Budget for FY 2010

The Department of County Management (DCM) provides the essential infrastructure that supports all County operations and services. DCM touches every other County department and is responsible for managing key County resources – people, finances, and facilities and equipment – with a county-wide perspective.

The adopted budget contains the following changes in DCM's structure:

- The County's Information Technology, Emergency Management, and SAP Support Team programs are moved from DCM to Nondepartmental.
- The Budget Office Evaluation and Central HR's Quality & Analytics units have been eliminated.

Additionally,

- Proceeds from a planned debt issue in FY 2010 are included in the Facilities Division's program offers. These funds are intended to pay for countywide Facilities capital construction projects. The balance of the proceeds are budgeted in Nond-IT Division.
- One-time-only General Fund appropriations support:
    - The costs of vacant space in County facilities for FY 2010, pending "re-stacking" of tenants in County buildings
    - Final Personal Income Tax (ITAX) collections
    - Partial payment for a new Assessment & Taxation IT system.
    - Classification & Compensation review studies in Central Human Resources.

Budget Trends	**FY 2008 Actual**	**FY 2009 Current Estimate**	**FY 2009 Adopted Budget**	**FY 2010 Adopted Budget**	**Difference**
Staffing FTE	405.00	404.50	409.50	380.40	(29.10)
Personal Services	$35,167,686	$36,727,385	$38,257,693	$36,089,431	(2,168,262)
Contractual Services	12,768,661	27,988,849	29,155,051	10,680,372	(18,474,679)
Materials & Supplies	102,555,045	117,437,092	122,330,304	114,534,787	(7,795,517)
Capital Outlay	7,757,758	39,812,085	41,470,922	51,015,793	9,544,871
Contingencies & Transfers	7,678,801	16,935,788	23,003,288	30,919,763	7,916,475
Total Costs	**$165,927,951**	**$238,901,199**	**$254,217,258**	**$243,240,146**	**($10,977,112)**

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Department of County Management
FY 2010 Summary by Program Offer

Prog #	Name	FY 2010 General Fund Adopted	Other Funds	Total Program Cost	Total FTE
Operating Programs					
72002A	Office of Diversity & Equity	$283,752	$0	$283,752	2.00
72003	Sustainability	305,682	0	305,682	2.00
72005A	Accounts Payable	901,107	0	901,107	6.40
72006	Bus Pass Program	0	1,082,220	1,082,220	0.00
72009A	General Ledger	1,260,588	0	1,260,588	8.78
72010A	Central Procurement & Contracts Administration (CPCA)	2,683,112	0	2,683,112	17.00
72010B	CPCA Minority, Women, and Emerging Small Businesses	195,157	0	195,157	1.00
72012	Employee Benefits	1,147,812	88,716,843	89,864,655	8.00
72013	Employee Wellness	89,267	303,725	392,992	1.00
72014	Personal Income Tax (ITAX)	300,000	0	300,000	1.00
72015A	Liability Risk Management	146,982	1,800,808	1,947,790	1.55
72017A	Payroll & Retirement Services	1,093,419	0	1,093,419	7.42
72018A	Property Risk Management	66,957	1,063,824	1,130,781	0.55
72019A	Safety	115,462	380,269	495,731	3.00
72022	Excise Tax Administration	1,063,333	0	1,063,333	1.50
72023A	Treasury	527,408	0	527,408	3.00
72024A	Workers Comp	133,180	2,235,951	2,369,131	2.50
72025	Contracts Action Team Fiscal Oversight	284,552	0	284,552	2.00
72027	CPCA Contracts System Redesign Project Management	213,773	0	213,773	2.00
72028	Recreation Fund Payment to Metro	0	123,264	123,264	0.00
72029A	Budget Office	1,509,684	0	1,509,684	8.00
72037	DART Customer Service	1,159,067	0	1,159,067	9.50
72038	DART County Clerk Functions	1,784,053	0	1,784,053	13.35
72039	DART Ownership	737,925	0	737,925	7.15
72040	DART Tax Revenue Management	1,723,601	0	1,723,601	10.00
72041	DART GIS & Parcel Management	1,268,088	82,443	1,350,531	10.00
72043	DART Property Assessment Special Programs	1,096,678	0	1,096,678	9.30
72044	DART Personal Property Assessment & Collection	$2,049,716	$0	$2,049,716	12.60

Department of County Management
FY 2010 Summary by Program Offer

continued

Prog #	Name	FY 2010 General Fund Adopted	Other Funds	Total Program Cost	Total FTE
Operating Programs (continued)					
72045	DART Industrial Property Assessment	753,500	0	753,500	5.40
72046	DART Commercial Property Appraisal	1,265,098	0	1,265,098	8.30
72047	DART Residential Property Appraisal	4,057,211	0	4,057,211	29.40
72048B	DART Assessment & Taxation System Upgrade	1,500,000	6,545,000	8,045,000	1.00
72057A	Central HR	2,488,251	0	2,488,251	9.00
72058	Central HR Labor Relations	1,208,889	0	1,208,889	4.85
72059	Central HR Unemployment	10,631	1,027,833	1,038,464	0.15
72067	Facilities Administrative Pass-Through	0	18,143,596	18,143,596	0.00
72068	Facilities Operations & Maintenance	235,709	21,485,698	21,721,407	49.00
72070	Facilities Capital Operating Costs	50,607	3,469,258	3,519,865	14.00
72071	Facilities Capital Improvement Program	0	45,028,051	45,028,051	0.00
72072	Facilities Asset Preservation Program	0	4,655,806	4,655,806	0.00
72081	FREDS Fleet Services	84,717	4,859,342	4,944,059	13.00
72082	FREDS Fleet Vehicle Replacement	6,182	2,417,250	2,423,432	0.00
72083	FREDS Records Section	17,498	767,335	784,833	4.00
72084	FREDS Distribution Services	43,957	2,583,384	2,627,341	6.40
72085	FREDS Materiel Management	44,737	4,577,016	4,621,753	12.60
72086	FREDS Motor Pool	6,390	183,336	189,726	2.00
72087	FREDS Electronics Services	25,066	1,050,680	1,075,746	6.00
72090	Regional Arts & Culture Council	165,291	0	165,291	0.00
	Cash Transfers to/from DCM	(1,500,000)		(1,500,000)	0.00
	Wage Freeze & COLA Adjustments	(1,073,238)	(873,637)	(1,946,875)	0.00
	Total Operating Programs	**$31,530,851**	**$211,709,295**	**$243,240,146**	**315.70**

programs above. Their costs are "spread" to the operating programs and are factored into the costs above. Note FTE were not "spread;" to get the total FTE, add both operating and administration and support FTE totals for the department total.

Prog #	Name	FY 2010 General Fund Adopted	Other Funds	Total Program Cost	Total FTE
Administration & Support Programs					
72000A	Director's Office	$640,876	$0	$640,876	4.00
72001A	Department HR	$671,207	0	671,207	5.00
72007	Chief Financial Officer	3,147,237	0	3,147,237	2.70
72036	DART Administration	1,011,850	0	1,011,850	7.00
72042	DART Assessment Performance Analysis	273,530	0	273,530	3.30
72049	DART Data Operations	654,173	0	654,173	6.20
72050	DART Applications Support	1,026,326	0	1,026,326	5.00
72056A	Central HR Administration	930,614	0	930,614	5.00
72066	Facilities Administration	0	12,698,876	12,698,876	22.50
72088	FREDS Administration	0	505,609	505,609	4.00
	Total Admin/Support Programs	**$8,355,813**	**$13,204,485**	**$21,560,298**	**64.70**

Department of County Management
FY 2010 Summary of One-Time-Only Funds

Prog #	Name	FY 2010 General Fund Adopted	Other Funds	OTO Only General Funds	% OTO General Funds
72014	FRM - ITAX	300,000	0	$300,000	100%
72057A	Central HR	300,000	0	300,000	100%
72048B	DART - A&T System Upgrade	1,500,000	6,500,000	8,000,000	19%
72068	Facilities Maintenance & Operations	1,100,000	0	1,100,000	100%
		$3,200,000	**$6,500,000**	**$9,700,000**	**100%**

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Program # 72000A - DCM Director's Office | Version 4/20/2009 s

Priority: Accountability
Program Offer Type: Administration
Related Programs:
Program Characteristics:

Lead Agency: County Management
Program Contact: FORD Carol

Executive Summary

The Directors Office manages the administrative services and financial health of the entire county and sets administrative policy. The responsibilities include Budget, Finance, Taxes, Human Resources, Facilities, Fleet, Records, Electronics, Distribution, and Central Stores.

Program Description

The Director develops and presents administrative, human resource, and infrastructure guidelines and policy to executive level staff, County Chair, Chief Operating Officer, and Board of County Commissioners (BCC). The Director works with DCM Division Managers, Chair, BCC and departments to establish priorities and guidelines and assure policies are aligned with these priorities. Works with Departments and human resource personnel to recruit, train and retain a high quality diverse work force. Provides project management for county-wide projects identified by the Chair's Office. Works with Board and departments on facility, information technology and other infrastructure policy of the County. Works with Budget to maximize federal financial leveraging and to reduce ongoing financial structural deficit.

Program Justification

The Director provides leadership, administrative resource management and results that positively affect the operations of the entire County. The Director provides sound administrative and financial management policy recommendations to the Chair, BCC, other elected officials and department directors that results in the County maintaining a high bond rating, involving the community in producing a balanced County budget, recruiting and maintaining a high quality diverse workforce, maintaining its facilities and numerous other administrative and financial initiatives. The Director communicates the quality of services provided by the County to all citizens.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Internal Services as percent of total County Operations Cost	9.2%	9.2%	9.2%	9.2%
Outcome	DCM Employee Job Satisfaction (scale 10 to 70)	48	55	55	55

Performance Measure - Description

County Internal Services as percent of total County operations cost is a measure of the total load of DCM internal services in relation to overall County program costs. Reflects efficiency in providing county-wide internal services. DCM Employee Job Satisfaction comes from annual surveys administered by the department to staff. First surveyed in early 2006, this measure is a composite of four specific questions regarding various aspects of an employee's view of their position. Department managers focusing on improving this measure.

Legal/Contractual Obligation

ORS 208, 288, 294, 295, 310 and many other Oregon Revised Statutes, Multnomah County Code, Chapters 7, 9, 11 and 12 and County Charter requires the County to maintain appropriate personnel, infrastructure, taxation and financial system operations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$601,618	$0	$527,816	$0
Contracts	$25,000	$0	$10,000	$0
Materials & Supplies	$13,700	$0	$8,700	$0
Internal Services	$82,282	$0	$94,360	$0
Subtotal: Direct Exps:	**$722,600**	**$0**	**$640,876**	**$0**
Administration	$0	$0	$0	$0
Program Support	$0	$0	$0	$0
Subtotal: Other Exps:	**$0**	**$0**	**$0**	**$0**
Total GF/non-GF:	**$722,600**	**$0**	**$640,876**	**$0**
Program Total:	**$722,600**		**$640,876**	
Program FTE	5.00	0.00	4.00	0.00
Program Revenues				
Fees, Permits & Charges	$9,767	$0	$0	$0
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$9,767**	**$0**	**$0**	**$0**

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72000, DCM-Director's Office

The program offer significantly changes due to the elimination of an Administrative Ananlyst. The position provides fiscal and administrative support to the Director's Office, Finance & Risk Management, Central Human Resources and Emergency Management. The responsibilities included contract management, accounts payable and accounts receivable, departmental budget support, and grants management. The elimination of this position eliminates DCM's ability to provide grants management to Emergency Management, as it eliminates the expertise, as well as the capacity.

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Program # 72001A - DCM Departmental HR Unit — Version 7/09/2009 s

Priority: Accountability
Program Offer Type: Support
Lead Agency: County Management
Program Contact: FORD Carol
Related Programs:
Program Characteristics:

Executive Summary

The Department of County Management (DCM) Human Resources Unit provides direct support to department managers and employees for recruitment and selection services, HR administrative functions, and consultative services regarding a wide range of management and employee/labor relations issues. It also provides leadership and consultation for departmental-wide initiatives such as Succession Planning. The DCM HR Unit provides HR services to the Chair's Office, Non-Departmental Units and the Information Technology (IT) Unit, in addition to the County Management Department.

This program offer includes reduction of 1.5 FTE from previous year, which negatively affects service timeliness/quality & customer satisfaction for DCM recruitments and other higher level HR generalist services including investigations, employee/labor relations and specialized training (see Significant Program Changes, below). It is expected that service increases will be needed for grievances, disciplines, employee unrest and FMLA leave administration during the upcoming period of significant economic reduction.

Program Description

The program provides a broad range of services for DCM and Non-Departmental managers and employees (represented & non-represented) regarding human resources issues, administration and compliance. The DCM HR Unit consults and advises managers & employees on interpreting and applying the County's HR policies, collective bargaining agreements, applicable labor laws & regulations governing public sector employment, recruitment & retention, staff development, performance management, discipline & grievance processes and dispute resolution. The DCM HR Unit provides recruitment & selection services, administers the department's FMLA/OFLA leave administration, maintains departmental personnel records, coordinates functions with Central HR/LR, and assesses effectiveness of HR services at the department level. Leadership for departmental-wide initiatives, such as Performance Planning & Review (PPR) and Succession Planning, is provided by the DCM HR Unit. During periods of budget reductions and layoff the DCM HR Unit is heavily involved in seniority/bumping activities including layoff and replacement guidance to employees and supervisors.

Program Justification

This program supports the Accountability Priority directly as a core foundation for managers in developing & managing the department's workforce to ensure efficient utilization of organizational resources and the provision of excellent service quality to internal customers and citizens. Primary functions of the DCM HR Unit are to assist managers in recruiting & retaining highly qualified staff, developing performance expectations that align with department priorities, building workforce competencies to improve service delivery, establishing effective communication between employees and managers to improve working relationships, and creating a positive work environment wherein diversity is valued. These functions are also administered by DCM HR for the Chair's Office, Non-Departmental Units and the Information Technology Unit, which are not part of the Department of County Management.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Quality & timliness approval rating of DCM & Chair's Office recruitments	74	74	80	65
Outcome	Overall customer satisfaction with DCM HR Team services	81	80	80	70

Performance Measure - Description

Old Measures: Percent of probationary employees completing all quarterly PPR reviews. This output has stablized over the past two years at the 95% or greater level and, therefore, ongoing performance measurement is not required.
Current Measure: This outcome has been measured via a DCM HR Customer Satisfaction Survey that reflects quality of DCM HR Unit service delivery, including recruitment and selection services, employee/labor relations consultations, and HR administrative services in support of the DCM department, Chair's Office, Non-Departmental units and the Information Technology unit. In order to reduce costs this survey will be administered every two years instead of annually.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$668,288	$0	$552,238	$0
Contracts	$14,000	$0	$14,000	$0
Materials & Supplies	$10,792	$0	$13,792	$0
Internal Services	$77,280	$0	$91,177	$0
Subtotal: Direct Exps:	**$770,360**	**$0**	**$671,207**	**$0**
Administration	$0	$0	$0	$0
Program Support	$0	$0	$0	$0
Subtotal: Other Exps:	**$0**	**$0**	**$0**	**$0**
Total GF/non-GF:	**$770,360**	**$0**	**$671,207**	**$0**
Program Total:	**$770,360**		**$671,207**	
Program FTE	6.50	0.00	5.00	0.00
Program Revenues				
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

Significant Program Changes

Last year this program was:
This Program Offer is reduced by 1.5 FTE from previous year. This reduction includes 0.5 FTE Program Manager and 1.0 HR Analyst 2 positions.

The 0.5 FTE Program Manager provided expertise and best practice knowledge for designing and implementing DCM Succession Planning and Workforce Analysis. It is anticipated that existing DCM HR Unit staff will carry forth departmental Succession Planning practices during FY-10 based upon the expertise provided by the 0.5 FTE Program Manager during FY-09. Retention of critical knowledge via Succession Planning methodologies is a high priority for ongoing organizational success (for DCM and Information Technology and Chair's Office) in light of "baby boom" retirements as well as necessary economic reductions in the workforce.

The 1.0 FTE HR Analyst 2 was responsible for conducting recruitments for DCM managers, the Chair's Office and Non-Departmental Units including the Information Technology Unit. Over the past year the HR Analyst 2 position has been responsible for conducting a total of 44 recruitments for DCM and 15 recruitments for Non-Departmental Units. This HR Analyst 2 was also responsible for a variety of higher level HR generalist duties including investigations, employee/labor relations and specialized training (e.g; Leveraging Diversity, Harassment Free Workshops and Employee Mediations, etc). By eliminating this position the critical duties will be spread to remaining staff, which will result in reduction in service timeliness/quality and reduced customer satisfaction of services. It is estimated that customer satisfaction with regard to recruitmens will drop by 15 points and overall customer satisfaction will drop by 10 points (see Performance Measures, above). It is hoped that some reduced requirements for recruitments will help minimize reductions in service delivery and lower customer satisfaction; however, increases are expected in grievances, disciplines, employee unrest & FMLA leave administration.

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Program # 72002A - Office of Diversity & Equity — Version 7/09/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Kalissa Canyon-Scopes
Related Programs:
Program Characteristics:

Executive Summary

The Affirmative Action Office, established in 1975 by the Board of County Commissioners, was re-structured by Chair Wheeler in 2009 to centralize, reduce duplication, and monitor Multnomah County equity and inclusion efforts. Renamed the Office of Diversity and Equity (ODE) and incorporating program pieces from HR, the Affirmative Action Office, and the Chair's Equity Initiatives, the ODE works with the Board, Departments and Central HR to develop organizational cultural competency; diversify the County workforce, and works in the community to promote equity, fairness and inclusion.

Program Description

The ODE: 1)Monitors internal Equal Employment Opportunity and ADA compliance and produces the Multnomah County Affirmative Action Plan to ensure that Multnomah County is current and in compliance with its state and federal regulatory obligations; 2)Promotes employment principles and practices of equity and diversity by providing consultation to Department Directors on best practices in recruitment, selection, advancement, promotion, and retention strategies, coordinating sharing of existing expertise and development of compliance strategies; 3)Works to ensure MWESB practice and policies are inclusive and eliminate barriers towards full participation in contracting opportunities with the County by working with Central Procurement and Contract Administration to build community capacity and assist contractors in becoming more culturally competent, and by reviewing MWESB practices and policies and outreach and inclusion strategies; 4) Supports the Diversity Director's participation in ongoing initiatives in the Juvenile Justice System, in Education, and in Health Equity; 6)Provides oversight and coordinates Employee Network Groups, working to strengthen ENG business purpose plans and objectives. For 15 years the County has partnered with over 200 volunteers, vendors, and non-profit community organizations to plan and coordinate an annual City/County Diversity Conference attended by over 900 employees from regional jurisdictions, this offer includes pass through money to support this annual effort. The ODE staff in this offer includes the Affirmative Action/EEO Officer and an HR Analyst Sr.

Program Justification

Multnomah County has three roles in the region that require a thoughtful diversity strategy. As a major employer it is important that the County demonstrate employment principles and practices of equity and diversity. As a primary human service and safety service provider, a diverse workforce increases our ability to effectively serve the most diverse population in the state. As CEO of the second largest unit of local government in Oregon, the County Chair has the leadership responsibility to recognize and address racial and ethnic inequities affecting all residents of the county he serves. This offer supports County Guiding Principles, Personnel Rules and County Code. A climate that promotes equal opportunity, fair employment practices, diversity values and culturally competent work skills furthers service satisfaction, increases employee and public trust and confidence, reduces litigation risk, and protects the organization against loss of federal and state grants requiring civil rights compliance.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	#Monitoring Reports	4	4	4	4
Outcome	Minority Employment vs.Labor Market	96.0%	97.0%	97.0%	100.0%
Output	# Multnomah County conference attendees	300	275	275	275
Quality		0	0	0	0

Performance Measure - Description

Measures from FY09 P.O #72003 & #72004 combined

Legal/Contractual Obligation

Implement Board Resolution NO. 07-072, Affirmative Action Plan 2007-2009. Maintain complaint procedures in accordance with Article 24(b) of Local 88 agreement. Carry out intent of Presidential Executive Orders 11246, (as amended) and 11478 Congressional Federal Register; Title 41 Part 60-2 Revised Order No. 4 Title VII of the Civil Rights Act of 1964, as amended by the President on March 24, 1972, CFR Titles 28, 29 and 43 Vietnam-era Veterans Readjustment Act of 1974 and American with Disabilities Act (Public Law 101-336); Oregon Revised Statutes ORS 659A.030; Multnomah County's Municipal Code 3.10.270; Multnomah County Personnel Rule 3-40, Discrimination and Harassment-free Workplace Multnomah County Code 9.060 Equal Employment Opportunity that prohibits discrimination in any employment action; Multnomah County Personnel Rules - Chapter I General Provisions, 1-10-040, requiring affirmative action to prevent current or future discriminatory conditions and eliminate unlawful discrimination.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$131,483	$0	$242,176	$0
Contracts	$21,500	$0	$15,000	$0
Materials & Supplies	$0	$0	$4,800	$0
Internal Services	$26,924	$0	$14,144	$0
Subtotal: Direct Exps:	**$179,907**	**$0**	**$276,120**	**$0**
Administration	$2,426	$0	$3,400	$0
Program Support	$2,438	$0	$4,232	$0
Subtotal: Other Exps:	**$4,864**	**$0**	**$7,632**	**$0**
Total GF/non-GF:	**$184,771**	**$0**	**$283,752**	**$0**
Program Total:	**$184,771**		**$283,752**	
Program FTE	0.00	0.00	2.00	0.00
Program Revenues				
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

Significant Program Changes

☑ Significantly Changed

Last year this program was:
This program combines 72003-DCM Affirmative Action Office, 72004-DCM Diversity Conference; Employee Network Groups, Lack of Data Analyst means loss of staffing capacity for the Chair's Diversity Advisory Council, and Equity Leadership Group, reduced affirmative action tracking and monitoring, including ability to meet dept. level AA data requests,no internal capacity for ADA compliance assessment or gap assessment. No professional services mean inability to contract for facilitation of large meetings such as the Equity Leadership Group. Staffing is insufficient for staffing or data support for the Chair's Diversity Advisory Council.

