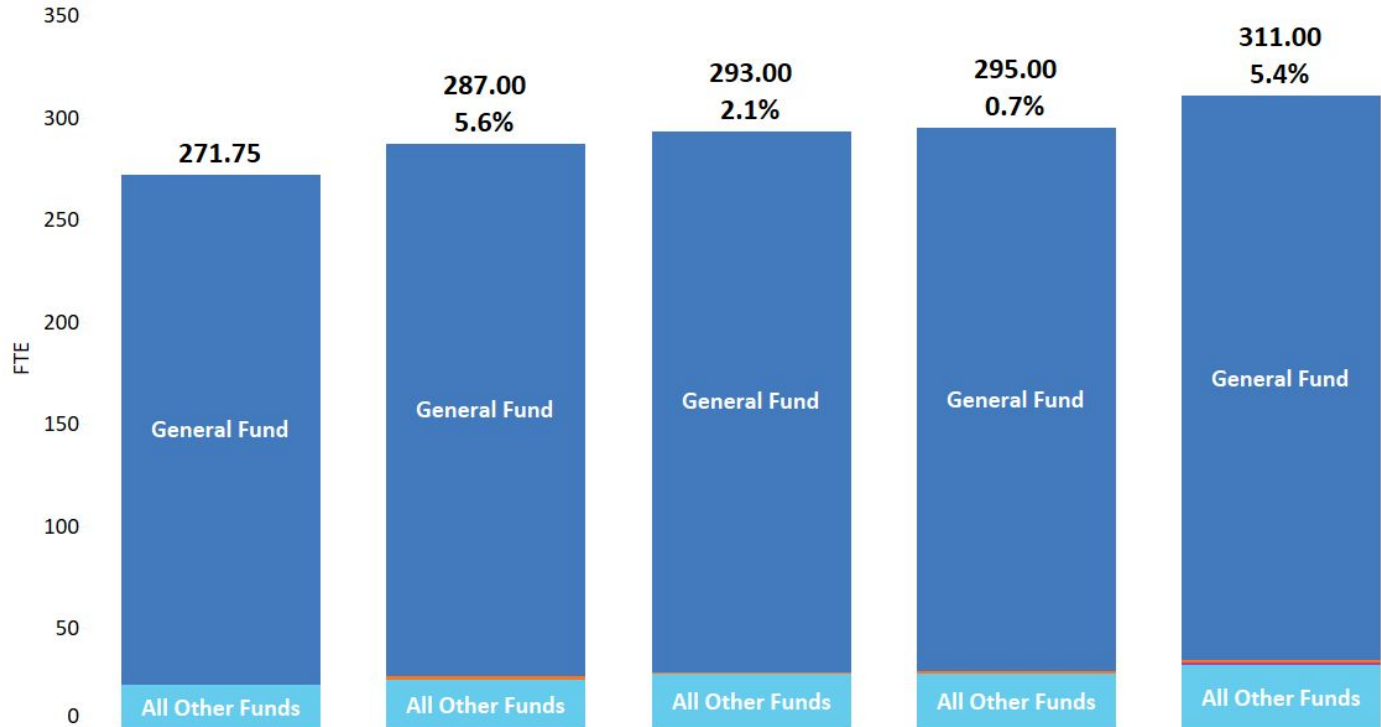
# Budget by Fund - \$264.1 million



# 5 Year Trend of Significant Funds



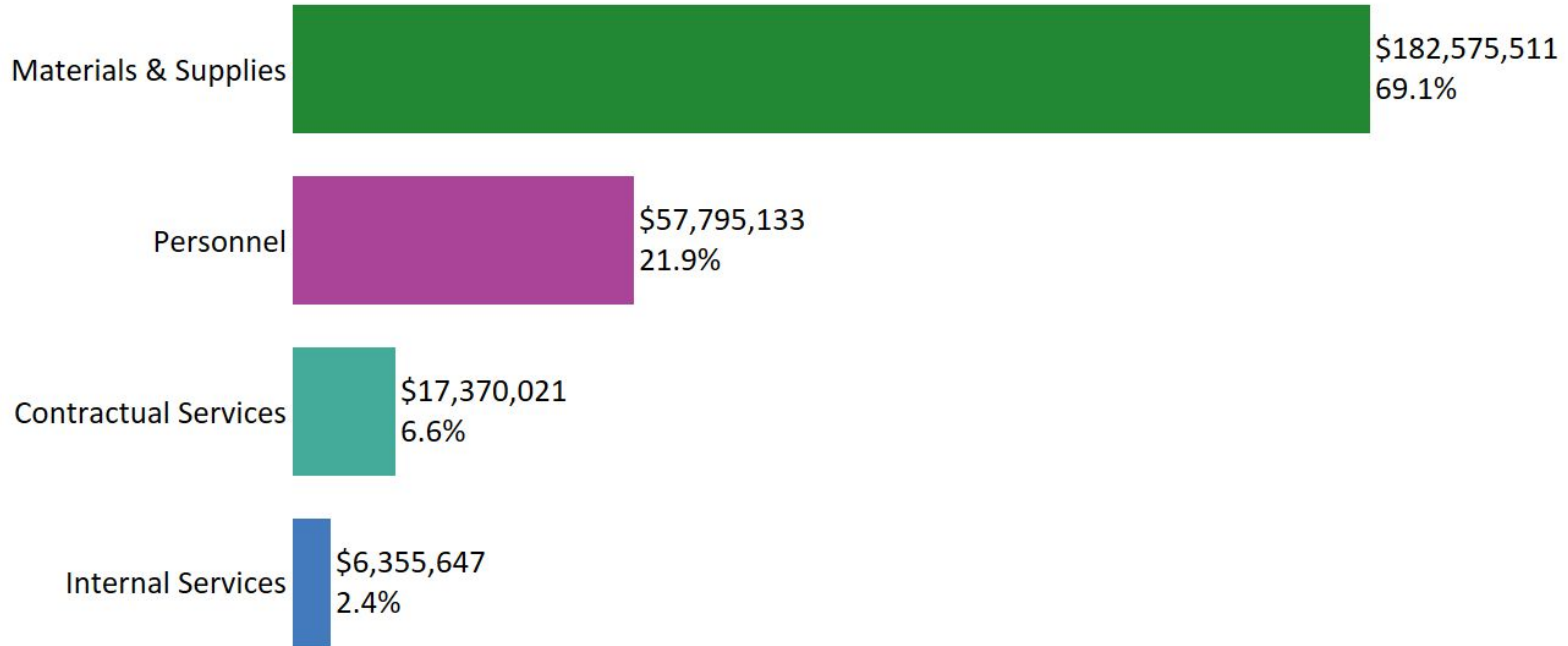
# FTE - 5 Year Trend



	2021	2022	2023	2024	2025
General Fund	249.38	260.38	264.38	266.13	276.63
Preschool for All		2.00	1.00	1.00	1.00
Supportive Housing Services (SHS)					1.00
All Other Funds	22.37	24.62	27.62	27.87	32.37