Program # 72003 - Sustainability

Version 7/08/2009 s

Priority: Vibrant Communities

Program Offer Type: Existing Operating

Lead Agency: County Management

Program Contact: Kat West

Related Programs:

Program Characteristics:

Executive Summary

The Sustainability Program supports clean, healthy neighborhoods and an enhanced quality of life in Multnomah County. The Sustainability Program accomplishes this by leading efforts to adopt sustainable internal government business operations, searching for cost-saving environmental solutions and technologies, working with citizen-advisory boards to create a healthy and vibrant community, and by acting as a partner with the City of Portland and other regional stakeholders in efforts to ensure a thriving environment, economy, and community.

Program Description

The Sustainability Program provides leadership, education, analysis, project management and accountability for the County's sustainability efforts. Key efforts include: (1) ensuring that the County meets its existing sustainability commitments by implementing the goals of over twenty-five Board adopted sustainability policies; (2) identifying new areas for improvement, (3) working with citizen-advisory boards for public input on regional sustainability efforts; and (4) partnering with regional stakeholders to develop regional sustainability strategies for maintaining a high quality of life. Key efforts in FY10 will include: implementing the 2009 Climate Protection Strategy, public engagement campaign and Community Preparation Plan; developing a community energy loan program; developing a Sustainable Multnomah County initiative; adopting a comprehensive Sustainable Purchasing Policy; implementating the Waste Prevention & Recycling Plan for County facilities; and developing the capacity of each department's Sustainability Liaison.

Program Justification

The Sustainability Program champions clean, healthy neighborhoods by developing community initiatives and programs that meet the triple bottom line of improving economic, environmental and social sustainability. The Program also focuses on reducing the environmental impacts of County governmental operations. For example, the Sustainability Program leads the effort on the county's Climate Protection Strategy; assists with development of a state and community-wide energy loan program to reduce energy costs; and assists county departments in meeting our internal sustainability goals such as our recycling goal of 65% which will reduce the 620 tons of trash land-filled annually, out employee commute option goals which will reduce the 12 million miles driven by County employees, our sustainable procurement goals which will leverage County purchases of $100 million worth of goods/services, and by promoting energy and fuel efficiency to reduce the 30,000 pounds of air pollution and greenhouse gases emitted from County vehicles and buildings. The Sustainability Program supports two citizen-advisory commissions and 6 committees which provide valuable sustainable policy recommendations to County Commissioners and the Sustainability Program. The Sustainability Program also partners with the City of Portland and other regional stakeholders for cost-effective innovative projects.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Board briefings, reports, public engagement, and new policies	14	10	10	10
Outcome	Curbside recycling rate for County operations	27.0%	33.0%	33.0%	35.0%
Outcome	Greenhouse gas emission reduction from County operations below 2001 levels	1.0%	19.0%	19.0%	20.0%
Output	Citizen-advisory board and committee meetings staffed	50	100	100	100

Performance Measure - Description

Outputs: Number of Board briefings, progress reports, major public engagement, and new policies developed. Number of citizen commission and committee meetings staffed and reported.

Outcomes: Greenhouse gas emission reduction (goal is 10% below 1990 levels, but this measure is reduction from our 2001 baseline. The recycling rate (goal is 65% by 2010) are Board adopted goals.

*Note: Greenhouse gas emission reduction calculation for FY08 is currently skewed, but should be corrected in FY09.

Legal/Contractual Obligation

Several legal mandates are included in this Program. OAR 340-242-0100 requires employers to provide incentives for employee use of alternative commute options, which have the potential to reduce commute trips to work sites by 10% within three years. ORS 279.570 requires that all public agencies shall assure purchase of materials, goods, and supplies that may be recycled or reused when discarded. City of Portland Code 17.102.180 requires that commercial facilities [in Portland] must separate recyclable materials and recycle a minimum of 505 of their waste. Oregon Executive Order EO-99-13 encourages governments in Oregon to eliminate toxic pollutants.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$257,020	$0	$257,037	$0
Contracts	$70,300	$0	$10,499	$0
Materials & Supplies	$22,303	$0	$4,828	$0
Internal Services	$23,332	$0	$24,374	$0
Subtotal: Direct Exps:	**$372,955**	**$0**	**$296,738**	**$0**
Administration	$5,029	$0	$3,654	$0
Program Support	$4,876	$0	$5,290	$0
Subtotal: Other Exps:	**$9,905**	**$0**	**$8,944**	**$0**
Total GF/non-GF:	**$382,860**	**$0**	**$305,682**	**$0**
Program Total:	**$382,860**		**$305,682**	
Program FTE	2.00	0.00	2.50	0.00
Program Revenues				
Other / Miscellaneous	$5,000	$0	$0	$0
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$5,000**	**$0**	**$0**	**$0**

Explanation of Revenues

The Sustainability Program was selected as a sponsor of an AmeriCorps member volunteer through August 2009. The member placement at the county represents $25,900 in federal funding to support this full-time volunteer for eleven months.

Significant Program Changes

Last year this program was: #72005, DCM - Sustainability
For FY 2010 this offer reflects the inclusion of .5 FTE staff assistant that reports directly to the District 2 Commissioners Office. Previously, funding for this position was shown in the Temporary line item.

Multnomah County
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Program # 72005A - FRM - Accounts Payable — Version 7/08/2009 s

Priority: Accountability
Program Offer Type: Existing Operating
Lead Agency: County Management
Program Contact: Mike Waddell
Related Programs:
Program Characteristics:

Executive Summary

Central Accounts Payable (AP) supports County programs in the areas of vendor payment processing, auditing & data integrity, procurement card administration, SAP vendor record management, travel & training audits, and compliance with County Administrative Procedures.

Program Description

AP processes approximately 115,000 vendor invoice payments and refunds annually; this includes check payments, electronic payments and intergovernmental funds transfers. AP also administers the procurement and travel card programs and audits travel & training payment settlements. AP facilitates the establishment of petty cash accounts countywide; coordinates the fiscal year-end expenditure accrual function; conducts internal audits of AP functions, coordinates/prepares documentation for external audits and is responsible for maintaining accurate vendor information records for payment and tax reporting purposes. In addition, AP provides technical assistance & individual or county-wide training to staff utilizing AP services.

Program Justification

AP ensures that vendor payments are made in an accurate and timely manner and are compliant with applicable internal controls, administrative procedures, government accounting practices and vendor contract terms where applicable. AP ensures that 1099 tax information is reported accurately according to IRS mandates. AP develops and communicates clear and uniform county administrative practices and procedures related to AP functions. AP contributes to staff competencies through information forums and periodic finance related user-group meetings for the purpose of procedural updates, training, and peer/professional support. AP also fosters continuous process improvement by exploring/adopting AP best practices and leveraging existing technology to evolve the payables function from a paper intensive process to a more sustainable, electronic process. This has reduced the cost of government--providing operating efficiencies without compromising internal controls.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Invoice Payments Processed	114,475	111,000	115,635	115,700
Outcome	Percent of Invoices paid on-time within 30 days	85.0%	87.0%	83.0%	85.0%
Outcome	Percent of Total Payments that are Electronic	31.0%	34.0%	35.0%	38.0%
Outcome	Procurement Card Program Rebates as a result of e-payment growth	45,932	50,670	55,681	74,670

Performance Measure - Description

Invoice payments processed increased from previous year due to growth of electronic payments which are processed daily as compared to weekly check payment processing.

Percent of total payments that are electronic is quantifying all paperless disbursements made via ACH (Automated Clearing House), wire transfer, government funds transfer or credit card purchase--growth correlates with more cost effective payment method.

Procurement Card Rebates are directly associated with the total amount spent in the P-Card system; the County experienced significant growth largely due to expanded use of credit card solutions combined with improved rebate rates negotiated with Bank of America. AP is expecting to expand this by more than 45% with the introduction of a new payables solution in the third quarter of FY09.

Legal/Contractual Obligation

Tax Information Returns (ie. 1099 MISC, 1099 INT, etc) are mandated by the Internal Revenue Service code via Sections 1.6001-1 through 1.6091-4. Failure to comply could result in County being assessed penalties and fines. Timely payment to vendors is a contractual obligation.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$585,487	$0	$569,009	$0
Materials & Supplies	$15,965	$0	$12,166	$0
Internal Services	$124,575	$0	$108,495	$0
Subtotal: Direct Exps:	**$726,027**	**$0**	**$689,670**	**$0**
Administration	$25,897	$6,110	$197,894	$0
Program Support	$16,455	$0	$13,543	$0
Subtotal: Other Exps:	**$42,352**	**$6,110**	**$211,437**	**$0**
Total GF/non-GF:	**$768,379**	**$6,110**	**$901,107**	**$0**
Program Total:	**$774,489**		**$901,107**	
Program FTE	6.75	0.00	6.40	0.00
Program Revenues				
Other / Miscellaneous	$50,670	$0	$74,670	$0
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$50,670**	**$0**	**$74,670**	**$0**

Explanation of Revenues

This program is supported largely by General Fund revenues.
Rebates are the only external source of revenue for Central AP. Rebates are received from U.S. Bank and Bank of America. Rebates are based on the annual spend in each of the banks' credit card programs, the majority of which is from Bank of America's procurement card program. Multnomah County is a member of the Bank of America Procurement Card Consortium of 35-plus local government agencies which has leveraged competitive rebate terms.

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72010, Accounts Payable
Significant changes include a reduction in staff by .50 FTE (Fiscal Specialist 1 position). Reduction of staff will result in the elimination of Central AP oversight of Travel and Training receipts and reconciling settlement documents; also negatively impacted will be the oversight and audit of petty cash account information that is monitored centrally for internal controls, procedural compliance and timely bank reconciliations. The burden of these regular reconciliations will rest solely on the departments and their ability to self-monitor, requiring them to be more vigilant of internal controls and segregation of duties. Without centralized monitoring this may ultimately result in greater likelihood of audit findings and increased risk of theft/fraud.

Multnomah County
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Program # 72006 - FRM - Bus Pass Program | Version 4/18/2009 s

Priority: Accountability
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Lead Agency: County Management
Program Contact: Caren Cox

Executive Summary

Program assists County with satisfaction of Oregon Department of Environmental Quality (DEQ) Employee Commute Option(ECO) mandate via the TriMet Universal Pass Program. The program encourages employee use of alternative transportation for daily commuting and workday travel between work locations. Eligible County employees receive an annual transit pass subsidized by the County for bus, light rail, and streetcar transit in the TriMet service areas including limited use on C-Tran vehicles in Clark County Washington.

Program Description

Provides management of County's transit pass program, including coordination of a required bi-annual DEQ transportation survey of employees, oversight of inter-governmental contract with TriMet, administration/distribution of individual annual transit passes to eligible County employees (all regular full/part time employees are eligible for a transit pass), and collection of passes from terminating or ineligible employees throughout the year. This transit subsidy program is Multnomah County's primary contribution toward satisfaction of DEQ's Employee Commute Options trip reduction goals. Other County supported options included compressed work week and secure bicycle parking. Combined, employer incentives must have the potential to reduce commute trips to the worksite by 10% within 3 years. The bi-annual DEQ employee transportation survey measures progress toward this goal.

Program Justification

Program supports County's sustainability goals to protect the environment, reduce air/noise pollution, and conserve natural resources by supporting the use of mass transit for both daily work commute and workday travel between worksites. DEQ reports motor vehicles are largest single source of air pollution in Portland area. Local employers must provide commute alternatives designed to reduce the number of cars driven to work. This is one of several strategies in a federally-required plan to keep Portland's air clean. Program provides DEQ with proof of County's commitment to reaching the annual trip reduction goals, frees limited on-site parking for customers/citizens, provides employees with a safe, affordable, environmentally sound transportation option, and directly supports the region's mass transit infrastructure. Program also assists County by helping to attract and retain well-trained employees, allows County to manage resources effectively while providing subsidized transportation at the lowest available cost to the County, as well as reducing use of fleet vehicles.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Percent of eligible employees carrying passes	74.0%	80.0%	79.0%	85.0%
Outcome	County worksites meeting DEQ requirement for employee trip reduction goals	46.0%	46.0%	46.0%	0.0%
Outcome	Number of annual drive alone commuter trips	355,165	350,000	350,000	350,000
Outcome	Percent of commute trips using public transportation	52.0%	52.0%	52.0%	52.0%

Performance Measure - Description

These measures are based on data collected during the bi-annual Dept of Enviornmental Quality Transportation survey. The next survey is scheduled for June, 2009 with result available in July 2009.

Legal/Contractual Obligation

Labor contracts require transit pass provided by employer. OAR Chapter 340, Div 12 requires employers to make a good faith effort to provide incentives for employees to potentially reduce commute trips to worksites by 10% within 3 years. To meet this requirement, County assists DEQ with their bi-annual survey to determine current commute methods, then follows DEQ approved plan to meet target reductions. Compliance is based on submission/implementation of a sufficient plan and on whether employer has made good faith effort to achieve the target. Failure to comply is a Class II environmental violation carrying penalties ranging from $500-$2000 per day of violation.

Revenue/Expense Detail

	Proposed General Fund	**Proposed Other Funds**	**Proposed General Fund**	**Proposed Other Funds**
Program Expenses	2009	2009	2010	2010
Materials & Supplies	$0	$1,000,198	$0	$1,082,220
Subtotal: Direct Exps:	**$0**	**$1,000,198**	**$0**	**$1,082,220**
Administration	$0	$0	$0	$0
Program Support	$0	$0	$0	$0
Subtotal: Other Exps:	**$0**	**$0**	**$0**	**$0**
Total GF/non-GF:	**$0**	**$1,000,198**	**$0**	**$1,082,220**
Program Total:	**$1,000,198**		**$1,082,220**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	$0	$0	$0	$782,220
Other / Miscellaneous	$0	$0	$0	$260,000
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$0**	**$0**	**$1,042,220**

Explanation of Revenues

Program is funded via the benefits administration charge to departments. County pays for cost of program at onset of transit pass year (September) in order to receive a 5% discount on the annual program cost. In FY09, County was able to "sell" energy tax credits to a taxable entity for $260,000 through the Oregon Business Energy Tax Credit program. The program requires annual application and is not guaranteed, but is being budgeted in the event the County is approved again in FY10.

Significant Program Changes

Last year this program was: #72026, Bus Pass Program

Multnomah County
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Program # 72007 - FRM - Chief Financial Officer — Version 7/08/2009 s

Priority: Accountability
Program Offer Type: Administration
Related Programs:
Program Characteristics:

Lead Agency: County Management
Program Contact: Mindy Harris

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 Finance, Risk Management, Employee Benefits, Retirement Programs, Income Tax, Excise Tax, SAP, and Central Purchasing and Contract Administration.

Program Description

The CFO develops and presents financial guidelines and policy to executive level staff, County Chair, Chief Operating Officer, and Board of County Commissioners (BCC). The CFO presents recommendations related to public financial policy to County Chair, BCC, and communicates with CEOs and CFOs of other jurisdictions, Oregon Legislature, the general public, and business community; develops and/or suggests finance alternatives/reforms to executive level staff and jurisdiction partners. The CFO monitors the Public Employees Retirement System (PERS), works with partner jurisdictions to develop and present legislative policy to BCC for approval and to Oregon Legislature and/or PERS Board and communicates impact of actions taken to employees. The CFO works with Budget, Chair, BCC and departments to establish priorities and guidelines and assure policies are aligned with these priorities. The CFO works with finance sections, DCM divisions, and department stakeholders on all administrative policies and procedures.

Program Justification

The CFO contributes to the Accountability Priority by providing leadership, administrative and resource management and results that positively affect the operations of the entire County. The CFO provides sound administrative and financial management policy recommendations to the Chair, BCC, other elected officials and departments that results in the County maintaining a high bond rating, involving stakeholders in producing a balanced County budget, receiving an unqualified financial report opinion, keeping the PERS rates below the State average, recruiting and maintaining a high quality diverse workforce, maintaining its facilities and numerous other administrative and financial initiatives. The CFO communicates the financial condition and quality of services provided by the County to all citizens via the Comprehensive Annual Financial Report.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Comprehensive Annual Financial Report is issued according to legal requirements	1	1	1	1
Outcome	Maintain County's high bond rating of Aa1	1	1	1	1

Performance Measure - Description

Output: The Comprehensive Annual Financial Report is a primary product of the Finance Division. Statutes require that it is issued within six months of the close the fiscal year. 1=achieved; 0=not achieved.

Outcome: County maintains high bond rating of Aa1 on general obligation debt. This is achieved by continuing to demonstrate prudent financial management. 1=achieved; 0=not achieved.

Legal/Contractual Obligation

ORS 208, 288,294,295, 310 and many other Oregon Revised Statutes, Multnomah County Code, Chapters 7, 9,11 and 12 and County Charter requires the County to maintain appropriate personnel, infrastructure, taxation and financial system operations.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$127,523	$0	$358,225	$0
Contracts	$55,000	$0	$15,000	$0
Materials & Supplies	$7,600	$0	$4,300	$0
Internal Services	$22,306	$0	$2,769,712	$0
Subtotal: Direct Exps:	**$212,429**	**$0**	**$3,147,237**	**$0**
Administration	$0	$0	$0	$0
Program Support	$0	$0	$0	$0
Subtotal: Other Exps:	**$0**	**$0**	**$0**	**$0**
Total GF/non-GF:	**$212,429**	**$0**	**$3,147,237**	**$0**
Program Total:	**$212,429**		**$3,147,237**	
Program FTE	1.70	0.00	2.70	0.00
Program Revenues				
Fees, Permits & Charges	$70,809	$0	$0	$0
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$70,809**	**$0**	**$0**	**$0**

Explanation of Revenues

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72008, Chief Financial Officer
For FY 2010 this program includes one FTE (Program Manager 2) that will be assigned to work directly with the CFO on overall financial policy issues.

The large increase from FY 2009 to FY 2010 reflects the inclusion of all support costs - in the form of a service reimbursement to IT - associated with the SAP system. SAP was moved organizationally from Finance & Risk Management to the IT Fund so it is necessary to include this internal service charge.

Multnomah County
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Program # 72009A - FRM - General Ledger — Version 7/08/2009 s

Priority: Accountability

Lead Agency: County Management

Program Offer Type: Existing Operating

Program Contact: Cara Fitzpatrick

Related Programs:

Program Characteristics:

Executive Summary

The General Ledger (GL) program manages central financial accounting and reporting, including the annual external financial audit, audit of the County's expenditures of Federal awards, Federal cost allocation plan, contract fiscal compliance over grants as well as general accounting support and assistance Countywide.

Program Description

The GL program supports and monitors the County's financial accounting activity by performing regular accounting functions,including account reconciliations, review / approval of accounting transactions and preparing required financial reports. The primary product is the County's Comprehensive Annual Financial Report (CAFR), which includes all activities associated with the required annual external financial audits. The CAFR earns the Government Finance Officer's Association(GFOA)award annually for excellence in financial reporting. This award indicates management has prepared financials meeting the reporting standards and requirements noted by GFOA. Approximately 3% of government entities in the US receive this award annually. The program's fiscal compliance(FC)unit performs site reviews and financial statement analyses on County human service contracts in order to maintain compliance with Federal, State and County laws and regulations. GL also prepares the County's cost allocation plans needed to recover central and departmental overhead and administrative costs. Maintaining internal controls and the chart of accounts are also performed by GL.

Program Justification

GL has a fiduciary responsibility to citizens by providing sound financial accounting and reporting as well as effective internal controls. GL provides the County and its citizens with audited financial reports that provide information to monitor and track the County's financial performance. These reports are utilized by many agencies and organizations such as bankers, investment and bond rating agencies, debtors, grantor agencies and citizens. The program's regular review and reconciliation of the County's enterprise system is a key function for proper financial accounting, effective internal controls, reporting and budgeting. In addition, the program's fiscal compliance unit performs Countywide contractor fiscal monitoring required by Federal and State regulations, grants and financial assistance agreements. This provides accountability to funding agencies and citizens while improving the performance and achieving the goals of the County programs.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	# of properly stated balance sheet accounts per review of external auditors	283	275	275	269
Outcome	% of properly stated balance sheet accounts per review of external auditors	100.0%	97.0%	97.0%	95.0%
Output	# of fiscal compliance(FC) site visits performed in a fiscal year (FY)	17	60	40	50
Outcome	% of external auditor recommendations successfully implemented in a fiscal year	88.0%	8.0%	80.0%	60.0%

Performance Measure - Description

Output: In the County's external financial audit, the auditors will analyze and audit our general ledger accounts. Fewer general ledger accounts identified with misstatements will indicate a high degree of accuracy in the financial statements.
Outcome: In the annual external audit, the auditors review and analyze the general ledger. A higher % of accurately stated accounts indicates fewer misstatements in the CAFR.
Output: FC unit performs site reviews and issues reports on primarily County funded human services (HS) contracts. Central FC is a newer program and the FY09 estimates were aggressive and high. In addition staff turnover contributed to lower actual FC site visits.
Outcome: In the County's external financial audit, the auditors provide recommendations to management on noted areas of improvement. A high percent of auditor recommendations successfully addressed indicates a greater degree of internal control and management review over the County's financial data.