# Budget by Category - \$264,096,312

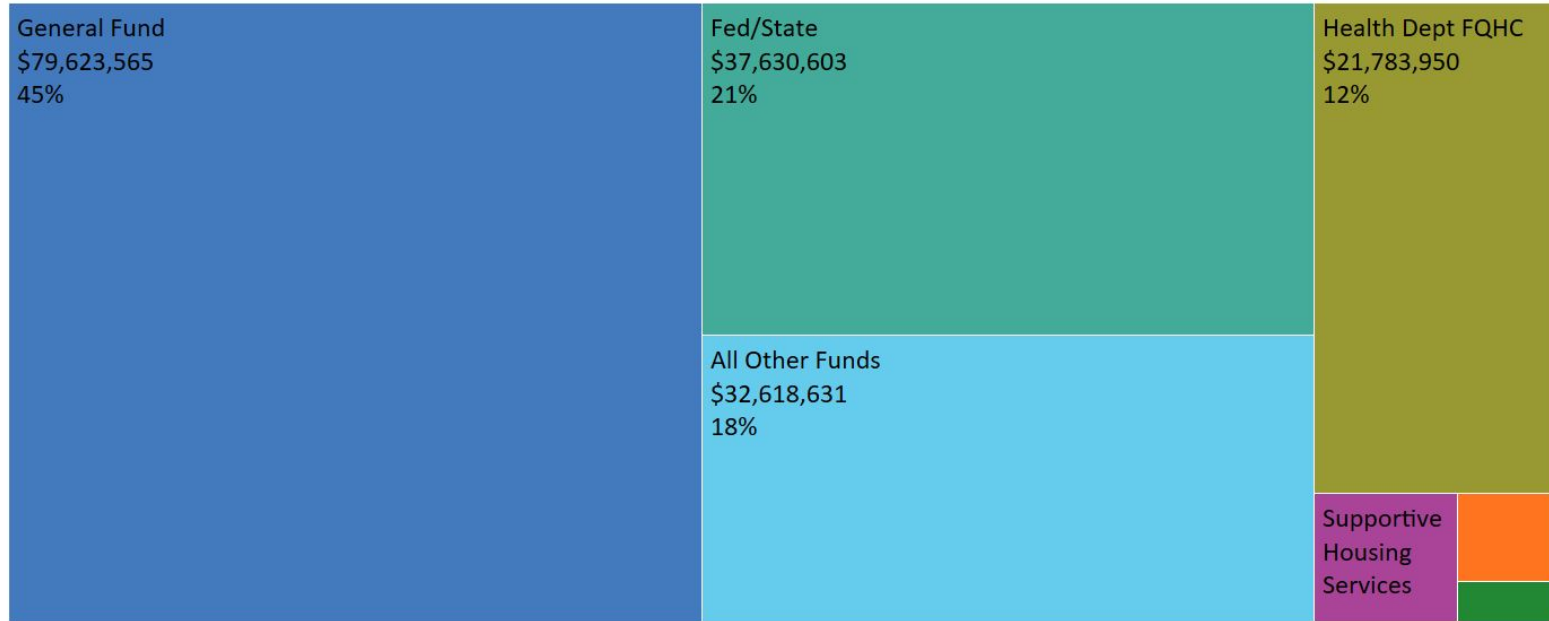


	2021	2022	2023	2024	2025
Personnel	\$39.8M	\$45.8M	\$49.3M	\$52.8M	\$57.8M
Contractual Services	\$5.3M	\$20.0M	\$17.3M	\$21.0M	\$17.4M
Internal Services	\$5.9M	\$6.1M	\$6.4M	\$6.2M	\$6.4M
Materials & Supplies	\$122.7M	\$135.8M	\$159.3M	\$163.0M	\$182.6M
Debt Service		\$1.0M			