Legal/Contractual Obligation

Oregon Revised Statutes(ORS), Ch. 297~Audits of Public Funds and Financial Records requires governments to have an external audit and submitted to the Secretary of State - Audits Division. The Office of Management and Budget Circular A-133 requires entities receiving Federal funds and passing those funds on to other organizations (such as non-profits) to be in compliance by performing grant fiscal monitoring on those contracts funded with pass-through dollars.

Revenue/Expense Detail

	Proposed General Fund	**Proposed Other Funds**	**Proposed General Fund**	**Proposed Other Funds**
Program Expenses	2009	2009	2010	2010
Personnel	$796,741	$0	$845,977	$0
Contracts	$500	$0	$0	$0
Materials & Supplies	$25,700	$0	$19,700	$0
Internal Services	$63,733	$0	$99,410	$0
Subtotal: Direct Exps:	**$886,674**	**$0**	**$965,087**	**$0**
Administration	$31,627	$7,462	$276,922	$0
Program Support	$21,892	$0	$18,579	$0
Subtotal: Other Exps:	**$53,519**	**$7,462**	**$295,501**	**$0**
Total GF/non-GF:	**$940,193**	**$7,462**	**$1,260,588**	**$0**
Program Total:	**$947,655**		**$1,260,588**	
Program FTE	8.98	0.00	8.78	0.00
Program Revenues				
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

Program is supported by General Fd revenues. Personnel costs for this program are included in the County's indirect cost allocation plan.

Significant Program Changes

☑ **Significantly Changed**

Last year this program was: #72009, General Ledger

This program offer presents a significant change from the prior year by reducing one 1.0 FTE Finance Specialist 2 to .80 and reducing professional education for staff CPAs. The position is responsible for preparing the indirect cost allocation plan (ICAP), year end audit workpapers, and assisting with the annual external audit and financial statements. The ICAP allows the County to recover administrative costs related to grant funding. Reducing this position will result in overtime during the annual audit, severe reduction in technical accounting assistance to departments, shift the lower level technical work to higher level employees and eliminate the unit's ability to adequately verify ICAP information provided by departments, thereby risking the integrity of financial information used to obtain grant reimbursements. Reducing the training budget for professional education will diminish the County’s ability to implement new GASB pronouncements and other accounting standards.

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Program # 72010A - FRM - CPCA — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Brian Smith
Related Programs: 72010B
Program Characteristics:

Executive Summary

Central Procurement and Contract Administration (CPCA) oversees the County's purchasing activities and provides leadership, expertise, and training to departments and employees who perform purchasing functions. CPCA supports departments to purchase products and services in human services, construction, materials, and non-professional and professional services. CPCA ensures appropriate and cost-efficient public procurement and contracting practices, including evaluating the economic, social and environmental impacts of purchases.

Program Description

CPCA provides leadership, policy oversight and monitoring, contract procurement, administration and compliance, staff training, support services and overall accountability for thousands of contracts and millions of dollars awarded each year. Key efforts include: (1) safeguard the County from potential contractual risk and liability exposure; (2) ensure products and services are purchased in accordance with federal and state laws, procedures and regulations including County Administrative Procedures and rules established by Multnomah County's Public Contract Review Board (PCRB); (3) review and approve contract documents, review and approve contract changes and/or amendments and maintain official contract records; (4) research, analyze, recommend, and implement best practices; (5) provide on-going guidance, support, training and consulting to departments and employees; (6) track, monitor, analyze and annually report on contract data and performance measures; (7) maximize efforts to include and ensure participation of Minority, Women and Emerging Small Businesses (MWESB); (8) participate in community events, meetings and conduct outreach to the MWESB vendor community, and (9) develop and implement sustainable purchasing policies, procedures and training.

Program Justification

CPCA ensures compliance with laws, State procurement statutes, County Administrative Procedures, and rules established by Multnomah County's Public Contract Review Board (PCRB). In addition, CPCA provides leadership on MWESB and sustainable purchasing efforts.

The staff's high level of expertise and ability enables CPCA to provide cost effective customized advising services to all County departments. The staff plans, reviews and approves contract documents, maintains oversight of the County's overall contracting process, analyzes data, performs research of best practices, trains employees, provides recommendations, and assists with contract processing. All activities are designed to promote continual improvement towards reducing risk and liability for the County, creating efficiencies and implementing best practices and procedures.

CPCA contributes to the County's efforts to strengthen the local economy by conducting outreach and providing assistance to MWESB vendors. These efforts are designed to support the growth and development of historically underutilized MWESB businesses.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Percent of contracts awarded to MWESB and QRF businesses	29.0%	29.0%	29.0%	20.0%
Outcome	Minimize the number of sustained protests	0	0	0	0
Efficiency	Quantity of formal RFP and Bid solicitations issued	52	50	40	45
Output	Number of Contracts	1,000	0	1,078	1,000

Performance Measure - Description

☑ Measure Changed

Increase percent of contracts awarded to MWESB and QRF business has been reduced from 29% to 20% to reflect reductions to the MWESB program of 1.0 FTE, technical assistance and outreach (see significant program changes for more detail).

Number of Contracts is a new measure for FY 09-10.

Legal/Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$0	$1,610,986	$0
Contracts	$0	$0	$124,398	$0
Materials & Supplies	$0	$0	$56,030	$0
Internal Services	$0	$0	$265,512	$0
Subtotal: Direct Exps:	**$0**	**$0**	**$2,056,926**	**$0**
Administration	$74,240	$17,516	$590,213	$0
Program Support	$43,881	$0	$35,973	$0
Subtotal: Other Exps:	**$118,121**	**$17,516**	**$626,186**	**$0**
Total GF/non-GF:	**$118,121**	**$17,516**	**$2,683,112**	**$0**
Program Total:	**$135,637**		**$2,683,112**	
Program FTE	18.00	0.00	17.00	0.00
Program Revenues				
Fees, Permits & Charges	$0	$0	$8,000	$0
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$0**	**$8,000**	**$0**

Explanation of Revenues

Revenues are generated when Solicitation Plans and Specifications are sold or fees are collected for services performed in response to public records requests. In FY 09-10 CPCA is raising fees charged for Solicitation Plans and Specifications for the first time in more than 20 years. Revenues are projected to be $8,000.

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72020, Central Procurement & Contracts Administration
During FY09 CPCA made significant progress and improvements in its MWESB Program, resulting in direct technical assistance services to an estimated 180 MWESB businesses.

Multnomah County
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Program # 72010B - FRM - CPCA MWESB Program — Version 7/08/2009 s

Priority: Accountability
Program Offer Type: Existing Operating
Related Programs: 72010A
Program Characteristics:

Lead Agency: County Management
Program Contact: Brian Smith

Executive Summary

This program offer funds a staff position that supports Minority, Women and Emerging Small Businesses; without this position 100% of MWESB staff is elminated. Included in the request is one Contract Specialist position that provides technical assistance and outreach to MWESB vendors.

Additionally, this offer requests adding back technical one-on-one business assistance to MWESB businesses and funding for CPCA staff training.

Program Description

This program offer buys a critical element of the MWESB program CPCA administers for the County.

1) 50% of MWESB Staff- 1 FTE ($88,432) This position performs activities that include building relationships and partnerships with County department staff, construction contractors, community members and partner agencies; conducting audits of compliance documents submitted by contractors; supporting department staff to identify MWESB vendors, supporting department staff to bring resolutions to project issues; and participating in tradeshows, events and organizations that support economic development for MWESB businesses within the region.

2) Annual Rent for the satellite office at OAME ($3,120).

3) Eliminates 67% of Technical Assistance and Professional Services to MWESB businesses($32,500)-This funding provides one-on-one assistance to 126 MWESB businesses to ensure the overall success and longevity of their businesses. Technical assistance services include but are not limited to: business and systems management, estimating skills, project management, safety training, financial management, computer training, human resources and insurance and bonding. In addition, this includes advertising in local minority publications.

4) MWESB Outreach ($16,000)- This funding supports activities, organizations and events that promote economic development for MWESB businesses including memberships, sponsorships and marketing materials.

5)Travel and Training ($10,000)-Multnomah County is poised to radically change its procurement and contracting practices; these funds would provide training for CPCA staff to be better prepared to lead these efforts.

Program Justification

Multnomah County has a long and proud history of supporting opportunities for Minority, Women and Emerging Small Businesses. For over 13 years, the MWESB Program has been dedicated to building the capacity, sustainability and prosperity of MWESB businesses.

During the last two years, CPCA made significant progress and improvements in awarding contracts to MWESB businesses. MWESB participation increased from 14% of contract awards in 2007 to 29% of contracts awarded in 2008. This increase was achieved while the County's overall contract awards decreased by 54%. The County does business with approximately 100 MWESB contractors annually.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Percent of contracts awarded to MWESB and QRF businesses.	29.0%	29.0%	29.0%	29.0%
Outcome		0	0	0	0

Performance Measure - Description

Purchase of this program offer enables CPCA to maintain our excellent record of awarding contracts to MWESB and QRF businesses.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$0	$88,432	$0
Contracts	$0	$0	$32,468	$0
Materials & Supplies	$0	$0	$26,000	$0
Internal Services	$0	$0	$3,100	$0
Subtotal: Direct Exps:	**$0**	**$0**	**$150,000**	**$0**
Administration	$0	$0	$43,041	$0
Program Support	$0	$0	$2,116	$0
Subtotal: Other Exps:	**$0**	**$0**	**$45,157**	**$0**
Total GF/non-GF:	**$0**	**$0**	**$195,157**	**$0**
Program Total:	**$0**		**$195,157**	
Program FTE	0.00	0.00	1.00	0.00
Program Revenues				
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72020, Central Procurement & Contracts Administration
This program provides funding for the MWESB program including staff, MWESB outreach, sponsorships, memberships, one-on-one technical assistance for MWESB businesses and professional education for staff.

If this program offer is not funded, it is estimated that the County's MWESB awards and utilization will decrease by 30%.

Small businesses account for more than 80% of all businesses in the United States.
Diminishing the County's MWESB Program and efforts will negatively impact the capacity and longevity of MWESB businesses in the region.

During the last two fiscal years the County made cumulative payments to MWESB businesses totaling $8.5 million.

Multnomah County
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Program # 72012 - FRM - Employee Benefits

Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Caren Cox
Related Programs:
Program Characteristics:

Executive Summary

The Employee Benefits program manages a full range of affordable, comprehensive health, life, disability and retiree benefits for County employees, retirees, and dependents. The program oversees administration of a complex array of benefit plans ensuring County compliance with labor contracts, federal, state and local laws/mandates. The program provides sound fiscal management of the programs offered, while obtaining the best benefit value for employees and the County.

Program Description

Program coordinates/consults with all County departments/employees to ensure timely enrollment in the benefit plans,complete accurate payroll deductions, production of user friendly benefit communication/educational materials, and liaison between employees and benefit providers for problem resolution. We work with County labor and management to structure benefit components providing desirable benefit options within budgetary constraints. Administration is standardized to ensure all employees receive the maximum value of their benefit plans. Plans regularly reviewed for compliance with federal, state, and local laws governing plan administration. Vendors and internal records are regularly audited to verify County funds are being spent appropriately and in compliance with plan requirements. Remittances are made regularly and on time to take advantage of discounts and avoid penalties. Service contracts include performance guarantees to ensure service levels.

Program Justification

Our comprehensive benefit package helps attract and retain a highly qualified workforce. It is good public policy to provide benefit coverage which positively contributes to the health and productivity of the employee population. The program contains 3 primary components:
1. Health/Welfare: Provides coverage to more than 13,000 members (employees, retirees, and their dependents) via 7 medical plan options and 2 dental plan options. This includes medical case management, disease prevention & intervention, and programs designed to more effectively manage health care costs.
2. Life/Disability: Manage multiple active employee disability plans (long and short term disability, military, catastrophic, Federal and Oregon state family leaves) and life insurance for active and retired employees.
3. Plan/Vendor Management/Program Communication
The value employees assign to their benefits is directly related to their understanding, satisfaction, and access to their benefit programs. This only occurs with stringent, consistent administrative practices which provide timely accurate enrollment, eligibility reporting, premium calculation, vendor remittances and communication to participants which provide members full access to available benefit programs. Benefits staff is ready to partner with SAP to implement online benefits enrollment, but wil be unable to do so if SAP Business Analyst Position is eliminated.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of new hire enrollments processed	481	500	516	460
Outcome	Percent of new members needing assistance	13.0%	1.0%	19.0%	15.0%
Quality	Customer satisfaction: new employee benefit enrollment survey results	90.0%	95.0%	93.0%	95.0%
Efficiency	County's monthly per employee benefit cost	837	912	927	942

Performance Measure - Description

Efficiency: Department costs were increased mid-year to account for the plan/premium changes and adjustment from Fiscal Year to calendar-year operations. Estimate is difference between current year purchased and next year's offer.

Legal/Contractual Obligation

County labor contracts contain benefit mandates for active and retired members. Benefits are also governed by variety of federal, state, and local laws, including Internal Revenue Service, Dept of Labor, COBRA, Working Families Tax Relief Act, Older Workers Benefit Protection Act as well as civil rights and Equal Employment Opportunity laws.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$1,463,337	$0	$828,957
Contracts	$0	$1,072,885	$0	$132,376
Materials & Supplies	$0	$75,034,816	$0	$65,615,690
Internal Services	$0	$129,605	$0	$151,459
Unappropriated & Contingency	$0	$4,671,088	$0	$21,988,361
Subtotal: Direct Exps:	**$0**	**$82,371,731**	**$0**	**$88,716,843**
Administration	$28,282	$6,673	$1,130,884	$0
Program Support	$19,503	$0	$16,928	$0
Subtotal: Other Exps:	**$47,785**	**$6,673**	**$1,147,812**	**$0**
Total GF/non-GF:	**$47,785**	**$82,378,404**	**$1,147,812**	**$88,716,843**
Program Total:	**$82,426,189**		**$89,864,655**	
Program FTE	8.00	0.00	0.00	8.00
Program Revenues				
Fees, Permits & Charges	$0	$57,483,855	$0	$62,234,817
Other / Miscellaneous	$0	$25,300,000	$0	$27,600,000
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$82,783,855**	**$0**	**$89,834,817**

Explanation of Revenues

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72014, Employee Benefits

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Program # 72013 - FRM - Employee Wellness — Version 7/08/2009 s

Priority: Accountability

Program Offer Type: Existing Operating

Related Programs:

Program Characteristics:

Lead Agency: County Management

Program Contact: Caren Cox

Executive Summary

The Multnomah County Wellness Program provides employees, their eligible family members, and retirees with opportunities to improve their health and well being through education, experience, exercise, prevention training, and wellness intervention all designed to cultivate a healthier workforce and population covered by County sponsored health plans. This county wide program focuses on broad spectrum wellness, which includes proper nutrition, weight control, fitness, and stress management. In general, wellness programs can contribute to a reduction in employee absenteeism, lower health plan costs, increased employee productivity, enhanced employee retention, and improved employee morale.

Program Description

The program offers a broad range of services to employees aimed at enhancing overall wellness by providing convenient access to commercial grade fitness equipment, affordable on-site fitness classes tailored to work schedules and employee mix (class costs are below market rates and shared by participants), personal development workshops targeting stress management, work-life balance, and other medical concerns for our population, wellness information, information about community resources/activities, a library of related subject matter, the breast pump loan program, incentive programs for weight loss and smoking cessation, worksite wellness activities, assistance to senior management with development of countywide wellness policy, guidance to the Peer Support Network, Employee Assistance Program coordination for individuals/departments, assistance with County's Drug/Alcohol training, coordination of health fairs, and assistance with other ad-hoc projects supporting program goals.

Program Justification

Our program provides the County's stable and aging workforce with opportunities to make healthy life choices that will enhance their commitment to the County, increase productivity, and encourage employee retention. Program offerings can be tailored to address the specific health needs of our population as targeted by health plan statistics: weight reduction,stress management, women's health, and cardiovascular health. Industry studies document the positive impact wellness programs have on health and disability plan costs and the relationship between wellness programs and employee productivity. Investment in employee wellness contributes to better and more cost effective service delivery to the community. Offering worksite wellness programs and initiatives demonstrates the County's commitment to support employees, encourage a health workforce, improve employee morale, and desire to attract and retain a highly qualified workforce.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of employees requesting access to fitness centers	118	150	140	150
Outcome	Number of individual visits to fitness sites	13,318	18,000	17,000	18,000
Quality	Personal development workshops receiving excellent/good rating	80.0%	85.0%	0.0%	85.0%
Outcome	Enrollment in Wellness sponsored activity	17,135	17,000	17,600	18,000

Performance Measure - Description

Quality measure: No measurement available, no workshops held due to changes in the program content and workshop provider. However, workshops will be scheduled before June 30, 2009.

Outcome measure: The measures provide the number of individual visits to a fitness site and the number of distinct classes attended by an individual, indicating the value of the wellness program activities to the users. (estimate of 18,000 for each is coincidental)

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$96,715	$0	$104,650
Contracts	$0	$51,000	$0	$51,000
Materials & Supplies	$0	$101,144	$0	$63,023
Internal Services	$0	$83,975	$0	$85,052
Subtotal: Direct Exps:	**$0**	**$332,834**	**$0**	**$303,725**
Administration	$11,872	$2,801	$87,151	$0
Program Support	$2,438	$0	$2,116	$0
Subtotal: Other Exps:	**$14,310**	**$2,801**	**$89,267**	**$0**
Total GF/non-GF:	**$14,310**	**$335,635**	**$89,267**	**$303,725**
Program Total:	**$349,945**		**$392,992**	
Program FTE	0.00	1.00	0.00	1.00
Program Revenues				
Fees, Permits & Charges	$0	$37,200	$0	$303,725
Other / Miscellaneous	$0	$64,000	$0	$0
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$101,200**	**$0**	**$303,725**

Explanation of Revenues

Revenues include fees paid by fitness class participants ($35,000), revenues from parking garage fees ($12,000) and internal service reimbursements.

Significant Program Changes

Last year this program was: #72015, Employee Wellness

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Program # 72014 - FRM - ITAX — Version 4/20/2009 s

Priority: Accountability
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Lead Agency: County Management
Program Contact: Satish Nath

Executive Summary

The ITAX Administration Program manages the administrative functions for the Multnomah County three year personal income tax (ITAX) for the tax years 2003, 2004 and 2005 in accordance with Ballot Measure 26-48 approved by the voters in May 2003. The ITAX was sunset on December 31 2005; however the program continues to collect delinquent taxes and is accountable for compliance and regular audits. This is a joint offer with the County Attorney's Office.

Program Description

The program provides leadership, collection analysis, distribution, legal process and accountability for the County's ITAX program. Key efforts include: (1) managing the administrative functions of ITAX, (2) managing the Inter Governmental Agreements with various school districts that receive ITAX funds, and, (3) taking legal actions against non-payment of ITAX. Program is also responsible for maintaining a complete and accurate county resident database and communicating all relevant issues to taxpayers. The ITAX program expects to collect about $1.0 million in FY10, of which $700,000 will be distributed to schools and county programs. Administrative and collection expenses are expected to be about $300,000.

Program Justification

This program assures that the county is collecting this tax appropriately, fairly and effectively. The collection and distribution of the ITAX for county services such as health, public safety and senior citizens link the program to Public Safety and Basic Living Needs. The program will collect over $370 million of which about 70% will be distributed to schools.

Currently, approximately $8 million is projected to be outstanding as delinquent and non-filers representing about 23,000 accounts.

This program offer provides funding for 2 position in County Attorney's office through December 2009. After that, any remaining accounts not in legal process will be turned over to a debt collection firm for continued collection efforts.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Cumulative ITAX Collected	367,191,482	372,131,163	372,131,163	375,131,163
Outcome	Percent of compliance by $ collected	98.1%	98.5%	98.5%	99.0%

Performance Measure - Description

Results are achieved by taxes collected. The goal was to have 90% of the tax collected within 12 months of the due date and 97% collected within three years of the tax due date. According to Internal Revenue Service, about 87% of federal income tax is collected. For tax years 2003 and 2004, we have collected 95% of the tax dollars due.

Legal/Contractual Obligation

Multnomah County Ballot Measure 26-48 of May 20, 2003
MC Board RESOLUTION NO. 03-145 of 16th day of October, 2003

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$405,108	$0	$150,113	$0
Contracts	$550,000	$0	$75,000	$0
Materials & Supplies	$130,000	$0	$26,000	$0
Internal Services	$149,110	$0	$46,735	$0
Subtotal: Direct Exps:	**$1,234,218**	**$0**	**$297,848**	**$0**
Administration	$0	$0	$0	$0
Program Support	$0	$0	$2,152	$0
Subtotal: Other Exps:	**$0**	**$0**	**$2,152**	**$0**
Total GF/non-GF:	**$1,234,218**	**$0**	**$300,000**	**$0**
Program Total:	**$1,234,218**		**$300,000**	
Program FTE	0.50	0.00	1.00	0.00
Program Revenues				
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

Multnomah County Personal Income Tax consists of 1.25% on Oregon Taxable Income less County exemptions, interest on late payments, penalties on late filings and fees generated by checks returned for insufficient funds (NSF).