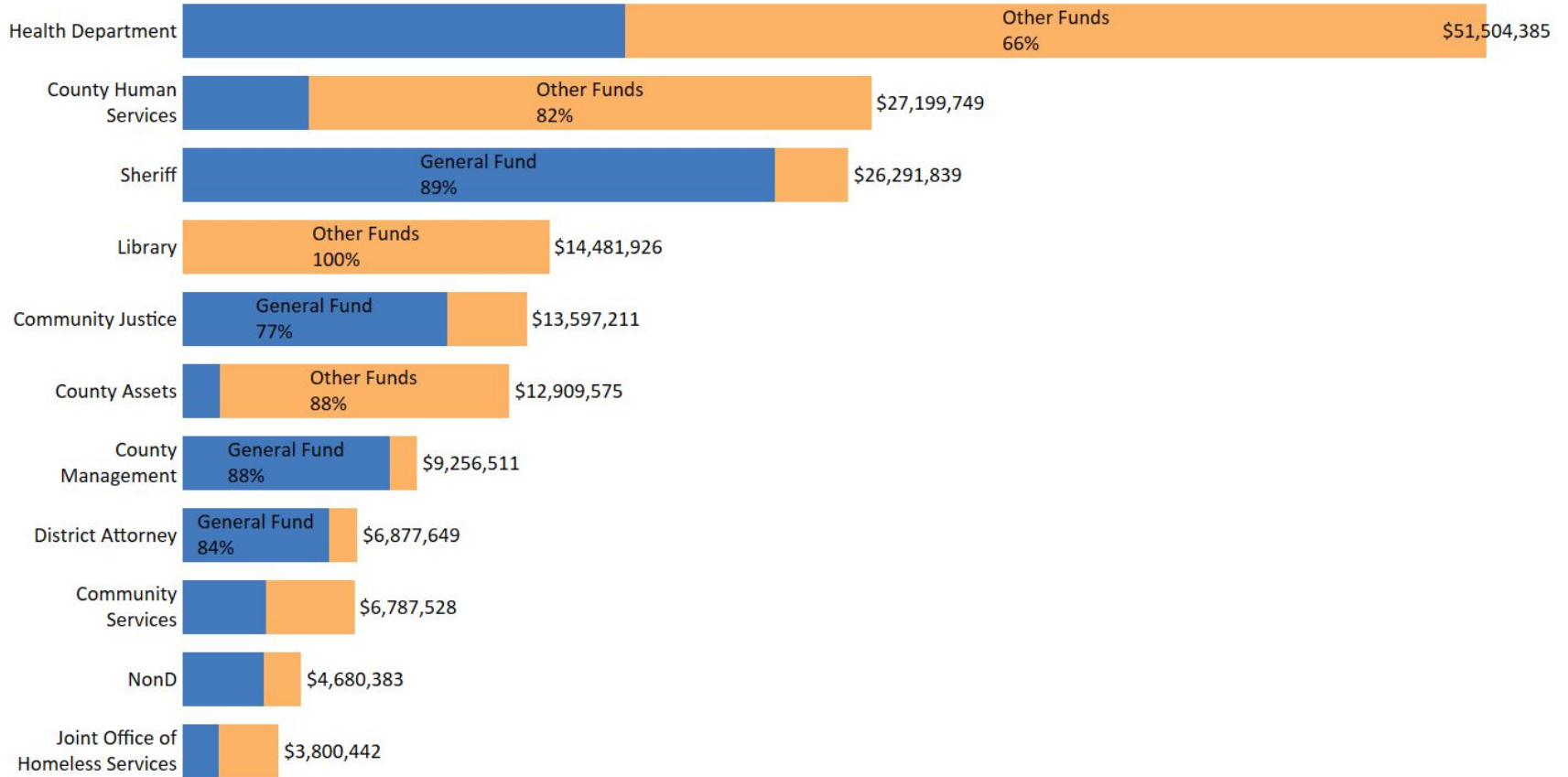
# How Departments Fund the Risk Fund



	2021	2022	2023	2024	2025
General Fund	\$62.5M	\$68.8M	\$65.8M	\$75.0M	\$79.6M
All Other Funds	\$26.4M	\$31.8M	\$34.0M	\$31.2M	\$32.6M
Fed/State	\$35.2M	\$34.5M	\$31.5M	\$34.2M	\$37.6M
Health Dept FQHC			\$17.1M	\$19.3M	\$21.8M
Supportive Housing Services (SHS)	\$0.0M	\$0.9M	\$1.7M	\$1.9M	\$3.4M
Preschool for All		\$0.6M	\$0.9M	\$1.3M	\$1.6M
Library Capital			\$0.6M	\$0.7M	\$0.7M