Significant Program Changes

☑ Significantly Changed

Last year this program was:
#72023, Personal Income Tax Collection

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Program # 72015A - FRM - Liability Risk Mgmt — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Marc R Anderson
Related Programs:
Program Characteristics:

Executive Summary

The Liability Risk Program (LRP) manages the County liability program in accordance with all legal requirements and County policies/procedures. It focuses on risk exposures, liability/subrogation claims, insurance, loss control/prevention, and risk management. Our goal is to annually determine the County's "Cost of Risk", benchmark against other entities and improve our program to move towards best practices.

Program Description

The Liability Risk Program (LRP) purchases Crime, Excess Liability, Bonds, and specialized insurance for the County. The LRP recommends the types/limits of insurance for contracts, recommends the purchase of specialized insurance, and develops Countywide policies/procedures. The LRP implements risk management strategies for the prevention of risk exposure and liability losses Countywide. This program adjusts claims with a contracted adjuster and the County Attorney's Office. The County chooses to "self-insure" (retain a certain amount of financial exposure to loss and purshase excess coverage for large claims). This 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 liability rates are based on their past losses.

Program Justification

The Liability Risk Program's mission is to protect the County's assets. This is done by the purchase /retention of the desired types/levels of insurance, implementing sound loss control/risk prevention measures, timely adjusting of liability and subrogation claims, and providing effective risk financing techniques. All input received by customers is clearly analyzed, providing the opportunity to make informed decisions with respect to the County's Liability Risk Program. The customers participate in the decision-making process and are kept informed of the outcome of the issue. By protecting the County's assets and achieving the program's priorities, the program is being accountable to the employees and citizens of Multnomah County. Subrogation claims reimbursement is the act of pursuing third parties to pay for County damage caused by external parties.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of policies for liability ins.,bond,crime coverages purchased/renewed	15	16	16	16
Outcome	Annual premium rate for liability ins/bond-cent per $1,000 in budget	2	2	2	2
Quality	Percentage of claims closed in relation to claims received	91.0%	91.0%	91.0%	92.0%

Performance Measure - Description

☑ Measure Changed

Output: Appropriate types of insurance coverage indicates strong safeguarding the County's assets.
Outcome: This year's average premium rate per $1,000 in budget for self-insured Oregon public entities is 5.8 cents. The County's rate is 2.2 cents, indicating that the cost of the Liability Risk Program is well below the average premium rate for self-insured Oregon public entities.
The "Quality" measure is new. A high percentage of closed claims in relation to the total number of claims received indicates that the claims are being well managed and closed in a timely, cost efficient manner.

Legal/Contractual Obligation

The 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 liability in accordance with the provisions of the Oregon Tort Claims Act, ORS 30.270, and purchases Excess Liability insurance above the self-insured retention of $1,000,000. The required Public Official Bonds, DEQ Bonds, and Pharmacy Bond are purchased in accordance with State requirements. The LRP manages the County's compliance with numerous OSHA requirements to promote employee safety, including driver's license verification and inspections by regulatory and insurance carrier representatives.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$202,981	$0	$229,436
Contracts	$0	$271,200	$0	$236,200
Materials & Supplies	$0	$1,353,695	$0	$1,304,700
Internal Services	$0	$23,169	$0	$30,472
Subtotal: Direct Exps:	**$0**	**$1,851,045**	**$0**	**$1,800,808**
Administration	$19,656	$4,637	$143,702	$0
Program Support	$3,779	$0	$3,280	$0
Subtotal: Other Exps:	**$23,435**	**$4,637**	**$146,982**	**$0**
Total GF/non-GF:	**$23,435**	**$1,855,682**	**$146,982**	**$1,800,808**
Program Total:	**$1,879,117**		**$1,947,790**	
Program FTE	0.00	1.55	0.00	1.55
Program Revenues				
Fees, Permits & Charges	$0	$4,709,418	$0	$1,796,808
Other / Miscellaneous	$0	$2,500	$0	$4,000
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$4,711,918**	**$0**	**$1,800,808**

Explanation of Revenues

Departments are charged a liability rate based on claims experience and an actuarial valuation performed every three years. The Liability Risk Program also receives subrogation money and reimbursement related to liability claims.

Significant Program Changes

Last year this program was: #72017, Liability Risk Management
This program offer reduces the funding for the Driver's License Tracking Program by $35,000 which eliminates Risk Management's abiltiy to monitor licenses for any drivers other than those already being montored (A&T, Facilities). This will result in non-compliance with OSHA requirements and could result in fines being imposed.

Multnomah County
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Program # 72017A - FRM - Payroll/Retirement Svcs — Version 7/09/2009 s

Priority: Accountability
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:

Lead Agency: County Management
Program Contact: Susie Cameron

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

Payroll produces 24 payrolls per year for regular and on-call employees and produces final and correction checks as needed. Payroll is responsible for withholding, reporting, and remitting employment taxes to Federal, State and Local taxing authorities; for reporting and remitting pension contributions to the Public Employees Retirement System, and for administering the County's IRC §457 deferred compensation program. Payroll maintains employee data for accurate reporting of the above programs. Payroll processes, reconciles and remits mandated deductions for creditor garnishments, child support, bankruptcies, tax levies, and union dues. Payroll maintains employee information for the direct deposit program, the pension plans, the deferred comp program and enters leave adjustments for the catastrophic leave program. Payroll is responsible for accurate processing and reconciling of wage and tax statements (W2's and 1099's) and corresponding federal and state reports.

Program Justification

Payroll ensures that payroll expenditures are in compliance with Federal and State wage and hour laws, labor contracts, and County Administrative guidelines. 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 non-compliance. The pension plan is a key benefit to employees and helps attract and retain qualified personnel. Payroll provides consultation to the departments on payroll best practices. The unit does regular auditing of time and attendance records to ensure compliance with employment contracts and wage and hour laws.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Average number of payments issued per period.	6,617	6,600	6,800	6,800
Outcome	Percent issued without errors.	99.0%	99.0%	99.0%	99.0%
Output	Percent of employees participating in Deferred Comp program	47.5%	39.0%	48.0%	39.0%
Quality	Average deferred comp account balance	38,593	57,500	39,000	42,000

Performance Measure - Description

☑ Measure Changed

Output: Number of payments per pay period exceeds number of employees due to many employees having multiple direct deposits.

Output: The percent of employees participating in the deferred comp plan will measure the effectiveness and quality of the educational opportunities offered. The national average for participation is 29%. The national average account balance is $9,500. The average account balance and participation rate are measures of the quality of the investment options and overall attractiveness of the plan as a voluntary employee benefit. Account balances and participation rate are expected to decline due to financial markets and reduction in employee workforce.

Previous measure was number of timekeeper trainings. Trainings have been eliminated due to increased workload and staffing cuts.

Legal/Contractual Obligation

Wage payments are mandated by Federal & State wage and hour laws and by 10 union contracts. Withholding and remitting employment taxes is mandated by the Internal Revenue Service. Pension contributions are mandated by union contracts and the Oregon Revised Statutes. Failure to comply to the above laws and regulations could result in the County being assessed penalties and fines.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$695,168	$0	$677,949	$0
Contracts	$10,100	$0	$10,100	$0
Materials & Supplies	$15,125	$0	$13,785	$0
Internal Services	$101,820	$0	$135,593	$0
Subtotal: Direct Exps:	**$822,213**	**$0**	**$837,427**	**$0**
Administration	$29,238	$6,919	$240,291	$0
Program Support	$19,430	$0	$15,701	$0
Subtotal: Other Exps:	**$48,668**	**$6,919**	**$255,992**	**$0**
Total GF/non-GF:	**$870,881**	**$6,919**	**$1,093,419**	**$0**
Program Total:	**$877,800**		**$1,093,419**	
Program FTE	7.97	0.00	7.42	0.00
Program Revenues				
Other / Miscellaneous	$88,500	$0	$100,000	$0
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$88,500**	**$0**	**$100,000**	**$0**

Explanation of Revenues

Significant Program Changes

☑ **Significantly Changed**

Last year this program was: #72011, Payroll
#72011 Payroll and 72012 Deferred comp. Programs have been combined into one program offer.

This program offer differs from last year by eliminating a .5 fte Office Assistant 2 and the downgrade of a 1.0 fte position from a Finance Supervisor to a Finance Specialist 1. Payroll will no longer be able to process voluntary payroll deductions such as charitable giving and US Savings Bonds. Payroll will no longer provide quarterly timekeeper trainings. Training of new timekeepers will revert to the Departments. To meet budget constraint, one supervisory position is being reduced to a staff level. The incumbent will likely transfer which will result in a decrease of institutional knowledge for processing 1099 tax statements, thereby putting the County at risk for reporting errors which would result in fines. Front counter coverage will be reduced by 1/3, which will mean that employees will be able to receive payroll service on a limited basis. Requests for information such as employment verifications will be processed on a semi-monthly basis instead of a 48 hr turn-a-round.

Multnomah County
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Program # 72018A - FRM - Property Risk Mgmt — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Marc R Anderson
Related Programs:
Program Characteristics:

Executive Summary

The Property Risk Program (PRP) manages the County property and insurance programs in accordance with related legal requirements and County policies and procedures. It focuses on property insurance, loss control/prevention, and risk management-related issues.

Program Description

The Property Risk Program (PRP) negotiates and purchases property insurance for 80 County-owned buildings and their contents, County contents in leased facilities, castastrophic fleet coverage, marine coverage, and other specialized insurance coverage for the County. The PRP consults and advises on property-related risk exposures, researches & makes recommendations regarding the purchase of specialized insurance coverage, and develops policies and procedures. The PRP then implements risk management strategies for the prevention or reduction of property losses. This program adjusts property loss claims up to the County's self-insured retention of $250,000 and for losses over the retention, utilizes a contracted insurance broker/risk consultant.

Program Justification

The Property Risk Program's mission is to protect the County's assets. This is done by the purchase and retention of the appropriate types and levels of insurance, recommending and implementing sound loss control/prevention measures, appropriate and timely adjusting of property loss claims, and providing effective risk financing techniques. All input and information received by internal and external customers is thoroughly and clearly analyzed, providing for the opportunity to make informed decisions with respect to the County's Property Risk Program. The customers actively participate in the decision-making process and are kept informed of the progress made and ultimate outcome of the issue. Current County insured assets are valued at approximately $622.5 million. By protecting the County's assets and achieving the program's priorities, the program is being accountable to the employees and citizens of Multnomah County, minimizing loss to departments - reducing their costs so they can provide more resources for direct services to customers.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Annual number of property insurance policies	6	7	7	7
Outcome	Annual premium rate for property ins. coverages-cents per$100 in prop. value	8	8	8	8
Quality	Number of active claims managed	8	9	10	10

Performance Measure - Description

☑ Measure Changed

Output: Number of property insurance policies, 6, including primary property, Justice Center, Boiler & Machinery, Catastrophic vehicle, Marine, Terrorism, and Flood & Earthquake coverage.

Outcome: The average premium rate per $100 in property value for Oregon public entities this year is 9 cents and the County's rate is 8 cents.

Quality: This is a measure of the number of active property claims managed. This indicates the ongoing management of this program and the interaction with the departments and insurance carriers for a successful outcome on the claim.

Legal/Contractual Obligation

The Property Risk Program is mandated by County Code 7.100-7.104. The County is required by its debt financing agreements to have specific property insurance in place. The level of expenditures is based on market value of insurance to cover the County's property risk.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$63,125	$0	$82,016
Contracts	$0	$91,000	$0	$91,000
Materials & Supplies	$0	$885,413	$0	$885,405
Internal Services	$0	$5,261	$0	$5,403
Subtotal: Direct Exps:	**$0**	**$1,044,799**	**$0**	**$1,063,824**
Administration	$7,500	$1,770	$65,793	$0
Program Support	$1,341	$0	$1,164	$0
Subtotal: Other Exps:	**$8,841**	**$1,770**	**$66,957**	**$0**
Total GF/non-GF:	**$8,841**	**$1,046,569**	**$66,957**	**$1,063,824**
Program Total:	**$1,055,410**		**$1,130,781**	
Program FTE	0.00	0.55	0.00	0.55
Program Revenues				
Fees, Permits & Charges	$0	$1,060,582	$0	$1,015,483
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$1,060,582**	**$0**	**$1,015,483**

Explanation of Revenues

Revenues for this program are recovered through Internal Service Reimbursements from departments to the Risk Management Fund.

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72016, Property Risk Management

Multnomah County
www.co.multnomah.or.us

Program # 72019A - FRM - Safety — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Michelle Cross
Related Programs:
Program Characteristics:

Executive Summary

The Safety and Health Section (SHS) oversees the loss prevention efforts of Multnomah County. The section assists each department in meeting the loss prevention requirements for workers' compensation self-insured employer and Oregon OSHA compliance.

Program Description

The SHS work is aimed at reducing employee injuries and employer liability. It consults with County departments to assist in providing a safe environment for both employees and the public. It helps identify and abate deficiencies related to workplace safety and health regulations. All loss prevention activity needed to maintain the workers' compensation self-insured status is managed from the SHS.

Program Justification

SHS develops compliance and best-practice policies and procedures to benefit County employees and reduce liability costs. The SHS is responsible for State regulatory program development and oversight. This assignment eliminates duplication and consistently promotes the County's safety culture. The staff's high level of expertise and ability enables the SHS to provide cost-effective consultative services to all County departments. The staff analyzes data, performs assessments, trains employees and supervisors, provides recommendations, and assists with corrective action implementation. All activity is designed to promote continual improvement towards reducing work place injury and illness so employees can stay on the job.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of site safety visists designed to meet loss prevention requirements	19	20	20	20
Outcome	% of site safety visit recommendations completed within designated time frames	60.0%	65.0%	70.0%	70.0%
Outcome	Overall loss incident rate lower than industry standard (Currently 5.4%)	4.8%	4.8%	5.0%	5.0%
Outcome	Number of time loss claims as a percentage of total claims	28.0%	23.0%	32.0%	30.0%

Performance Measure - Description

1. Perform 20 site safety visits per year and assist departments in abatement efforts for identified deficiencies.
2. Site safety visits are used to identify hazards that could cause employee injury. The safety section guides work-site management with corrective action implementation. The safety section determines time frames to correct defiencies based on industry standards. Outcome is dependent on Department initiation and follow through. The SHS role is to guide the work site until defiencies are
resolved.
3. A key industry measurement of safety program effectiveness is the number of claims per 100 full-time employees, known as an incident rate. Using the Oregon average incident rate for local government as a benchmark (5.1) the goal is to be below that benchmark on an annual basis. Activities positively impacting the incident rate include training, risk assessments,exposure monitoring, ergonomic evaluations, and various other tasks.
4. Safety personnel identify hazards that contribute to time loss claims. Time loss claims indicate injury severity and are the basis for some employer self-insured workers' compensation costs as well as some OR-OSHA inspection activity. Identifying time loss trends and working with departments to implement improvements will decrease the number of time loss claims and the related costs to the County.

Legal/Contractual Obligation

Multnomah County Code 7.102 and 7.103 establishes the safety program in the County. Oregon Safe Employment Act, Div.1 and 2. establishes minimum safety standards for employers. OAR 437-001-1055 and 1060 requires each self-insured employer to have a written loss prevention plan for each location, and to provide safety and health loss prevention services for each work-site.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$214,281	$0	$287,433
Contracts	$0	$41,000	$0	$41,000
Materials & Supplies	$0	$16,350	$0	$16,350
Internal Services	$0	$23,063	$0	$35,486
Subtotal: Direct Exps:	**$0**	**$294,694**	**$0**	**$380,269**
Administration	$22,554	$7,047	$109,114	$0
Program Support	$4,876	$0	$6,348	$0
Subtotal: Other Exps:	**$27,430**	**$7,047**	**$115,462**	**$0**
Total GF/non-GF:	**$27,430**	**$301,741**	**$115,462**	**$380,269**
Program Total:	**$329,171**		**$495,731**	
Program FTE	0.00	2.00	0.00	3.00
Program Revenues				
Fees, Permits & Charges	$0	$310,753	$0	$380,269
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$310,753**	**$0**	**$380,269**

Explanation of Revenues

The Safety and Health section receives its revenues through internal service reimbursements from each county department.

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72019, Loss Prevention & Safety
During FY09 a 1.0 FTE Safety Specialist position was transferred from DCS to DCM. There is no overall increase to the County.

Multnomah County
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Program # 72022 - FRM - Excise Tax Administration — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Satish Nath
Related Programs:
Program Characteristics:

Executive Summary

The Excise Tax Administration Program manages revenue collection on Motor Vehicle Rental Tax (MVRT), Transient Lodgings 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

The program supports: education, data analysis, reporting, and accountability for the tax collection activities. Key efforts include: (1) performing regular billing and collection functions including follow-up on any past due accounts, (2) recommending policy changes, (3) educating employees and taxpayers regarding taxes, (4) managing intergovernmental agreement with the City of Portland Bureau of Revenue to maintain business accounts, (5) auditing and ensuring compliance with county's revenue and taxation policies. The program distributes Business Income Tax collections as follows: Multnomah County and Cities of Gresham, Wood Village, Troutdale, Fairview and Maywood Park. Motor Vehicle Rental and Transient Lodging Taxes are distributed to City of Portland, Metro, Portland Oregon Visitors Association, Visitor Development Fund Board and Regional Arts and Culture Council.
The BIT is assessed on businesses within Multnomah County. The current business income tax rate is 1.45% of net business income with a minimum of $100 per business.

The Motor Vehicle Rental Tax was originally established for a three year period in 1976 and was extended indefinitely in 1979. A tax rate of 10% is imposed on motor vehicles rented in Multnomah County. The tax was increased by 2.5% in April 2000. This tax is dedicated to a Visitor Development Fund.

The TLT was originally established in 1972. In 1978, the voters approved a 1% increase in Transient Lodging Tax in unincorporated Multnomah County to be used exclusively for promotion of tourism. A supplemental countywide tax of 3% was adopted in February 1986 and is dedicated to the Oregon Convention Center. In April 2000, an additional tax of 2.5% was adopted by the BCC and is dedicated to a Visitor Development Fund.

Program Justification

The excise tax administration program ensures that County taxes are collected effectively and fairly by conducting regular audits of past due accounts, by continuous monitoring of new business to keep our tax collections current, and working with Oregon State Department of Revenue to add new accounts. The program also oversees continuous improvement to technology and business processes to ensure that we get the most revenue with least amount spent on collections. In order to keep tax collections at high levels, the program educates taxpayers and businesses in understanding the taxes.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Business Accounts identified in Multnomah County	51,125	54,000	54,000	54,000
Outcome	Tax Returns Filed	96.0%	97.0%	98.0%	98.0%

Performance Measure - Description

The performance of the Excise Tax Administration Program is measured against the monthly collections of the tax managed by County and City Bureau of License. The tax unit is expected to collect 100% of all taxes identified by tax returns and/or tax dollars budgeted.

Legal/Contractual Obligation

Multnomah County Business Income Tax Law.
Ord. 1046, Renum11.500&Amd, 08/19/2004; ‘ 90 Code, § 5.60.005, 07/01/1998; Ord. 768, passed, 06/24/1993

Multnomah County Motor Vehicle Rental Tax Law
‘ 90 Code, § 5.10.005, 07/01/1998; Ord. 105, passed, 07/10/1975

Revenue/Expense Detail

	Proposed General Fund	**Proposed Other Funds**	**Proposed General Fund**	**Proposed Other Funds**
Program Expenses	2009	2009	2010	2010
Personnel	$86,246	$0	$177,689	$0
Contracts	$820,000	$0	$820,660	$0
Materials & Supplies	$6,960	$0	$2,660	$0
Internal Services	$181	$0	$9,082	$0
Subtotal: Direct Exps:	**$913,387**	**$0**	**$1,010,091**	**$0**
Administration	$21,254	$7,687	$50,068	$0
Program Support	$2,438	$0	$3,174	$0
Subtotal: Other Exps:	**$23,692**	**$7,687**	**$53,242**	**$0**
Total GF/non-GF:	**$937,079**	**$7,687**	**$1,063,333**	**$0**
Program Total:	**$944,766**		**$1,063,333**	
Program FTE	1.00	0.00	1.50	0.00
Program Revenues				
Fees, Permits & Charges	$0	$0	$70,000	$0
Taxes	$820,000	$0	$0	$0
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$820,000**	**$0**	**$70,000**	**$0**

Explanation of Revenues

Multnomah County tax revenues consist of tax collected by County and City Bureau of Revenue, Interest on late payments, Penalties on late filings and fees generated by checks returned for insufficient funds (NSF).

Significant Program Changes

Last year this program was:
#72022, Tax Administration

This program offer also has a reduced supplies and Travel & Training budget that supports the professional education and training for tax administration staff.

Multnomah County
www.co.multnomah.or.us

Program # 72023A - FRM - Treasury — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Harry Morton
Related Programs:
Program Characteristics:

Executive Summary

Treasury manages the County's cash assets, investment portfolio, debt, banking services and relationships, and broker/dealer relationships, as well as providing responsive and pro-active customer support and service internally and externally. Treasury clears and balances bank deposits consisting of payments for property taxes, excise taxes, and turnovers from other government entities. Treasury processes and transfers bank data, processes and balances incoming electronic funds transfers and initiates outgoing funds transfers. Treasury manages more than 60 separate individual fiduciary trust accounts per statutory mandate.

Program Description

Treasury invests County financial assets so as to insure that funds are available to meet cash flow needs, earning competitive portfolio returns measured against specific benchmarks in the County's investment policy. Treasury complies with all applicable laws, policies, and best practices for the management of public funds. Treasury supports the CFO in the issuance of debt and interacting with ratings agencies, insures timely and accurate debt service payments, and generates IRS arbitrage rebate calculations and reports. Often Treasury issues short term Tax and Revenue Anticipation Notes (TRANs) to provide the County with liquidity during the period of cash flow deficit that occurs prior to the collection of property tax payments in November. Treasury annually reviews and submits the Investment Policy to the Oregon Short Term Fund Board, to the Investment Advisory Board and to the BCC for adoption. Working in conjunction with other finance units Treasury insures that the turnover of tax receipts to other public entities is completed timely and accurately.

Program Justification

Treasury provides accurate, secure and efficient banking and cash management services. Treasury utilizes evolving technology to increase the safety, speed and volume of electronic and manual transactions. This has contributed to effective control of transaction costs in Treasury, Accounts Payable and Payroll. Treasury assesses and manages merchant bankcard services and works closely with Accounts Payable in overseeing the County's petty cash program, including staff training. Treasury consistently earns market-rate returns on the County's investments and County debt is carefully managed to protect the County's high long term and short term debt ratings. Treasury provides detailed monthly reports to the Chair, County Auditor, CFO and Investment Advisory Board documenting results and compliance with the investment policy and pertinent regulations.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Treasury complies fully with all conditions of the Investment Policy	1	1	1	1
Outcome	Insure adequate cash flow to meet all anticipated cash needs	1	1	1	1
Outcome	Manage County funds prudently in order to protect principal value	1	1	1	1
Outcome	Strive to maintain County's Aa1 Moody's debt rating on General Obligation bonds	1	1	1	1

Performance Measure - Description

The County's Investment Policy requires full compliance with guidelines for investing County funds including benchmarks for investment returns such as the monthly annualized yield of the State's Local Government Investment Pool (LGIP). Compliance with all applicable guidelines, best practices, policies and legal requirements is Treasury's primary investment goal. Treasury strives to maintain Moody's Investors Service highest rating of MIG-1 on the annual Tax and Revenue Anticipation Notes (TRANs), as well as not lower than Aa1 by Moody's on the County's General Obligation Bonds. Moody's highest long term debt rating is Aaa. Treasury will strive to achieve its goal of protecting the principal value of the County's investments against loss due to asset devaluation.
Measurement Key: 1 = Goal Achieved; 0 = Not Achieved

Legal/Contractual Obligation

Management of the County's financial assets requires strict compliance with a broad range of constraints and guidelines that include Oregon Revised Statutes, particularly ORS 294.035, the County's Investment Policy which is adopted annually by the BCC, published policies and procedures, Internal Revenue Service regulations, Governmental Accounting Standards Board (GASB) statements, and Generally Accepted Accounting Principles (GAAP). In addition contractual obligations are negotiated regularly to insure that the County's costs and requirements are well-managed.

Revenue/Expense Detail

	Proposed General Fund	**Proposed Other Funds**	**Proposed General Fund**	**Proposed Other Funds**
Program Expenses	2009	2009	2010	2010
Personnel	$300,390	$0	$317,069	$0
Contracts	$71,000	$0	$50,000	$0
Materials & Supplies	$8,250	$0	$3,100	$0
Internal Services	$33,745	$0	$34,714	$0
Subtotal: Direct Exps:	**$413,385**	**$0**	**$404,883**	**$0**
Administration	$14,745	$3,479	$116,177	$0
Program Support	$7,314	$0	$6,348	$0
Subtotal: Other Exps:	**$22,059**	**$3,479**	**$122,525**	**$0**
Total GF/non-GF:	**$435,444**	**$3,479**	**$527,408**	**$0**
Program Total:	**$438,923**		**$527,408**	
Program FTE	3.00	0.00	3.00	0.00
Program Revenues				
Other / Miscellaneous	$120,000	$0	$70,000	$0
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$120,000**	**$0**	**$70,000**	**$0**

Explanation of Revenues

Treasury's revenues consist of fines and forfeitures, primarily derived from fees earned from deposited checks returned for insufficient funds (NSF) and by earnings on the County's investment portfolio and bank deposits, which represent an offset to banking, safekeeping and investment portfolio tracking and compliance costs.

Significant Program Changes

Last year this program was: #72013, Treasury
This program differs from prior year with the elimination of the unit manager. Treasury staff will be transferred to another unit in Finance and responsibility for managing the investment portfolio and banking relationships will shift to other finance management staff. This program offer reduces training and supplies. Training and professional certifications for Treasury staff will be reduced.

Multnomah County
www.co.multnomah.or.us

Program # 72024A - FRM - Worker's Compensation — Version 7/08/2009 s

Priority: Accountability
Program Offer Type: Existing Operating
Lead Agency: County Management
Program Contact: Marc R Anderson
Related Programs:
Program Characteristics:

Executive Summary

The Workers' Compensation Section manages work related employee injury and illness and assists employees in returning to their jobs.

Program Description

To provide workers' compensation benefits in accordance with state law. Multnomah County has been self-insured for workers' compensation claims since 1978. Claims are administered through a contract with a third-party claims administrator. Staff work with employees, supervisors, physicians, and managed care organizations to accurately and timely process claim benefits for the injured employee. Internal workers' compensation specialists focus on service, cost containment, and compliance efficiency. This section is responsible for the County's return-to-work program and follows state requirements necessary to benefit from the Workers' Compensation Division's Employer-At-Injury reimbursement program.

Program Justification

The Workers' Compensation Section manages all phases of the claims process. This provides timely and efficient delivery of services and eliminates duplication within the County. This section is the direct contact for all parties within the workers'compensation system. This section monitors and positively impacts the quality of service from external providers. This activity directly reduces claim costs by being the advocate for early return-to-work and appropriate treatment. The workers'compensation staff maintains claims examiner certification to keep up-to-date on regulatory changes and industry standards. This high level of expertise positively impacts service ability and cost containment efforts. This section partners with departments for modified duty return-to-work placement which reduces claim cost and retains highly trained employees. The section also works with the County's Safety section to keep claims costs down by analyzing historical data and identifying areas to focus safety activity that could positively impact frequency and severity of injuries.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Processing required notices and payments timely as measured by OR-WCD	98.0%	98.0%	92.0%	95.0%
Outcome	County Experience Modifier of less than average	36.0%	34.0%	35.0%	35.0%
Efficiency	Light duty placement success rate	88.0%	92.0%	92.0%	92.0%
Quality	State annual audit of reimbursements for light duty 95% error free	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

1)Quarterly claims processing performance as reported by the State Workers' Comp Division-Self insured employers must be above 80% for timely claim filing, timely first payment of time loss compensation, and Accept/Deny determinations. Staying above this level shows high quality of service.
2)A workers' compensation experience modifier below industry average demonstrates the County's ability to manage claims better than the insurance industry average, thus paying less in total premiums. Multnomah County pays 36% less in premiums than the industry average.
3)A 90% success rate at placing injured workers in light-duty positions aids the department in maintaining services with current trained staff and lowers time loss costs.
4)EAIP (Employer-At-Injury-Program) annual audit produces less than 5% errors, allowing the County to maximize the 50% wage reimbursement opportunity for light-duty placement while an employee is healing from a work related injury or illness. The state system will subsidize 50% of hourly wage up to 66 working days as long as the light-duty position meets the treating physicians' current work restrictions. Administrative Procedure RSK 5 details Multnomah County's light duty program.

Legal/Contractual Obligation

Oregon Revised Statutes Section 656, Oregon Administrative Rules 436, requires workers' compensation coverage be in force for employees. Oregon Administrative Rule 437 outlines Occupational Safety and Health requirements and Multnomah County Code 7.101 (5) also defines the functions and uses of the Risk Management Fund. Self-insured employers certify under ORS 656.430 and must meet the qualification described in ORS 656.407.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$250,675	$0	$262,546
Contracts	$0	$337,868	$0	$155,000
Materials & Supplies	$0	$2,145,350	$0	$1,794,448
Internal Services	$0	$144,030	$0	$23,957
Subtotal: Direct Exps:	**$0**	**$2,877,923**	**$0**	**$2,235,951**
Administration	$35,923	$8,475	$127,890	$0
Program Support	$6,095	$0	$5,290	$0
Subtotal: Other Exps:	**$42,018**	**$8,475**	**$133,180**	**$0**
Total GF/non-GF:	**$42,018**	**$2,886,398**	**$133,180**	**$2,235,951**
Program Total:	**$2,928,416**		**$2,369,131**	
Program FTE	2.50	0.00	0.00	2.50
Program Revenues				
Fees, Permits & Charges	$0	$2,647,712	$0	$2,085,901
Other / Miscellaneous	$0	$150,000	$0	$150,050
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$2,797,712**	**$0**	**$2,235,951**

Explanation of Revenues

The Workers' Compensation section receives its revenues through internal service reimbursements assessed using historical data. All liabilities associated with workers' compensation claims are fully funded in a reserve account. External revenue is received from the Worker's Compensation Division Employer-At-Injury Program and from recoveries from third parties.

Significant Program Changes

☑ **Significantly Changed**

Last year this program was: #72018, Workers Compensation

We expect to receive substantial financial benefits (up to $45,000) via our workers' compensation third-party administrator RFP process. We believe these benefits will be reflected in reduced pricing due to reduced claims. Claims paid line item is down due to a combination of a change in the bill review process ($41,000)and a recalculation of the amount the County pays on its self-insured assessment for inmates ($50,000).

Multnomah County
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Program # 72025 - FRM - Contracts Action Team Fiscal Oversight — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Innovative/New Program
Program Contact: Cara Fitzpatrick
Related Programs:
Program Characteristics:

Executive Summary

This program provides fiscal monitoring and contract compliance oversight of organizations that provide goods and services to the County. County Fiscal Oversight will provide added assurance that contracting organizations adhere to fiscal-based contract requirements, are financially stable, have adequate fiscal controls and processes in place, report accurate and reliable financial performance results, are overseen by a fiscally knowledgeable and properly engaged Board of Directors, and are in compliance with applicable laws, rules, and regulations as they relate to all applicable funding sources.

Program Description

Organization's contracting with the County should be monitored, evaluated and measured against fiscal contract requirements, applicable laws and regulations. Contract Fiscal Oversight would be responsible for acquiring, reviewing, analyzing, and disseminating to County stakeholders the appropriate level of information regarding each contracting organization's contract compliance status.

The program would utilize comparative financial statement analysis and management inquiry tools in developing a risk-based approach to identify high-risk contracts. The approach would ensure County contract objectives are met by deploying the appropriate level of monitoring based on each contractor's risk assessment. The program would develop an approach to ensure County contract objectives are met as well as financial considertions such as adherence to generally accepted accounting principles and internal controls. The approach would include performing on-site financial reviews and/or desk reviews on various County contracts.

Each fiscal review results in an overall fiscal contract compliance score and a recommendations letter to the organization's management noting areas for improvement. Fiscal Oversight would also provide ongoing technical assistance to contractors to assist them in achieving, maintaining, and improving overall fiscal controls, processes, and strengths.

Program Justification

The program establishes a strong link between service outcomes delivered to the community and adherence to County contract objectives. The program provides for frequent and clear communication between the County and its contracting organizations.

Also, the program provides for increased financial stewardship of the taxpayer's funds by closely overseeing each contractor's overall financial performance and processes. The program is designed to ensure the County's financial resources are allocated and expended in a manner that supports the government's service and delivery objectives.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	# of fiscal compliance reviews performed in a year	0	0	0	100
Outcome	Decrease in repeat non-compliance findings as a result of fiscal reviews	0.0%	0.0%	0.0%	75.0%

Performance Measure - Description

Contracts Fiscal Oversight specialists will perform fiscal contract monitoring. The output associated with contracts fiscal monitoring will be a recommendations report and a contract compliance score. The resulting decrease in repeat recommendations is evidence that Contracts Fiscal Oversight recommendations have been effectively implemented by the organization and ultimately enhancing the program.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$0	$191,719	$0
Materials & Supplies	$0	$0	$5,000	$0
Internal Services	$0	$0	$21,100	$0
Subtotal: Direct Exps:	**$0**	**$0**	**$217,819**	**$0**
Administration	$0	$0	$62,501	$0
Program Support	$0	$0	$4,232	$0
Subtotal: Other Exps:	**$0**	**$0**	**$66,733**	**$0**
Total GF/non-GF:	**$0**	**$0**	**$284,552**	**$0**
Program Total:	**$0**		**$284,552**	
Program FTE	0.00	0.00	2.00	0.00
Program Revenues				
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

This program will be primarily funded by the General Fund. The actual program costs (salaries) will eventually be included in the County's indirect cost allocation plan and a portion of this program will be recovered through the indirect cost plan.

Significant Program Changes

Last year this program was:
This is a new program funded within the Chair's Proposed Budget. The two positions budgeted in this program are supported with funds made available when Local 88 agreed to accept a one-year wage freeze.

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Program # 72027 - FRM - Contracts System Redesign Project Mgmt — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Brian Smith
Related Programs:
Program Characteristics:

Executive Summary

This program offer provides for a project manager and support staff to implement improvements in contracting processes, as recommended by the County Auditor and the Contracts Action Team (CAT).

Program Description

The County spends several hundred million dollars annually on contracted services, yet has minimal coordination and evaluation of the contractors or the services provided. The Contract System Redesign project implements the recommendations of the CAT Team, which will enable the county to develop standards, standard tools, methods to determine where to focus most efforts, and methods to evaluate the effectiveness of contract spending.

The two positions in this offer are directly responsible for the planning, implementation and successful completion of multiple recommendations that support an improved contracting framework. The framework is designed in a three phase cycle that encompasses contract planning, contract development and contract administration. These projects include but are not limited to: improved business processes for each of the three phases; development of a risk assessment tool to be used for managing resource allocation; standardization of process functions in procurement, contract writing and payment processing; development of training and system monitoring/auditing of contracting activities; creation of an electronic library and new electronic tools; and management of county-wide integration of the new framework.

Program Justification

This offer is the response to directives given by the Auditor, the Chair, and the Board of County Commissioners to redesign the County's contracting system. It stems most directly from the Board's recent approval of the recommendations developed by the Contracts Action Team (CAT), which included nearly 150 recommendations and created a new framework for the County's procurement and contracting activities.

It is expected that the Contract System Redesign project will take approximately three years to complete, and will result in a system in which there exist:
> Organization-wide minimum standards
> Clear roles and responsibilities for employees across departments
> Well trained staff accountable for performance
> Vendors who understand the County's performance and service expectations, and receive feedback thereon
> County-wide contracting practices that reflect best practices

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Percent of CAT Team recommendations implemented	0.0%	0.0%	0.0%	20.0%
Outcome		0	0	0	0

Performance Measure - Description

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$1,619,290	$0	$162,821	$0
Contracts	$124,398	$0	$0	$0
Materials & Supplies	$70,150	$0	$0	$0
Internal Services	$267,490	$0	$0	$0
Subtotal: Direct Exps:	**$2,081,328**	**$0**	**$162,821**	**$0**
Administration	$0	$0	$46,720	$0
Program Support	$0	$0	$4,232	$0
Subtotal: Other Exps:	**$0**	**$0**	**$50,952**	**$0**
Total GF/non-GF:	**$2,081,328**	**$0**	**$213,773**	**$0**
Program Total:	**$2,081,328**		**$213,773**	
Program FTE	0.00	0.00	2.00	0.00
Program Revenues				
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

Significant Program Changes

Last year this program was:

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Program # 72028 - FRM - Recreation Fund Payment to Metro — Version 2/22/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Mindy Harris
Related Programs:
Program Characteristics:

Executive Summary

The Recreation Fund Payment to Metro program provides support funding to Metro for the operation and maintenance of community parks. The expenditures of the fund are pass-through payments to Metro under an Intergovernmental Agreement the County entered into in 1994. The transactions for this program are recorded in the Special Revenue 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 are driven by County Marine Fuel Tax and RV License Fee Sharing revenues. The expenditures of the fund are pass-through payments to Metro under an Intergovernmental Agreement 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, Bell View Point, James Gleason Memorial Boat Ramp, Broughton Beach, Beggars Tick Marsh, Glendoveer Golf Course
and Fitness Trail, Blue Lake Park, Gary and Flagg Islands, Oxbow Park, Indian John Island, Larch Mountain Corridor, Chinook Landing Marine Park, Sandy River Access Points, Smith & Bybee Lakes Addition, Phillipi Property, and the Expo Center. Each of these sites offers a different recreational benefit for all citizens.

Program Justification

This program contributes to a Vibrant Community by providing funds to improve and effectively operate community parks that provide for a variety of recreational opportunities within the County.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measure - Description

Note that these are all Metro measures, since funds from the County go directly to Metro.
Number of visitors at Blue Lake, Oxbow Park and Chinook Landing - Metro's three most visited park facilities. The funds provided through passthrough to Metro help fund for these services.
Number of volunteer hours are an indication of commitment to the program by public.

Legal/Contractual Obligation

Passthrough payment to Metro as required under IGA. Not a Multnomah County service.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Contracts	$0	$117,567	$0	$120,000
Internal Services	$0	$2,433	$0	$3,264
Subtotal: Direct Exps:	**$0**	**$120,000**	**$0**	**$123,264**
Administration	$0	$0	$0	$0
Program Support	$0	$0	$0	$0
Subtotal: Other Exps:	**$0**	**$0**	**$0**	**$0**
Total GF/non-GF:	**$0**	**$120,000**	**$0**	**$123,264**
Program Total:	**$120,000**		**$123,264**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Taxes	$0	$120,000	$0	$123,264
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$120,000**	**$0**	**$123,264**

Explanation of Revenues

This program is a mandated program through the County's intergovernmental agreement with Metro for the operation of community parks. Revenues generated from this program are passed through to Metro in order to maintain a vibrant sense of community through the operation of community and regional parks and boat facilities.

Significant Program Changes

Last year this program was: #72024, Recreation Fund Payment to Metro

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Program # 72029A - Budget Office

Version 7/08/2009 s

Priority: Accountability

Program Offer Type: Existing Operating

Lead Agency: County Management

Program Contact: Karyne Kieta

Related Programs:

Program Characteristics:

Executive Summary

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

Program Description

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

The Budget Office prepares and presents the following:
- Prepares the annual budget, budget in brief and associated documents;
- Financial forecasting and budget projections;
- Ad hoc analysis for County Management and the Chair's Office;
- Countywide employee survey;
- Cost control analyses; and
- Monthly expenditure and revenue monitoring.

Staff also assist departments in measuring performance of County programs; develop and maintain databases and related management systems; provide information and training on financial management, planning, budgets, and expenditure and revenue forecasting.

Budget staff serve on countywide task forces related to budget, finance and other fiscal matters; identify and resolve financial problems; and support County Labor Relations in collective bargaining research and analysis.

Program Justification

The Budget Office advances Multnomah County by:
• Making it easy to find reliable information about County programs and services by providing online information for easy access.Information prepared by the office is regularly used to make policy decisions by the Chair's Office, Board, departments, local agencies and community partners.
• Developing processes for communicating results internally and externally. By relying on results and performance measures, the office has promoted a process that uses data to make decisions about service efficiency, coordination, innovation and continual improvement.
• Performing analyses ranging from financial forecasting to employee satisfaction.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of reports and requests for service produced	197	200	200	100
Outcome	Percentage of reports produced on time and without material error	96.4%	95.0%	95.0%	95.0%
Quality	Percent error in the Budget Revenue Forecast	3.2%	2.0%	2.0%	2.0%
Quality	Percentage of customers satisfied with Budget Office staff performance	95.3%	92.0%	92.0%	92.0%

Performance Measure - Description

The B offer allows all reports and requests for service to be continued

Legal/Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$950,843	$0	$1,016,984	$0
Contracts	$45,818	$0	$22,500	$0
Materials & Supplies	$52,700	$0	$41,925	$0
Internal Services	$605,696	$0	$393,188	$0
Subtotal: Direct Exps:	**$1,655,057**	**$0**	**$1,474,597**	**$0**
Administration	$27,354	$0	$18,159	$0
Program Support	$26,816	$0	$16,928	$0
Subtotal: Other Exps:	**$54,170**	**$0**	**$35,087**	**$0**
Total GF/non-GF:	**$1,709,227**	**$0**	**$1,509,684**	**$0**
Program Total:	**$1,709,227**		**$1,509,684**	
Program FTE	11.00	0.00	8.00	0.00
Program Revenues				
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72028, Budget Office
The evaluation unit (2.00 FTE) will be lost along with 1.00 administrative staff. One research position is retained to provide support to County Management and County corporate functions.