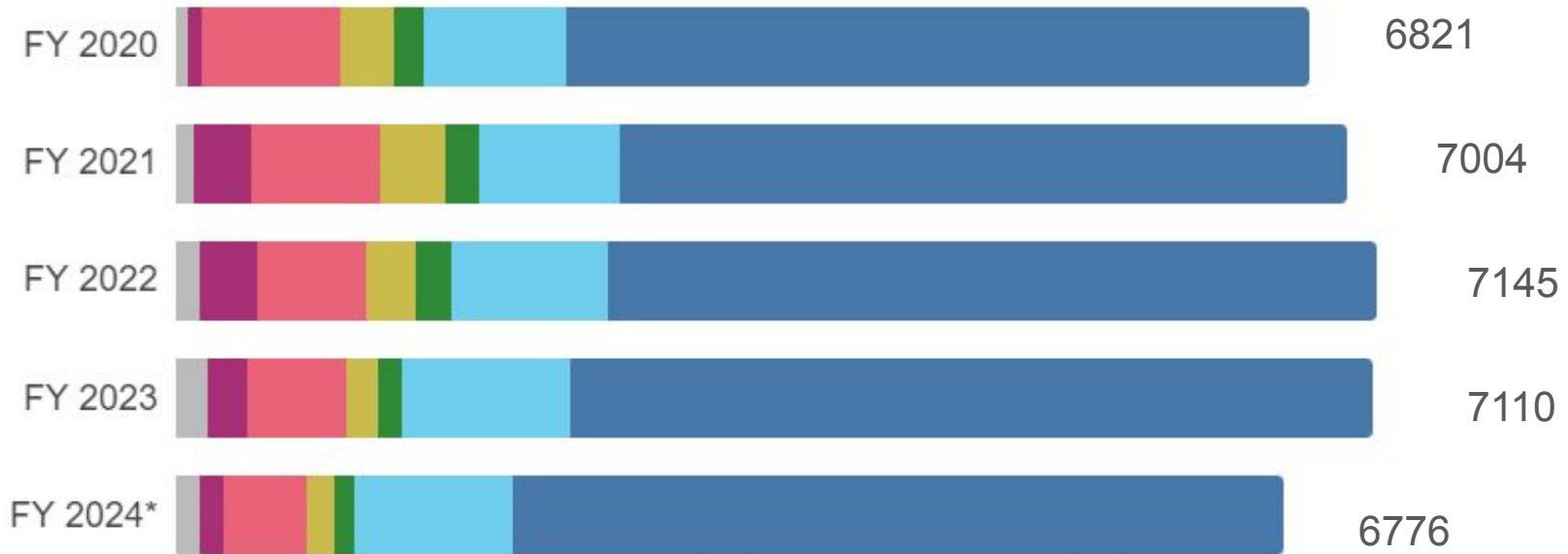


# How Departments Fund the Risk Fund



# Central Human Resources

Number of Employees from FY 2020 to FY 2024



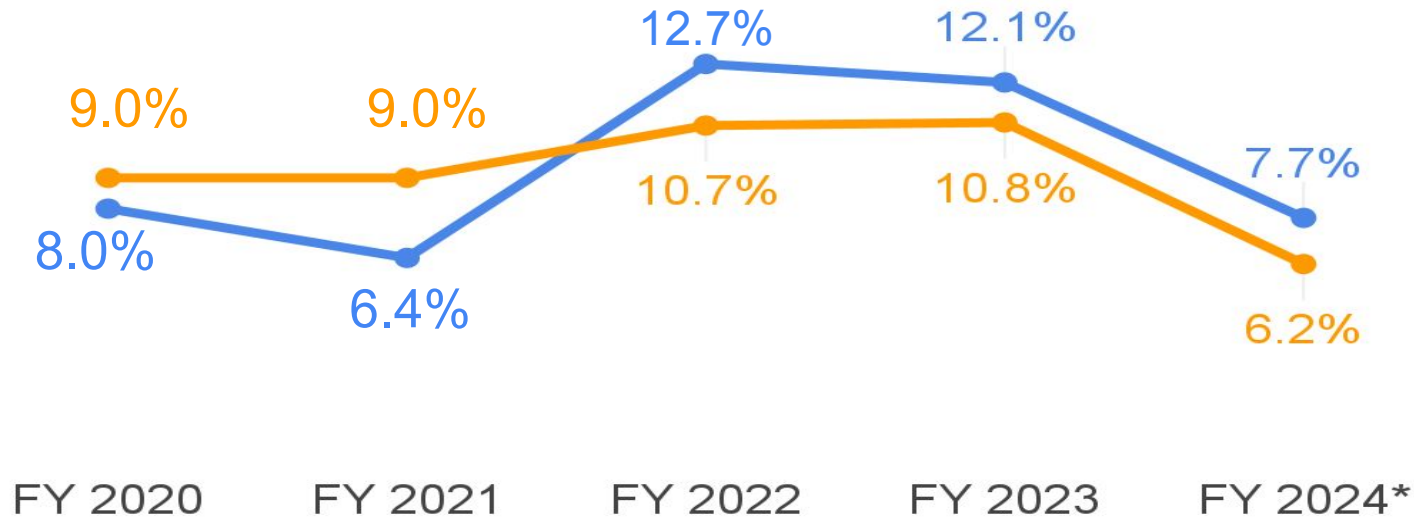
\*FY 2024 is as of 3/31/2024

■ Interns/Externs ■ Limited Duration ■ On-Call ■ Seasonal ■ Temporary  
■ Regular Non-Represented ■ Regular Represented