Current tasks that will no longer be done:
- No Public Safety and Basic Needs Briefs or supplemental Issue Briefs
- No launch of General Government Service or Internal Accountability Briefs
- MultStat / Performance & Policy Forums / Organizational health sheets
- Countywide support of survey creation, implementation, and interpretation
- Affirmative Action reporting
- Loss of administrative coordination for the budget process

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Program # 72036 - DCM-Div of Assessment, Recording & Taxation Administration — Version 4/20/2009 s

Priority: Accountability

Lead Agency: County Management

Program Offer Type: Administration

Program Contact: Randy Walruff

Related Programs: 72037, 72038, 72039, 72040, 72041, 72042, 72043, 72044, 72045, 72046, 72047, 72048A, 72049, 72050

Program Characteristics:

Executive Summary

The Division of Assessment Recording & Taxation(DART) Administration Program performs the Assessor and Tax Collector functions required by statute and manages all Property Tax Collection and Property Tax Assessment functions as well as certain County Clerk Functions(Recording, Marriage Licenses, Domestic Partnerships, and Board of Property Tax Appeal), and monitors all processes for statutory compliance. Provides leadership, policy, program, fiscal, and operational oversight.

Program Description

This program performs the duties of the County Assessor including certifying the property tax roll for collection which includes maintaining Real Market Value on over 330,000 real and personal property accounts and capturing/calculating Measure 50 "exception value" defined as new construction, renovation or remodeling which increases total Assessed Value of taxing districts. It also performs the duties of the Tax Collector who certifies the billing, collecting, and distribution of over $1.1 billion in property taxes. Coordinates strategic direction, budget preparation, work plans, and process/technological improvements. Monitors statutory compliance and sets expectations for over 500,000 customer service interactions. Handles human resource related and organizational development activities. Manages purchasing, contracting, accounts payable and grant accounting; monitors annual expenditures and revenues; Manages preparation and submittal of the annual County Assessment Function Funding Account (CAFFA) Grant Document and Annual Appraisal Work Plan to the Oregon Department of Revenue.

Program Justification

This program supports and provides leadership that ensures all property is valued accurately and taxed fairly as required by the Oregon State Constitution, Oregon Revised Statutes (ORS) and Oregon Department of Revenue (DOR) Administrative Rules. Program ensures the collection of property taxes in a timely manner that is fair and equitable to all taxpayers and maintains accurate accessible property ownership and property descriptions that are used in the production of county property tax maps. The program is provides responsive, quality customer service to taxpayers for which the interactions may be the only "face of local government" they see.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Total Number of Property Tax Accounts Administered	338,813	346,000	343,000	348,000
Outcome	Percent Acceptable Compliance Reports Required by Oregon Department of Revenue	100.0%	100.0%	100.0%	100.0%
Efficiency	Administrative Costs as a Percent of Actual Expenditures	5.3%	5.0%	5.4%	6.5%
Efficiency	Cost of Collection per Account (in Dollars)	4	4	4	4

Performance Measure - Description

The percent of required compliance reports received and accepted by the Department of Revenue(Grant document, Appraisal Plan, Ratio Study)implies adequacy of DART operations and uniform taxation. The original goal was to maintain administrative costs at 5% of the actual total DART expenditures. In FY08 actual costs increased due to A&T System Replacement project administrative costs. In FY09 two FTE were transfered into the Administration Program; the percentage is now approximately 6.5% of division expenditures. The cost of collection per account will fluctuate somewhat from year to year depending on the number of personnel vacancies and materials and services expenditures. The actual cost per account for FY 07/08 was $4.25.

Legal/Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92,205,294,305-312, and 321. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Account" (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 is already at the minimally acceptable staffing level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$752,343	$0	$820,312	$0
Contracts	$6,848	$0	$2,000	$0
Materials & Supplies	$52,597	$0	$37,930	$0
Internal Services	$173,372	$0	$151,608	$0
Subtotal: Direct Exps:	**$985,160**	**$0**	**$1,011,850**	**$0**
Administration	$0	$0	$0	$0
Program Support	$0	$0	$0	$0
Subtotal: Other Exps:	**$0**	**$0**	**$0**	**$0**
Total GF/non-GF:	**$985,160**	**$0**	**$1,011,850**	**$0**
Program Total:	**$985,160**		**$1,011,850**	
Program FTE	5.00	0.00	7.00	0.00
Program Revenues				
Fees, Permits & Charges	$145,729	$0	$75,000	$0
Intergovernmental	$190,575	$0	$214,200	$0
Other / Miscellaneous	$64	$0	$0	$0
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$336,368**	**$0**	**$289,200**	**$0**

Explanation of Revenues

Participation in the State funded County Assessment Function Funding Account (CAFFA) Grant averages approximately 25% reimbursement of expenditures. Program General Fund revenue of $75K is from document recording fees allocated to County A&T programs (5% of the $10 per document Recording Fee for the maintenance of county property tax systems). The remaining support is from General Fund revenues.

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72030, DCM - Assessment & Taxation Administration

Added Assessment Manager position to Administration on special assignment for Litigation Management, Appraisal Training & Development and Data Conversion for A&T System Replacement Project. Reclassified 1 FTE to A&T Administrative Assistant and transfered into Administration Program to provide additional support for budgeting, procurement & contracts administration. Net Increase of 2.00 FTE.

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Program # 72037 - DCM-DART Customer Service

Version 7/08/2009 s

Priority:	Accountability	**Lead Agency:**	County Management
Program Offer Type:	Existing Operating	**Program Contact:**	Cindy Swick
Related Programs:	72036, 72038, 72039, 72040, 72041, 72043, 72044, 72045, 72046, 72047		
Program Characteristics:			

Executive Summary

The Division of Assessment, Recording, and Taxation's (DART) Customer Service program was formed in mid-2008 in an effort to streamline customer contact with both telephone inquiries and walk-in customers. Customer Service is the combination of a portion of the former Tax Information Section and Central Appraisal Support Team. In addition to telephone inquiries and walk-in customers, the Customer Service team assists the organization with various projects and clerical-related assignments throughout the year.

Program Description

The Customer Service program responds to approximately 90,000 telephone inquiries and 34,000 walk-in customers annually. Of the 34,000 walk-in customers, approximately 19,000 are related to marriage license and domestic partnership registrations. Customer Service also assists the appraisal staff with the preparation of appraisal packets used for field inspections. Last year, staff assisted with more than 28,000 packets. Walk-in traffic requires staff to process tax payments, issue marriage licenses, issue domestic partnership registrations, sell copies and certified copies of the records, and provide general information on behalf of the organization. Customer Service staff also assists the Tax Revenue program by processing approximately 13,000 over-the-counter tax payments totaling approximately $37 million dollars annually.

Program Justification

Homeowners, property owners, and taxpayers in general, have an expectation from local government to answer questions and listen to concerns regarding their property taxes and/or values. From the most fundamental questions to the most complex, the Customer Service staff has an implicit obligation to provide responsive, accurate, and quality service. Having the ability to connect directly with the taxpayer increases the understanding of government and its role in property taxation. To do so, the staff spends several hours a year, training with other sections throughout the organization for which they support, as well as, education through reading a variety of relevant, informational material.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Field Appraisal Packets Prepared for Appraisers	28,548	25,000	25,000	30,000
Outcome	Average number of phonecalls per operator	7,838	0	7,500	7,500
Input	Number of phonecalls received and answered	89,715	97,000	97,000	87,000
Efficiency	Number of phonecalls transferred	6,813	0	9,000	6,500

Performance Measure - Description

☑ Measure Changed

"Number of phonecalls" no longer includes "abandoned calls" as it has in the past. Last year this performance measure was reported through #72033-A&T Property Tax Collection. This year the number of calls is a true reflection of actual calls answered. The "number of calls transferred" and "average number of phonecalls per operator" are new performance measures. The Current Year Estimate (FY08-09) for transfer calls is an increase over the Previous Year's Actual, due to the consolidation of sections and the natural course of learning new information. The Next Year Offer (FY09-10) indicates a decrease, due to staff becoming more familiar with the information, thereby transferring fewer calls. Last year, the number of "field appraisal packets prepared for appraisers" was reported through #72042-A&T-Central Appraisal Support.

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 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 Account" (CAFFA) Grant process described in ORS 294.175 the Department of Revenue (DOR)determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$772,152	$0	$763,468	$0
Contracts	$1,778	$0	$0	$0
Materials & Supplies	$17,168	$0	$15,751	$0
Internal Services	$170,199	$0	$191,867	$0
Subtotal: Direct Exps:	**$961,297**	**$0**	**$971,086**	**$0**
Administration	$79,099	$0	$89,365	$0
Program Support	$187,810	$0	$98,616	$0
Subtotal: Other Exps:	**$266,909**	**$0**	**$187,981**	**$0**
Total GF/non-GF:	**$1,228,206**	**$0**	**$1,159,067**	**$0**
Program Total:	**$1,228,206**		**$1,159,067**	
Program FTE	9.50	0.00	9.50	0.00
Program Revenues				
Fees, Permits & Charges	$13,104	$0	$0	$0
Intergovernmental	$103,905	$0	$209,400	$0
Other / Miscellaneous	$23	$0	$0	$0
Program Revenue for Admin	$58,779	$0	$42,519	$0
Total Revenue:	**$175,811**	**$0**	**$251,919**	**$0**

Explanation of Revenues

Through participation in the State funded County Assessment Function Funding (CAFFA) Grant, approximately 25% of actual expenditures are reimbursed with remaining support from General Fund revenues.

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72042, DCM - A&T-Property Assessment-Central Appraisal Support
Last year this program was a portion of #72033 DCM - A&T - Property Tax Collection and #72042 Central Appraisal Support. Due to a reorganization,staff from the Central Appraisal Support Team were enfolded with Tax Information and Records Management staff to form a new Customer Service Program. A total of 9.50 FTE were assigned to this new program.

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Program # 72038 - DCM-DART County Clerk Functions — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Randy Walruff
Related Programs: 72036, 72037, 72039, 72041, 72044, 72045, 72046, 72047, 72049, 72050
Program Characteristics:

Executive Summary

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

Program Description

Recording is the process of registering legal documents, making them a matter of public record. These documents are primarily related to real property transactions. The recording process requires staff to review every document for statutory compliance. The process for both Recording and Marriage Licenses includes the collection of statutory fees, creation and maintenance of general indexes, and production of microfilm, preserved for permanent retention. Approximately 200,000 documents were recorded in FY 2008, 6,310 Marriage Licenses were processed and 119 County Domestic Partnership Registrations were issued. In February 2008,the County began processing State Domestic Partnership Registrations (DP) for same sex couples and issued 1246 during the calendar year. All areas within the County Clerk Functions program provide direct customer service by responding to telephone inquiries and walk-in customers. The Recording office assists approximately 25,000 customers at the counter annually and responds to an estimated 30,000 phone inquiries. Marriages/Domestic Partnership section assists approximately 19,000 customers at the counter annually and responds to a high volume of calls that is reported within the Customer Service total of approximately 100,000. The Board of Property Tax Appeals is a program which allows taxpayers to appeal the value their real property tax is based on. Last year 1,086 appeals were processed. This program also allows personal property taxpayers to seek a waiver of their personal property late filing fees. All decisions are based on evidence provided by the taxpayer.

Program Justification

This program provides accurate, quality services in recording legal documents, issuing marriage licenses and domestic partnership registrations, and processing appeal petitions from taxpayers through the Board of Property Tax Appeals. The BoPTA provides opportunities for taxpayers to appeal their property tax values, which results in fairness in assessing and collecting taxes, serves as a direct link with government, and helps educate taxpayers about property taxes. BoPTA also contributes to citizen involvement by having citizens serve on the Board which increases trust, confidence and satisfaction with county government.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of Marriage Licenses Issued	6,310	6,400	6,400	6,400
Outcome	Number of Accurately Processed Licenses	6,288	6,394	6,394	6,394
Output	Number of Documents Recorded	200,000	225,000	150,000	180,000
Outcome	Average Number of Business Days to Return Original Documents	16	10	10	10

Performance Measure - Description

☑ Measure Changed

Due to the combination of program offers, some performance measures were omitted. "Number of Accurately Processed Licenses" was changed from "Percentage of Accurately Processed Licenses".

Legal/Contractual Obligation

The County Clerk functions are governed by Oregon Revised Statutes (ORS) Chapter 205. Multnomah County Ordinance 948 authorizes couples to voluntary 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). The County is required to appoint a Board of Property Tax Appeals to conduct hearings and determine if the real market value, specially assessed value, or assessed value are appropriately established by the Assessor.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$876,868	$0	$916,455	$0
Contracts	$215,787	$0	$162,540	$0
Materials & Supplies	$101,004	$0	$116,324	$0
Internal Services	$347,981	$0	$283,578	$0
Capital Outlay	$50,000	$0	$7,500	$0
Subtotal: Direct Exps:	**$1,591,640**	**$0**	**$1,486,397**	**$0**
Administration	$115,613	$166	$142,964	$0
Program Support	$275,051	$0	$154,692	$0
Subtotal: Other Exps:	**$390,664**	**$166**	**$297,656**	**$0**
Total GF/non-GF:	**$1,982,304**	**$166**	**$1,784,053**	**$0**
Program Total:	**$1,982,470**		**$1,784,053**	
Program FTE	12.50	0.00	13.35	0.00
Program Revenues				
Fees, Permits & Charges	$5,225,000	$0	$4,113,000	$0
Intergovernmental	$37,800	$0	$28,500	$0
Program Revenue for Admin	$94,660	$0	$68,475	$0
Total Revenue:	**$5,357,460**	**$0**	**$4,209,975**	**$0**

Explanation of Revenues

A $60 fee is collected for each marriage license, State and County DP registration: $25 to the County General Fund; $25 to State Domestic Violence; and $10 to Court Conciliation Services. Fees are charged for certified copies of licenses. The General Fund portion of marriage license/DP & copy fees is estimated at $265,500. Fees are collected for the recording of documents, for the Corner Preservation Fund, Records Storage and Retrieval Fund, and Oregon Land Information System Fund (OLIS). A portion of recording fees is transferred to the County Assessment Function Funding Account at the Ore. Dept. of Revenue, for the benefit of Assessment and Taxation functions. Recording Page Fees of $3.72 Mil and Document Copy Fees of $15K are retained by the County General Fund. Fees dedicated for records storage & retrieval systems are estimated at $112,500. BoPTA is supported approx. 25% by participation in the State funded CAFFA Grant; remaining support is from the General Fund.

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72032, DCM - A&T-Document Recording & Records Storage/Retrieval
For 08/09 this program was presented as 3 separate program offers: Marriage Licenses/Domestic Partnerships, Document Recording/Records Storage and Board of Property Tax Appeals. For 09/10 all County Clerk Functions performed by the Division have been combined into one program offer. Allocated FTE increased from 12.50 FTE in FY09 to 13.35 FTE in FY10, primarily due to permanent staffing allocation to BOPTA function.

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Program # 72039 - DCM-DART Ownership — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Cindy Swick
Related Programs: 72036, 72037, 72038, 72041, 72043, 72045, 72046, 72047, 72048A, 72050
Program Characteristics:

Executive Summary

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

Program Description

The Ownership program updates and maintains the ownership for the majority of real property tax accounts. Recorded documents (deeds, contracts, assignments etc)are the most common type of instruments used to update the roll. Additional, unrecorded documentation, is often used for name changes to the roll. This documentation includes marriage certificates, court orders (if the event occurred in Multnomah County), and death certificates. Providing up-to-date and precise information is essential and assists with eliminating unnecessary frustration from taxpayers and staff alike. The Tax Collector relies on the information provided by the Ownership section to ensure that tax bills are sent out to the appropriate taxpayers and that the address used is valid. Another area relying on information from the Ownership section is the exemptions section. When property is in exempt status but changes to non-exempt status (or vice versa) due to a sale, the Ownership section notifies the exemption staff weekly of changes which may affect their records. Approximately 39,000 transfers were processed in FY07-08 with an average number of three days taken to complete the transfer.

Program Justification

This program contributes to the Division of Assessment Recording and Taxation by maintaining up-to-date accessible property ownership and property description records. This information is used in the production of tax statements and county property tax maps. Current ownership ensures that the correct owner is assessed the correct amount thus the tax is distributed as equitably as possible. Developed databases enable related work units to access shared data reducing transfer time and the need for paper records.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of Ownership Changes Processed	29,737	35,000	35,000	28,000
Outcome	Average Number of Days to Complete Ownership Change	3	3	3	2

Performance Measure - Description

☑ Measure Changed

"Number of New Accounts Created Due to Plats and Condominiums" is no longer combined with the Ownership program as a performance measure.

Legal/Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$372,936	$0	$515,877	$0
Contracts	$9,355	$0	$0	$0
Materials & Supplies	$29,035	$0	$3,753	$0
Internal Services	$153,317	$0	$96,523	$0
Subtotal: Direct Exps:	**$564,643**	**$0**	**$616,153**	**$0**
Administration	$64,419	$66	$56,763	$0
Program Support	$137,853	$0	$65,009	$0
Subtotal: Other Exps:	**$202,272**	**$66**	**$121,772**	**$0**
Total GF/non-GF:	**$766,915**	**$66**	**$737,925**	**$0**
Program Total:	**$766,981**		**$737,925**	
Program FTE	6.00	0.00	7.15	0.00
Program Revenues				
Fees, Permits & Charges	$68,953	$0	$0	$0
Intergovernmental	$148,939	$0	$130,500	$0
Other / Miscellaneous	$123	$0	$0	$0
Program Revenue for Admin	$37,342	$0	$27,012	$0
Total Revenue:	**$255,357**	**$0**	**$157,512**	**$0**

Explanation of Revenues

Participation in the State funded County Assessment Function Funding Account (CAFFA) Grant averages approximately 25% reimbursement of expenditures, with remaining support from General Fund revenues.

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72031, DCM - Assessment & Taxation -Records Management
Last year the program offer for Records Management included activities which have been segregated into two programs for FY10: GIS/Parcel Managment (#72041) and Ownership (#72039). Due to reorganization of division staffing to new programs, 4.10 FTE were transfered from former Records Management Program, 2.00 FTE from former Central Appraisal Support Program, and 1.05 FTE from former Tax Information (Tax Collection) Program into the new Ownership Program.

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Program # 72040 - DCM-DART- Tax Revenue Management   Version 7/08/2009 s

Priority: Accountability

Lead Agency: County Management

Program Offer Type: Existing Operating

Program Contact: Gary Bartholomew

Related Programs: 72036, 72037, 72043, 72044, 72048A, 72050

Program Characteristics:

Executive Summary

The Tax Revenue Management Program administers the County Tax Collector responsibilities. The program manages the collection, accounting and distribution of property tax revenues and assessments for over 60 Multnomah County taxing districts and several state agencies. Revenue from past due interest is also accounted for and a portion distributed to the County Assessment and Taxation Fund.

Program Description

This program sends tax statements; collects current and delinquent property taxes and various fees; processes foreclosures; processes tax roll corrections; processes bank adjustments; issues refunds; distributes tax revenue; processes senior/disabled deferral applications; processes manufactured structure ownership changes; and performs accounting, auditing and reporting services. 365,000 statements are sent annually and over $1.1 billion in property taxes is levied for collection. Almost 400,000 payments and accounting transactions are processed annually.

Program Justification

This program collects and distributes property taxes in a timely, efficient and equitable manner. The program provides responsive, accurate, quality customer service to taxpayers and other government agencies while complying with property tax laws. All activities of this program are mandated by state law. The program is reviewing its service delivery options. Tax statement printing costs are being significantly reduced through streamlining and outsourcing. Payment processing alternatives are being evaluated for cost savings and efficiencies. Customer use of electronic payment continues to increase primarily through electronic bill payment bank services. Roll corrections and issuance of tax refunds are monitored closely for efficiencies and minimization of interest paid on refunds.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Property Tax Statements Issued	365,814	360,000	370,000	380,000
Outcome	Percentage of Collection of Current Year Property Taxes	97.1%	97.0%	97.0%	97.0%
Outcome	Tax Collected Via Electronic Payment (in Dollars)	20,798,758	35,000,000	30,000,000	40,000,000

Performance Measure - Description

Property Tax Statements Issued each year includes the November, February, May trimesters and the delinquent real property statements.

Legal/Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 311 and 312. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Department of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA) Grant process described in ORS 294.175, DOR determines the acceptable level of Assessment & Taxation (A&T) staffing. DOR has determined that the staffing level for DART is already at the minimally acceptable level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$877,338	$0	$937,661	$0
Contracts	$22,009	$0	$37,600	$0
Materials & Supplies	$68,304	$0	$86,000	$0
Internal Services	$360,684	$0	$388,250	$0
Subtotal: Direct Exps:	**$1,328,335**	**$0**	**$1,449,511**	**$0**
Administration	$90,575	$154	$133,504	$0
Program Support	$232,592	$0	$140,586	$0
Subtotal: Other Exps:	**$323,167**	**$154**	**$274,090**	**$0**
Total GF/non-GF:	**$1,651,502**	**$154**	**$1,723,601**	**$0**
Program Total:	**$1,651,656**		**$1,723,601**	
Program FTE	20.00	0.00	11.00	0.00
Program Revenues				
Fees, Permits & Charges	$162,214	$0	$305,000	$0
Intergovernmental	$350,381	$0	$310,200	$0
Other / Miscellaneous	$290	$0	$500	$0
Program Revenue for Admin	$87,822	$0	$63,528	$0
Total Revenue:	**$600,707**	**$0**	**$679,228**	**$0**

Explanation of Revenues

Participation in the State funded County Assessment Functin Funding Account (CAFFA) Grant averages approximately 25% reimbursement of expenditures. Program revenues of $300,000 are from service fees including foreclosure fees, exemption late filing fees, delinquent personal property tax warrant fees, and other miscellaneous tax collection fees. The remaining support comes from General Fund revenues. This program is responsible for the fiduciary role of collecting property taxes levied for all the taxing districts in Multnomah County which exceeded $1.1 billion for FY 08/09. Property tax collections provide 65% of the County's General Fund revenue.

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72033, DCM - A&T-Property Tax Collection
As part of a Division reorganization the former Property Tax Collection program (20 FTE) was split into two new programs. The former Tax Collection and Tax Accounting units became the Tax Revenue Management program (11 FTE). Some tax collector functions formerly within the Administration program were also added to this new program. The former Tax Information unit (9 FTE) was transferred into the Customer Service program.

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Program # 72041 - DCM-DART-GIS & Parcel Management — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: June Tilgner
Related Programs: 72036, 72037, 72038, 72039, 72043, 72046, 72047, 72050
Program Characteristics:

Executive Summary

The DART GIS & Parcel Management program creates and maints official county maps for property taxation purposes; maintains the base map for the County's Geographic Information System (GIS)maintains property information and property tax roll descriptions and provides direct customer service to property owners, taxpayers and the community.

Program Description

This program maintains the official Multnomah County Assessor maps that include property, taxing district, assessment neighborhod and urban renewal boundaries. It processes subdivisions, condominiums and partition plats; annexations or changes to taxing district and urban renewal boundaries; County road filings; and processes changes to government exemptions. This program provides direct customer service.

Program Justification

The GIS & Parcel Management program maintains up-to-date accessible property descriptions, county property tax maps and GIS. Current ownership and timely created accounts ensure that the correct owner is assessed the correct amount thus ensuring the tax is distributed as equitably as possible. The program accurately maintains tax maps that are used to describe taxing district and urban renewal boundaries, process subdivisions, condominiums, partition plats, describe annexations and County road filings. Developed databases enable related work units to access shared data reducing transfer time and paper records. This program also contributes GIS mapping data to the Department of Revenue Oregon Map (ORMAP) program providing a state-wide property tax parcel base map that is digital, publicly accessible and continually maintained.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of New Tax Roll Accounts Created	7,195	7,000	3,400	3,500
Outcome	Average number of Changes per FTE	0	0	0	12,500
Output	Number of Mapping & Tax Roll Changes	0	0	0	100,100

Performance Measure - Description

The number of New Tax Roll Accounts created is affected by the volume of new plats, condominiums, and subdivisions recorded. There was a significant decrease in the volume during the FY09 and the current expectation is for it to level off in the FY10. The number of Mapping & Tax Roll Changes is a new performance measure for FY10.

Legal/Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 86,92,93,100,198,199,222,227,271,274,275,306-308,312,368,457,477,and 478. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA Grant) process described in ORS 294.175 the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that staffing is at the minimally acceptable level to perform the A&T function. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$1,255,754	$102,845	$848,601	$55,620
Contracts	$7,500	$12,000	$7,500	$24,640
Materials & Supplies	$58,889	$2,721	$49,071	$0
Internal Services	$313,268	$2,434	$146,590	$2,183
Subtotal: Direct Exps:	**$1,635,411**	**$120,000**	**$1,051,762**	**$82,443**
Administration	$70,845	$0	$103,412	$0
Program Support	$181,923	$0	$112,914	$0
Subtotal: Other Exps:	**$252,768**	**$0**	**$216,326**	**$0**
Total GF/non-GF:	**$1,888,179**	**$120,000**	**$1,268,088**	**$82,443**
Program Total:	**$2,008,179**		**$1,350,531**	
Program FTE	16.50	0.00	10.00	0.00
Program Revenues				
Fees, Permits & Charges	$20,000	$0	$15,000	$0
Intergovernmental	$491,400	$120,000	$223,200	$82,443
Program Revenue for Admin	$68,690	$0	$49,690	$0
Total Revenue:	**$580,090**	**$120,000**	**$287,890**	**$82,443**

Explanation of Revenues

Participation in the State funded County Assessment Function Funding Account (CAFFA) Grant averages approximately 25% reimbursement of expenditures. Program revenue of $15,000 is from fees for copies of A&T records and $120,000 from State Dept of Revenue Grants for participation in the development of the statewide GIS mapping system. The remaining support is from General Fund revenues.

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72031, DCM - Assessment & Taxation -Records Management
Last year, the Records Management Program included activities related to Ownership of Real Property. Due to reorganization,for FY10 this activity is reflected in a new operating program "DCM-DART-Ownership" (see Program #72039). 4.10 FTE were transfered from former Records Management Program to the new Ownership Program; 2.40 FTE were transered to new Customer Service Program.

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Program # 72042 - DCM-DART-Assessment Performance Analysis — Version 7/09/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Support
Program Contact: Rene Grier
Related Programs: 72036, 72043, 72044, 72045, 72046, 72047
Program Characteristics:

Executive Summary

The Assessment Performance Analysis Unit is responsible for analyzing sales and other data used to monitor, maintain and report valuation performance regarding Residential, Commercial, Multi-Family, and Industrial Appraisal Models. Senior Data Analysts monitor property value trends in the County, create the annual Sales Ratio Study mandated by statute, and adjust Real Market Values of all property in the County.

Program Description

The Assessment Performance Analysis Unit is responsible for analyzing sales and other data used to monitor, maintain and report valuation performance regarding Residential, Commercial, Multi-Family, and Industrial Appraisal Models. Senior Data Analysts monitor property value trends in the County, create the annual Sales Ratio Study mandated by statute, and adjust Real Market Values of all property in the County.

Program Justification

The Division of Assessment, Recording & Taxation (DART) Assessment Performance Analysis Unit links to DART appraisal and other programs and their contributions. The program is responsible for creating the Sales Ratio Study that is mandated by law. The program assists in answering public and media questions about property values, contributing to the public's perception of fairness in assessing and collecting property taxes.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of Projects Maintained	14	14	14	14
Outcome	% of Residential Neighborhoods With Equity Compliance	82.0%	0.0%	85.0%	85.0%

Performance Measure - Description

☑ Measure Changed

Much of the outcome of this work group is attributed to other appraisal work groups. The output measure called “Number of Projects” refers to the many specific annual studies and reports completed by the team, including the largest: Residential. “Residential Equity Compliance” is a measure developed internally to demonstrate the consistency of values among properties in the same neighborhood as valuation models are adjusted. A self-imposed compliance goal of variances under 1.0, 2.0, and 5.0 for homogenous, nonhomogenous, and rural neighborhoods respectively was tentatively established. We now know that higher variances, combined with improved sales coefficients of dispersion, may also indicate success when corrective action is taken to align neighborhood values more closely (such as was done in 2008). Although declining, this performance measure helps analysts to thoroughly review the outcomes of valuation table adjustments. This measurement will continue to be refined as we gain experience with it.

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 Account" (CAFFA Grant) process described in ORS 294.175 the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	**Proposed Other Funds**	**Proposed General Fund**	**Proposed Other Funds**
Program Expenses	2009	2009	2010	2010
Personnel	$223,482	$0	$243,954	$0
Contracts	$5,112	$0	$2,266	$0
Materials & Supplies	$5,285	$0	$3,279	$0
Internal Services	$42,469	$0	$24,031	$0
Subtotal: Direct Exps:	**$276,348**	**$0**	**$273,530**	**$0**
Administration	$0	$0	$0	$0
Program Support	$0	$0	$0	$0
Subtotal: Other Exps:	**$0**	**$0**	**$0**	**$0**
Total GF/non-GF:	**$276,348**	**$0**	**$273,530**	**$0**
Program Total:	**$276,348**		**$273,530**	
Program FTE	2.30	0.00	3.30	0.00
Program Revenues				
Fees, Permits & Charges	$0	$0	$0	$0
Intergovernmental	$75,600	$0	$57,300	$0
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$75,600**	**$0**	**$57,300**	**$0**

Explanation of Revenues

Through participation in the State funded County Assessment Function Funding Account (CAFFA) Grant, approximately 25% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

Last year this program was: #72036, DCM - A&T-Assessment Performance Analysis

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Program # 72043 - DCM-DART- Property Assessment -Special Programs — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Sally Brown
Related Programs: 72036, 72041, 72042, 72045, 72046, 72047, 72049, 72050
Program Characteristics:

Executive Summary

Special Programs, within the Division of Assessment Recording & Taxation (DART), is responsible for processing applications relating to property tax exemptions or special assessments. Exempt properties are monitored by the program for continued qualification. Special Programs processes new tax accounts and is responsible for corrections to the tax roll.

Program Description

Special Programs maintains over 5,300 property tax exemptions for both the Disabled War Veteran or Surviving Spouse program and the Oregon Active Duty Military Service Member's program. In addition, there are over 10,500 accounts with full or partial exemption status for various types of organizations, including, but not limited to charitable, fraternal, and religious organizations. Special Programs is responsible for specially assessed properties, which include farm, forest, historic, and numerous other specially assessed programs mandated by law. Questionnaires are mailed and when returned, reviewed to verify continued qualification for reduced assessment of farmland. Real property transfers initiated by the Ownership Section, assist in identifying exempt accounts sold to non-exempt owners. Leasehold records are monitored in order to maintain accurate, taxable values on over 500 accounts where non-exempt tenants lease from exempt government agencies. Five hundred to 1000 field inspections are performed as part of the program's compliance activities. Program staff calculates and redistributes Maximum Assessed Values in accordance with Measure 50 tax limitation requirements for thousands of new properties created each year by subdivisions, new condominiums and accounts that have been consolidated. Special Programs contributes to the process to arrive at the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Justification

This program ensures that exempt and specially assessed property is accurately and fairly assessed as required by the Oregon Revised Statutes (ORS). Maintaining accurate Real Market Values on all property relates to the bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. This program contributes to all other County priorities by ensuring that all exempt and specially assessed property is valued in accordance with the law, which maximizes property tax revenues to fund programs. Property taxes account for approximately 65% of the County's General Fund revenues. Failure to monitor this process will result in loss of taxable assessed value. Focus is on compliance monitoring of existing exemptions, careful review of new applications, and resolving appeals. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Accounts Reviewed and Processed for Current Tax Roll	14,303	2,200	14,350	14,350
Outcome	Taxable Market Value Re-established to the Roll	274,142,513	250,000	250,000	275,000
Input	Total Accounts Monitored	27,435	33,500	28,000	28,000
Output	Total Number of Accounts Processed for Prior Tax Rolls	3,319	3,300	3,300	3,500

Performance Measure - Description

☑ Measure Changed

Current Year Purchased (FY08-09) represents exempt accounts only; SPG is now responsible for numerous processes requiring the review of thousands of accounts.   Previous Year Actual (FY07-08) and Current Year Estimate (FY08-09) numbers accurately reflect all accounts presently within Program responsibility.

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 Account" (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 is already at the minimally acceptable staffing level to perform their functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$587,943	$0	$755,710	$0
Contracts	$0	$0	$0	$0
Materials & Supplies	$5,155	$0	$8,826	$0
Internal Services	$86,750	$0	$102,517	$0
Subtotal: Direct Exps:	**$679,848**	**$0**	**$867,053**	**$0**
Administration	$61,805	$92	$79,786	$0
Program Support	$210,161	$0	$149,839	$0
Subtotal: Other Exps:	**$271,966**	**$92**	**$229,625**	**$0**
Total GF/non-GF:	**$951,814**	**$92**	**$1,096,678**	**$0**
Program Total:	**$951,906**		**$1,096,678**	
Program FTE	7.30	0.00	9.30	0.00
Program Revenues				
Fees, Permits & Charges	$0	$0	$0	$0
Intergovernmental	$226,800	$0	$183,300	$0
Program Revenue for Admin	$69,488	$0	$50,786	$0
Total Revenue:	**$296,288**	**$0**	**$234,086**	**$0**

Explanation of Revenues

Through participation in the State funded County Assessment Function Funding Account (CAFFA) Grant, approximately 25% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72037, DCM - A&T-Property Assessment-Special Programs
The Special Programs Supervisor was reclassified to Program Manager 1, and assigned responsibiltiy for Special Programs (80%)and Data Operations Program (20%). Former Assessment Manager allocation of 30% in FY09 was transfered to Residential Appraisal program. Staffing changes included the addition of an A&T Tech 1 and two A&T Tech 2 positions to the program from former Central Appraisal Support & Customer Service Programs. One part time A&T Tech 2 position was transfered to Residential program and reclassified to Appraiser 1. The overall net increase for FY10 is 2.00 FTE. The reorganization provides necessary staffing to address the increased volume of processes for which the program is responsible.

Program # 72044 - DCM-DART- Personal Property Assessment & Collection — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Rick Teague
Related Programs: 72036, 72037, 72038, 72040, 72042, 72043, 72045, 72046, 72048A, 72049, 72050
Program Characteristics:

Executive Summary

The Property Assessment & Collection-Personal Property Program is responsible for valuing and collecting all taxable Business Personal Property accounts. Personal Property represents 5% of the value upon which taxes are levied for the benefit of all Multnomah County taxing districts.

Program Description

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on all taxable Personal Property accounts. Oregon Revised Statutes require annual filings from the 23,000 businesses in the county, comprising more than 40,000 accounts. 40% of those accounts are equipment-leasing companies. Filings are reviewed and coded to calculate assessed values of companies' business assets. Values must be fully recalculated each year to reflect items added or disposed of by businesses and to calculate depreciation influence on remaining assets. Appraisers perform field inspections and detailed reviews to identify businesses and properties omitted from the assessment roll. Appraisals are also performed in order to defend values under appeal. Collection staff monitor and pursue for collection delinquent business and other personal property taxes.

Program Justification

This program assesses Business Personal Property accurately and fairly as required by Oregon Revised Statutes (ORS). Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. This program also ensures that all personal property is valued in accordance with the law, which maximizes property tax revenues to fund programs. Property taxes account for approximately 65% of the County's General Fund revenues. Under the Measure 50 tax limitation measure, there is no assumption of a 3% increase in personal property taxable value; instead, each business reports existing taxable property anew each year. Failure to monitor this process will result in loss of taxable assessed value and tax revenue. Focus is on discovery of new taxable property and resolving value appeals to minimize cost to taxpayers, and various computer and online tools are used to maximize appraisal efforts. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of Non-Leased Accounts Processed, Coded and Valued	23,330	23,000	23,000	23,000
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	2,547	2,500	2,500	2,400
Output	% of Accounts Reviewed by an Appraiser in the Last Three Years	13.0%	7.0%	7.0%	7.0%
Output	% of Accounts Filing Electronically /	5.7%	1.0%	6.0%	6.0%

Performance Measure - Description

Oregon Revised Statutes requires property appraisals to be at 100% of Market Value as of January 1st of each year, with all returns processed and values placed on the roll by the third week of September. The Department of Revenue (DOR) annually reviews compliance through the Assessors Appraisal Plan. The DOR's most recent review in 2007 determined that we are in compliance with standards. Failure to meet these standards can result in loss of County Assessment Function Funding Account (CAFFA) grant revenue and program control. We continue to review the top value accounts. We hired an auditor in 2008 who will focus on auditing and discovery of omitted property. Decreases in estimated number of accounts processed and assessed value for 09/10 are due to anticipated declining economic conditions.

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 Account" (CAFFA) Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment and taxation (A&T)staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$990,821	$0	$1,106,829	$0
Contracts	$91,000	$0	$89,000	$0
Materials & Supplies	$10,756	$0	$8,885	$0
Internal Services	$214,614	$0	$217,904	$0
Subtotal: Direct Exps:	**$1,307,191**	**$0**	**$1,422,618**	**$0**
Administration	$103,602	$151	$130,946	$0
Program Support	$572,278	$0	$496,152	$0
Subtotal: Other Exps:	**$675,880**	**$151**	**$627,098**	**$0**
Total GF/non-GF:	**$1,983,071**	**$151**	**$2,049,716**	**$0**
Program Total:	**$1,983,222**		**$2,049,716**	
Program FTE	12.20	0.00	12.60	0.00
Program Revenues				
Fees, Permits & Charges	$0	$0	$0	$0
Intergovernmental	$378,000	$0	$301,200	$0
Program Revenue for Admin	$188,192	$0	$138,985	$0
Total Revenue:	**$566,192**	**$0**	**$440,185**	**$0**

Explanation of Revenues

Through participation in the State funded County Assessment Function Funding Account (CAFFA) Grant, approximately 25% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72040, DCM - A&T-Assessment & Collection -Personal Property
#72034, A&T-Property Assessment - Business Personal Property. The Personal Property Program Supervisor position was reclassified to a Program Manager 1 in charge of Industrial and Personal Property. Staffing changes involved transferring an A&T Tech 2 from Personal Property to Industrial and adding an A&T Tech 1 to Personal Property creating flexability and allowing for more effective utilization of staff. An Operations Supervisor was added to coordinate daily operations. In FY08 we began conversion to an Adds/Deletes reporting system to simplify filing for taxpayers as well as streamline processing for the County. The conversion will result in significant efficiencies and position us well for implementing future technological innovations. We expect full conversion by FY11.

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Program # 72045 - DCM-DART-Property Assessment -Industrial — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Rick Teague
Related Programs: 72036, 72037, 72039, 72042, 72043, 72044, 72046, 72048A, 72050
Program Characteristics:

Executive Summary

The Property Assessment-Industrial Program is responsible for valuing, appraising and/or maintaining all local and state industrial property. Industrial property represents approximately 5% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Description

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 275 county-responsibility industrial properties and maintenance of 370 accounts appraised by the Oregon Department of Revenue. All industrial property owners are required to file industrial property returns annually. A number of industrial plants are physically inspected and audited every year. Appraisers perform appraisals to defend values under appeal. Industrial properties are high-value accounts; loss on appeal can result in large tax refunds paid by taxing jurisdictions with interest.

Program Justification

This program appraises industrial property accurately and fairly as required by the Oregon Revised Statutes (ORS). Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. This program also ensures that industrial property is valued in accordance with the law, which maximizes property tax revenues to fund programs. Property taxes account for approximately 65% of the County's General Fund revenues. Focus is on proper classification of taxable property and resolving value appeals to minimize cost to taxpayers. Use of various computer and online tools maximize appraisal efforts. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of Industrial Accounts Maintained	645	280	650	650
Outcome	Assessed Value placed on the Tax Roll (in millions)	2,695	375	2,500	2,500
Efficiency	Percentage of Sites Reviewed For Transfer	20.0%	13.0%	13.0%	15.0%

Performance Measure - Description

☑ Measure Changed

Oregon Revised Statutes (ORS) requires property appraisals to be at 100% of Market Value as of January 1st of each year, with all returns processed and values placed on the roll by the third week of September. Failure to meet standards can result in loss of County Assessment Function Funding Account (CAFFA) grant revenue and program control. The "Reviewed for Transfer" project began with a list of 75 potentially misclassified sites. Proper classification is required by law and results in more accurate whole plant valuation. Program measures "Accounts Maintained" and "Assessed Value Placed on Roll" have been revised to include both state and county-responsibility industrial sites in order to better reflect the contribution of this program.

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 Account" (CAFFA) Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment and taxation (A&T)staffing. The DOR has determined that DART is already at the minimally acceptable staffing level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$391,660	$0	$513,753	$0
Contracts	$10,224	$0	$9,065	$0
Materials & Supplies	$5,456	$0	$6,800	$0
Internal Services	$49,115	$0	$51,883	$0
Subtotal: Direct Exps:	**$456,455**	**$0**	**$581,501**	**$0**
Administration	$41,450	$62	$53,504	$0
Program Support	$158,337	$0	$118,495	$0
Subtotal: Other Exps:	**$199,787**	**$62**	**$171,999**	**$0**
Total GF/non-GF:	**$656,242**	**$62**	**$753,500**	**$0**
Program Total:	**$656,304**		**$753,500**	
Program FTE	4.20	0.00	5.40	0.00
Program Revenues				
Fees, Permits & Charges	$0	$0	$0	$0
Intergovernmental	$113,400	$0	$122,100	$0
Program Revenue for Admin	$52,201	$0	$38,280	$0
Total Revenue:	**$165,601**	**$0**	**$160,380**	**$0**

Explanation of Revenues

Through participation in the State funded County Assessment Function Funding Account (CAFFA) Grant, approximately 25% of actual expenditures are reimbursed with remaining support coming from General Fund revenues

Significant Program Changes

☑ **Significantly Changed**

Last year this program was: #72039, DCM - A&T-Property Assessment-Industrial

The Personal Property Program Supervisor was reclassified during FY09 to a Program Manager 1 managing the Personal Property and Industrial Programs. 0.4 FTE is being allocated to the Industrial Program. An A&T Tech 2 was transferred to Industrial to support the supervisor and appraisers so they can focus on more high dollar accounts. In addition the Tech 2 will coordinate with the Dept of Revenue concerning the value transmittals of all State assessed industrial properties.