# Central Human Resources

Hiring Rates and Separation Rates from FY 2020 to FY 2024  
(Only Regular Employees)



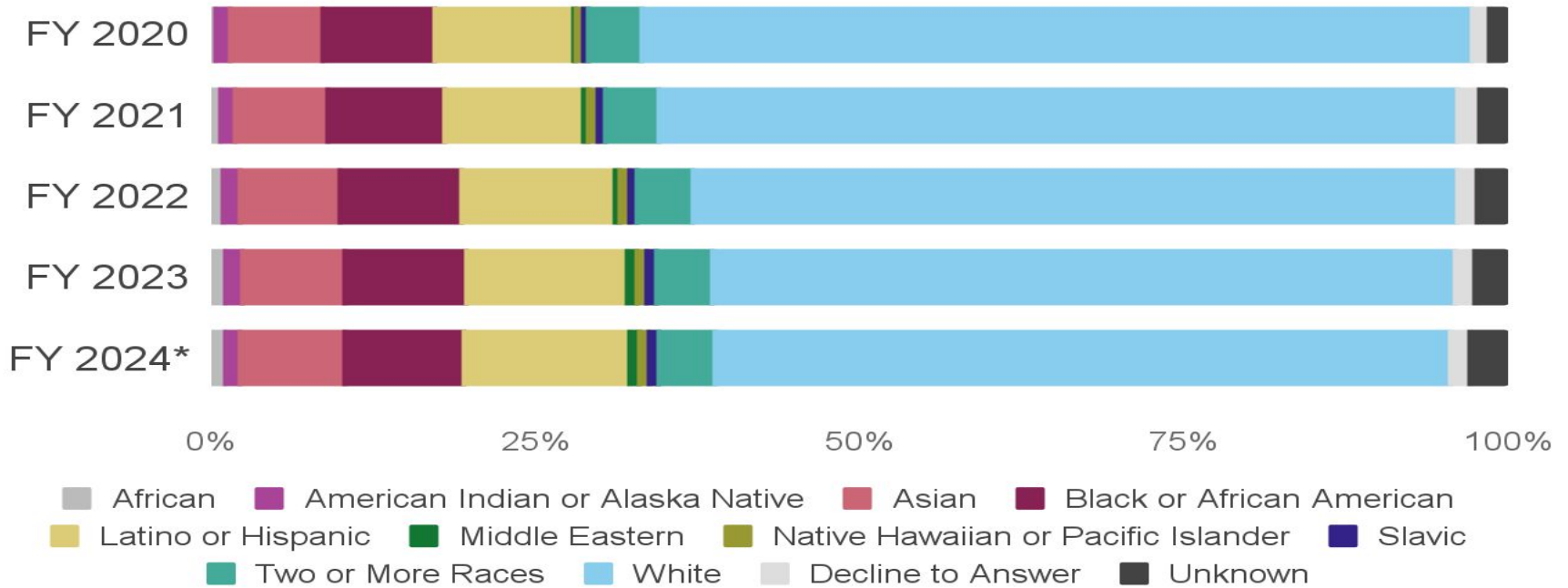
● Hiring Rate ● Separation Rate

\*FY 2024 is as of 3/31/2024 (partial FY)



# Central Human Resources

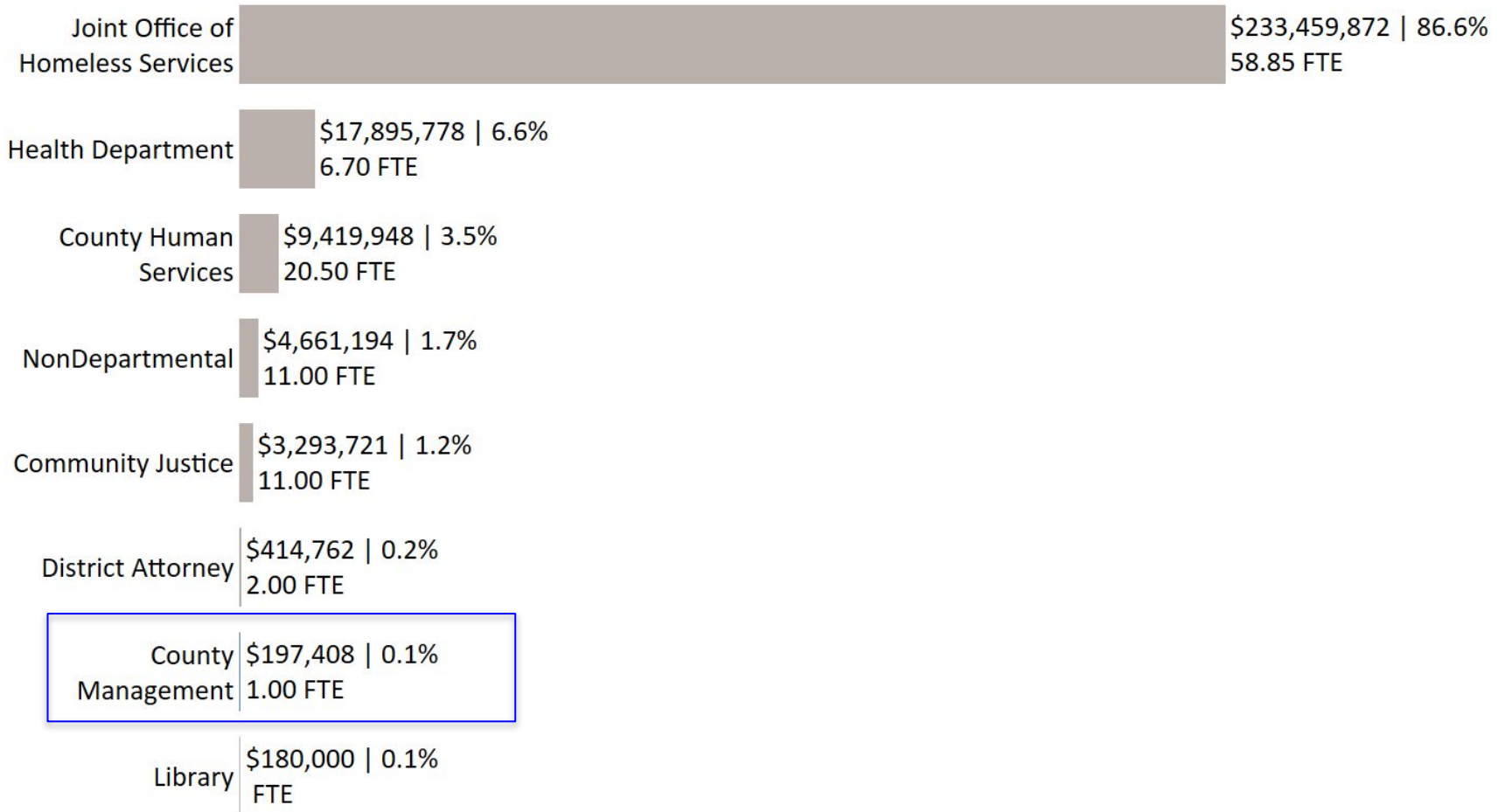
## Proportion of Race and Ethnicity for All Employees from FY 2020 to FY 2024



\*FY 2024 is as of 3/31/2024

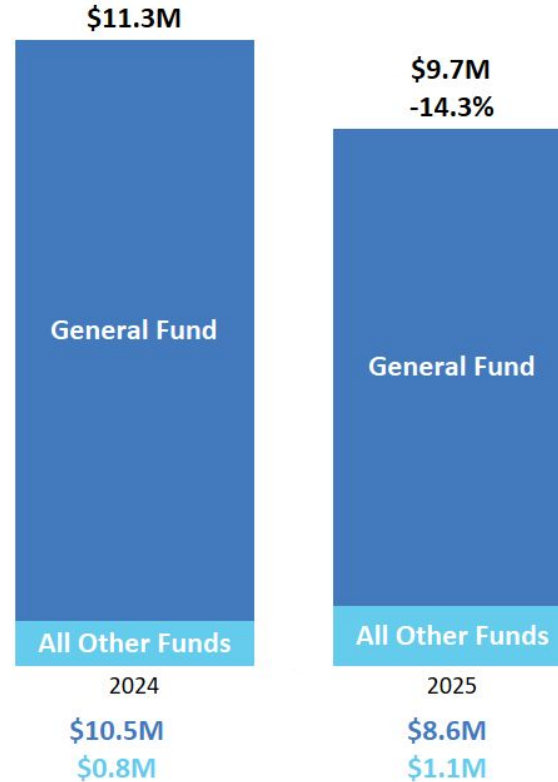


# Homelessness Response Plan - (SHS) by Department

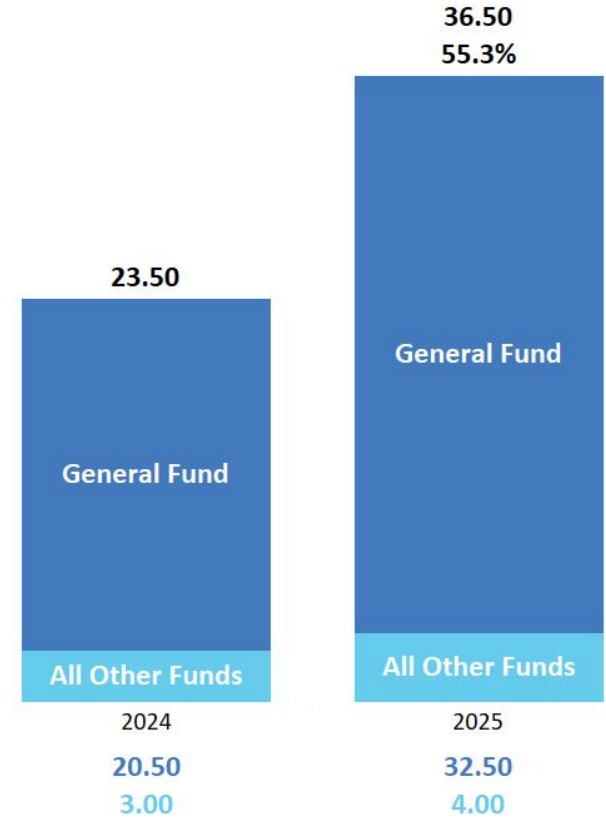


# DCM Director's Office/COO

## Budget



## FTE



General Fund  
All Other Funds



# Assessment, Recording & Taxation: Service Trends

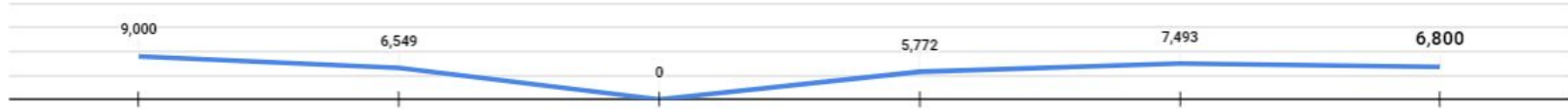
Taxable Value and Total Taxes Levied by Year





# Assessment, Recording & Taxation: Service Trends

Passport Applications



Passport Photos



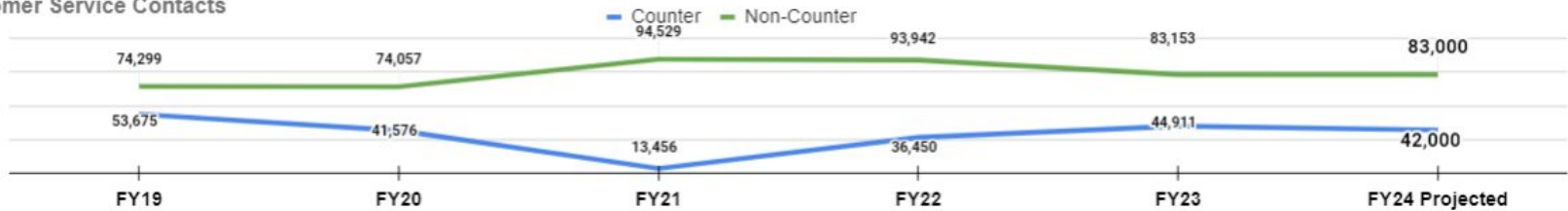
Marriage Applications



Recording



Customer Service Contacts



# Finance & Risk Mgmt: Service Trends