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Program # 72046 - DCM-DART-Commercial Property Appraisal | Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Rene Grier
Related Programs: 72036, 72037, 72042, 72043, 72045, 72047, 72048A, 72050
Program Characteristics:

Executive Summary

The Property Assessment-Commercial Program is responsible for valuing and appraising all commercial and multi-family property. Commercial property represents 25% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Description

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 26,000 commercial and multi-family properties. Staff physically inspects and appraises 1,300 properties annually due to permits having been issued for new construction, remodeling or renovation. Under Measure 50, these appraisals add new value for taxing districts beyond the statutorily required 3% increase in Maximum Assessed Value. Appraisers also perform appraisals to defend values under appeal. They inspect properties to verify whether the sales represent open market transactions that can then be used as the basis for other appraisals and for the annual Ratio/Recalculation Report that measures the effectiveness of the program.

Program Justification

This program contributes to the accurate and fair appraisal of commercial property as required by the Oregon Revised Statutes (ORS). Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. This program ensures that commercial property is valued in accordance with the law, which maximizes property tax revenues to fund programs. Property taxes account for approximately 65% of the County's General Fund revenues. Newly converted automated appraisal models are used to increase efficiency. Focus is on discovery of new taxable property and resolving value appeals to minimize cost to taxpayers. Use of various computer and online tools maximize appraisal efforts. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Accounts Appraised	1,268	1,300	1,300	1,200
Outcome	New Taxable Exception Value in millions	1,156	500	500	500
Efficiency	% Automated Recalculation	23.0%	25.0%	25.0%	25.0%
Outcome	% Market Groupings with COD Compliance	88.0%	60.0%	60.0%	70.0%

Performance Measure - Description

Oregon law requires property appraisals to be at 100% of Market Value as of January 1st of each year, within standards established by the Oregon Department of Revenue (DOR). One of the primary standards is a statistical measure called the Coefficient of Dispersion (COD). Failure to meet these standards can result in loss of County Assessment Function Funding Account (CAFFA) grant revenue and program control. The Department of Revenue (DOR) annually reviews compliance through two reports submitted: The Assessors Certified Ratio Study and the Assessors Appraisal Plan. The DOR's most recent review in 2008 determined that we are in compliance with standards. An estimate made regarding new taxable value from Measure 50 exceptions is speculative due to the difficulty in predicting market forces.

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 Account" (CAFFA Grant) process described in ORS 294.175 the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that DART staffing is at the minimally acceptable level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$680,687	$0	$807,177	$0
Contracts	$45,336	$0	$48,132	$0
Materials & Supplies	$15,391	$0	$15,050	$0
Internal Services	$101,196	$0	$95,410	$0
Subtotal: Direct Exps:	**$842,610**	**$0**	**$965,769**	**$0**
Administration	$69,825	$103	$88,895	$0
Program Support	$281,498	$0	$210,434	$0
Subtotal: Other Exps:	**$351,323**	**$103**	**$299,329**	**$0**
Total GF/non-GF:	**$1,193,933**	**$103**	**$1,265,098**	**$0**
Program Total:	**$1,194,036**		**$1,265,098**	
Program FTE	7.40	0.00	8.30	0.00
Program Revenues				
Fees, Permits & Charges	$0	$0	$0	$0
Intergovernmental	$226,800	$0	$203,700	$0
Program Revenue for Admin	$90,602	$0	$66,581	$0
Total Revenue:	**$317,402**	**$0**	**$270,281**	**$0**

Explanation of Revenues

Through participation in the State funded County Assessment Function Funding Account (CAFFA) Grant approximately 25% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

☑ **Significantly Changed**

Last year this program was: #72038, DCM - A&T-Property Assessment-Commercial

The former Valuation Manager position (of which 40% was allocated to this program) was renamed as Assessment Manager Sr. and was reassigned to the Administration Program. The former Assessment Manager position (which had managed Personal Property, Industrial and Special Programs) was renamed Valuation Manager and transferred over over this program (30%)and Residential (40%). An Appraiser 2 position was moved from Residential to this program.

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Program # 72047 - DCM-DART- Residential Property Appraisal — Version 7/08/2009 s

Priority: Accountability

Lead Agency: County Management

Program Offer Type: Existing Operating

Program Contact: Rene Grier

Related Programs: 72036, 72037, 72041, 72042, 72043, 72046, 72048A, 72049, 72050

Program Characteristics:

Executive Summary

The Residential Appraisal Program is responsible for valuing and appraising all residential use Real Property. Residential Property represents 61% of the total taxable assessed value upon which taxes are calculated and levied for the benefit of all Multnomah County taxing districts.

Program Description

This program is responsible for maintaining Real Market Value and Maximum Assessed Value on 212,300 single family and two-four family properties; 33,670 condominiums; 4,900 manufactured homes; 1,800 floating properties; and 2,900 farm/forest properties. Staff physically inspects and appraises 12,000 to 14,000 properties annually due to permits issued for new construction, remodeling or renovation. They also appraise 4,000 to 5,000 properties annually discovered through the sales confirmation process as having been significantly improved without apparent issuance of building or trade permits. Under Measure 50, such appraisals add new value for taxing districts beyond the statutorily required 3% increase in the Maximum Assessed Value. Appraisals are also performed to defend values under appeal, and also to verify that sales represent open market transactions that can be used for other appraisals and for the annual Ratio/Recalculation Report that measures the effectiveness of the program.

Program Justification

This program primarily contributes to the fair and accurate appraisal of residential as required by the Oregon Revised Statutes (ORS). Maintaining accurate Real Market Values on all property directly affects the maximum bonding capacity and general obligation bond tax rates for all applicable taxing districts in the County. The program ensures that all residential property is valued in accordance with the law, which maximizes property tax revenues to fund programs for the County and other jurisdictions. Property taxes account for approximately 65% of the County's General Fund revenues. All residential accounts that reasonably can be have been converted to an automated valuation model with measurably improved results. Focus is on discovery of new taxable property. Various computer and online tools are used to maximize appraisal effort. Accurate values maximize the level of tax assessment allowed under Measure 5 and Measure 50 tax limitation measures.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Accounts Appraised	32,060	26,000	26,000	25,000
Outcome	New Taxable Exception Value in Millions of Dollars	1,867	1,000	1,000	1,000
Efficiency	Accounts Appraised Per FTE Appraiser	1,336	1,100	1,100	1,100
Outcome	% Neighborhoods with COD Compliance	97.0%	98.0%	98.0%	98.0%

Performance Measure - Description

Oregon law requires property appraisals to be at 100% of Market Value as of January 1st of each year, within standards established by the Oregon Department of Revenue (DOR). One of the primary standards is a statistical measure called the Coefficient of Dispersion (COD). Failure to meet these standards can result in loss of CAFFA grant revenue and program control. The DOR annually reviews compliance through two reports submitted: The Assessors Certified Ratio Study and the Assessors Appraisal Plan. The DOR's most recent review as of 2007 determined that we are in compliance with standards. An estimate made regarding new taxable value from Measure 50 exceptions is speculative due to the difficulty in predicting market forces. The accounts appraised per appraiser has been increasing as managers have been working to align resources with goals to achieve maximum allowable taxes using minimum staff necessary through automation, innovation, and focus on core issues. As the real estate market slows, attention can be focused on improving appraisal models which leads to increased COD compliance and maximized tax assessment.

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 Account" (CAFFA)Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment and taxation (A&T) staffing. The DOR has determined that DART satffing is at the minimally acceptable level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$2,482,328	$0	$2,688,909	$0
Contracts	$0	$0	$0	$0
Materials & Supplies	$78,399	$0	$92,630	$0
Internal Services	$405,500	$0	$335,921	$0
Subtotal: Direct Exps:	**$2,966,227**	**$0**	**$3,117,460**	**$0**
Administration	$228,216	$332	$287,000	$0
Program Support	$871,478	$0	$652,751	$0
Subtotal: Other Exps:	**$1,099,694**	**$332**	**$939,751**	**$0**
Total GF/non-GF:	**$4,065,921**	**$332**	**$4,057,211**	**$0**
Program Total:	**$4,066,253**		**$4,057,211**	
Program FTE	28.60	0.00	29.40	0.00
Program Revenues				
Fees, Permits & Charges	$0	$0	$0	$0
Intergovernmental	$869,400	$0	$657,900	$0
Program Revenue for Admin	$285,174	$0	$209,144	$0
Total Revenue:	**$1,154,574**	**$0**	**$867,044**	**$0**

Explanation of Revenues

Through participation in the State funded County Assessment Function Funding Account(CAFFA) Grant, approximately 25% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72041, DCM - A&T-Property Assessment- Residential
The former Valuation Manager position (of which 60% was allocated to this program) was renamed as Assessment Manager Sr. and was reassigned to the Administration Program. The former Assessment Manager position (which had managed Personal Property, Industrial and Special Programs) was renamed Valuation Manager and transferred over this program (40%)and Commercial (30%). An Appraiser 2 position was moved from this program to Commercial. Two vacant positions (an A&T Tech 1 and A&T Tech 2) were transferred into this program and reclassified to Appraiser 1.

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Program # 72048B - DCM-DART-Assessment & Taxation Upgrade (Scaled) Version 7/07/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Randy Walruff
Related Programs: 72050
Program Characteristics:

Executive Summary

This multi-year system upgrade project was initially approved in the FY07/08 Budget. The Assessment, Recording and Taxation Division needs to replace the outdated Assessment and Taxation system. A request for proposal was published at the end of FY07/08, with the evaluation of proposals, selection of a vendor and contract negotiations proceeding through FY08/09. FY09/10 activities will include the Assessment Analysis, Taxation Analysis and Assessment Development phases. FY10/11 will include the Taxation Development, Assessment Testing, Taxation Testing, Staff Training, Implement System and Post-Implementation Support phases.

Program Description

The Division of Assessment, Recording and Taxation (DART) is seeking a system upgrade that features integration among all DART business functions, including GIS, document recording, real property assessment, business personal property assessment, tax collection and tax distribution.

Program Justification

The program mission is to improve property assessment and taxation services to the customers and stakeholders of Multnomah county by replacing existing legacy software with current technology that will include, and enhance, integration with other applications. The new software application will substantially reduce systemic gaps and duplication of data that exists in our current environment. The technology will increase staff efficiency and the ability to accommodate an increasing workload, playing a key role in e-government for Multnomah County, and employ an IT architecture that considers integration with County standard infrastructure. The program goals and objectives are: 1) Acquire and implement available information technology, replacing the current Assessment and Taxation computer application, to achieve greater operation efficiency and revenue enhancement while maintaining or improving accuracy and compliance for A&T business functions;2) Reduce costs of targeted operations so that human resources can be more productively used; 3)Improve public visibility, accessibility, and convenience of assessment, taxation and recording services via web-based electronic and online resources, while maintaining appropriate control over publicly sensitive personal information.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of 13 A&T System Milestones Met	1	3	3	3
Outcome	% of A&T Project Milestones Completed on Time and within Budget	100	23	75	100

Performance Measure - Description

The multi-year project to select and implement a new A&T system has 13 milestones: FY07/08-Publish RFP;FY08/09-Evaluate Proposals, Select Vendor and Negotiate Contract; FY09/10-Assessment Analysis, Taxation Analysis and Assessment Development; FY10/11-Taxation Development, Assessment Testing, Taxation Testing, Train Staff, Implement System and Post-Implementation Support. The single milestone of Publishing the RFP was completed in FY07/08. We are currently on schedule to meet the 3 FY08/09 milestones (Evaluate Proposals, Select Vendor and Negotiate Contract).

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$0	$0	$155,981
Contracts	$0	$0	$0	$2,985,103
Materials & Supplies	$0	$0	$0	$3,133,916
Capital Outlay	$0	$0	$0	$270,000
Cash Transfer	$0	$0	$1,500,000	$0
Subtotal: Direct Exps:	**$0**	**$0**	**$1,500,000**	**$6,545,000**
Administration	$0	$0	$0	$0
Program Support	$0	$0	$0	$0
Subtotal: Other Exps:	**$0**	**$0**	**$0**	**$0**
Total GF/non-GF:	**$0**	**$0**	**$1,500,000**	**$6,545,000**
Program Total:	**$0**		**$8,045,000**	
Program FTE	0.00	0.00	0.00	1.00
Program Revenues				
Other / Miscellaneous	$0	$0	$0	$6,545,000
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$0**	**$0**	**$6,545,000**

Explanation of Revenues

Increased revenue is anticipated the first year following implementation (FY 12/13) as a result of productivity improvements for staff as well as a phased-in realignment of personnel from office support to field work finding taxable value. When new value is put on the tax roll, the corresponding tax growth is carried forward every year, and is compounded by the Measure 50 maximum 3% growth. The 10-year total increase in property tax revenue for Multnomah County of $7.7 M is based on a rate of increase in new taxable value of 4% per year. The 10 year total increase for all taxing districts will be $32.1 million. Project Funding proposed: Projected total costs $6.5 million; Utilize existing Fund 2504 balance of $300K, $1.5 million from General Fund, and $4.7 million in financing proceeds. Estimate an increase in County Assessment Function Funding Acct (CAFFA) Grant revenue. Capital expenditures for Systems upgrades are an allowable expenditure in the annual CAFFA grant application, up to a defined cap amount per year. DOR has approved including the cost of the System Upgrade Proejct up to the allowable Cap amount annually, thereby maximizing the CAFFA grant revenues. The increase in budgeted allowable expenditures in the CAFFA Grant application increases the county’s share (% distribution) of the available statewide CAFFA funding pool.

Significant Program Changes

Last year this program was:
Work continues to keep the A&T System Upgrade project on schedule. A Limited Duration project manager was added during FY07.

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Program # 72049 - DCM-DART-Data Operations — Version 4/20/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Support
Program Contact: Sally Brown
Related Programs: 72037, 72038, 72039, 72040, 72041, 72042, 72043, 72044, 72045, 72046, 72047
Program Characteristics:

Executive Summary

Division of Assessment, Recording and Taxation (DART) Data Operations contributes to the support of the applications used by the linked programs for DART. Responsibilities include assistance with tax roll calculations, including quality control inspection and tax statement production, computer entry of data for property, taxes, and recorded documents, information and data for public requests, and supporting application users. Additionally, Data Operations performs necessary interdepartmental communication and other support as requested.

Program Description

Data Operations calculates and applies taxes to property tax accounts and contributes to production of tax statements and related reports and public information. The program enters a high volume of data in support of the other linked programs and reviews and performs quality control of data request changes. The program supplies data to satisfy public requests for information. The program answers user questions and resolves problems, and provides advice on the effective use of the computer assisted mass appraisal system.

Program Justification

Data Operations links to all of the DART programs and their contributions to Accountability. The program is responsible for calculating the special assessment tax roll and contributing to the creation of tax statements, which are mandated functions of the supported programs. As a result, the program assists in answering public and media questions about property tax bills thus contributing to the accountability factor of the public's perception of fairness in assessing and collecting property taxes. The program's other duties provide support for linked programs in order to perform their program functions.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of Records Keyed for Appraisal, Personal Property, Recording, etc.	520,595	925,000	525,000	525,000
Outcome	%of Resdential Appraisal Transactions Re-keyed	3.0%	3.0%	3.0%	3.0%

Performance Measure - Description

☑ Measure Changed

The number of transactions keyed (output) continues to trend downward with the adoption of efficiencies such as electronic filings. With this downward trend comes opportunity for Data Operations to transition from a “heads down” production based team to a quality control team. This change results in a timely and accurate tax roll.

Legal/Contractual Obligation

This program supports the rest of the Division of Assessment, Recording & Taxation in its compliance with Oregon Revised Statutes (ORS) Chapters 92, 205, 294, 305-312, and 321. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA) Grant process described in ORS 294.175 the DOR determines the acceptable level of assessment & taxation staffing. The DOR has determined that DART staffing is already at the minimally acceptable level to perform their A&T functions. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$409,438	$0	$485,941	$0
Contracts	$82,225	$0	$83,690	$0
Materials & Supplies	$5,000	$0	$6,687	$0
Internal Services	$89,769	$0	$77,855	$0
Subtotal: Direct Exps:	**$586,432**	**$0**	**$654,173**	**$0**
Administration	$0	$0	$0	$0
Program Support	$0	$0	$0	$0
Subtotal: Other Exps:	**$0**	**$0**	**$0**	**$0**
Total GF/non-GF:	**$586,432**	**$0**	**$654,173**	**$0**
Program Total:	**$586,432**		**$654,173**	
Program FTE	6.00	0.00	6.20	0.00
Program Revenues				
Intergovernmental	$189,000	$0	$141,900	$0
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$189,000**	**$0**	**$141,900**	**$0**

Explanation of Revenues

Through participation in the State funded County Assessment Function Funding Account(CAFFA) Grant, approximately 25% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72043, DCM - A&T-Applications Support

Last year this program was included in the A&T Applications Support program. For FY10 a separate program offer for Data Operations reflects a recent reorganization within the division. FTE increased from 6.00 to 6.20, reflecting allocation of 20% of a Program Manager.

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Program # 72050 - DCM-DART-Applications Support — Version 4/20/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Support
Program Contact: June Tilgner
Related Programs: 72036, 72037, 72038, 72039, 72040, 72041, 72042, 72043, 72044, 72045, 72046, 72047, 72048A, 72049
Program Characteristics:

Executive Summary

Division of Assessment, Recording & Taxation (DART) Applications Support Program supports the applications used by all of the DART's linked programs. Responsibilities include tax roll calculation and certification, tax statement production, requests for information and data files from both internal and external sources, and supporting the DART application users.

Program Description

DART's Application Support Program performs the functions that support the certification of the annual tax roll, including calculating tax rates and taxes, producing tax statements, and producing reports required by the Oregon Department of Revenue. In addition to certifying the annual tax roll, the Program responds to requests for information and data files from both internal and external sources. The Program manages the working relationship with the application software and hardware vendors, as well as the County Information Technology Division; including consulting on contract formulation and implementation support. The Program answers user questions, resolves problems, and provides advice on the effective use of the DART's business application systems.

Program Justification

DART Application Support Program provides support for the linked programs that rely on DART's business applications to perform their program functions. The program is responsible for calculating the property tax roll and creating tax statements, which are mandated functions of the supported programs. As a result the program assists in answering public and media questions about property tax bills, contributing to the accountability factor of the public's perception of fairness in assessing and collecting property taxes. The program manages and provides electronic access to property tax data for over 1,500 users external to A&T that use the data to conduct their business and governmental functions.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of Requests & Support Activities Completed	0	0	0	6,500
Outcome	% of Requests Associated with Program Revenue	0.0%	0.0%	0.0%	7.0%

Performance Measure - Description

☑ Measure Changed

The Number of Requests & Activities Completed is a new performance measure for FY10. One Activity represents 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 is also a new measure, indicating the portion of the program’s work activities associated with a portion of our revenue.

Legal/Contractual Obligation

This program supports the Division of Assessment, Recording & Taxation in its compliance with Oregon Revised Statutes (ORS) Chapters 92, 205, 294,305-312, and 321. Additionally, ORS 306.115 assigns statewide general supervision of the property tax system to the Oregon Dept. of Revenue (DOR). Through the "County Assessment Function Funding Account" (CAFFA Grant) process described in ORS 294.175 the DOR determines the acceptable level of assessment & taxation staffing. The DOR has determined staffing levels are at the minimally acceptable level to perform the A&T function. Any reduction to this program may jeopardize this grant revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$595,754	$0	$603,588	$0
Contracts	$8,150	$0	$8,250	$0
Materials & Supplies	$257,744	$0	$285,118	$0
Internal Services	$120,513	$0	$117,370	$0
Capital Outlay	$12,000	$0	$12,000	$0
Subtotal: Direct Exps:	**$994,161**	**$0**	**$1,026,326**	**$0**
Administration	$0	$0	$0	$0
Program Support	$0	$0	$0	$0
Subtotal: Other Exps:	**$0**	**$0**	**$0**	**$0**
Total GF/non-GF:	**$994,161**	**$0**	**$1,026,326**	**$0**
Program Total:	**$994,161**		**$1,026,326**	
Program FTE	5.00	0.00	5.00	0.00
Program Revenues				
Fees, Permits & Charges	$90,000	$0	$50,000	$0
Intergovernmental	$151,200	$0	$216,600	$0
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$241,200**	**$0**	**$266,600**	**$0**

Explanation of Revenues

Through participation in the State funded CAFFA Grant approximately 25% of actual expenditures are reimbursed. Additional program revenue is from fees for access to Assessment & Taxation information (subscription website user fees) and requests for A&T Data files. Remaining support is from General Fund revenues.

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72043, DCM - A&T-Applications Support
Last year this program included Data Operations functions. Due to a reorganization of the division, the Data Operations functions are described in a separate Program Offer (#72049).

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Program # 72056A - Central Human Resources Division Administration — Version 4/20/2009 s

Priority: Accountability
Program Offer Type: Administration
Related Programs:
Program Characteristics:

Lead Agency: County Management
Program Contact: Travis Graves

Executive Summary

Central Human Resources (HR) Administration provides strategic leadership and partnership to department HR units to ensure consistent, efficient and cost effective HR processes and practices across the County organization. It also provides administrative, financial, and technology management for Central HR service programs, including Labor Relations; Classification and Compensation; Talent Development and Unemployment Insurance.

Program Description

Central HR Administration sets direction, determines policy, develops process structures, and builds relationships to develop and sustain a diverse, talented, workforce necessary to achieve results across the County organization. The HR Director is the primary liaison to senior leaders to ensure HR processes are aligned with countywide business goals and oversees evaluation of HR contributions to organizational effectiveness. Central HR administration oversees countywide service program integration and performance measurement and reporting; leads HR technology development and process automation; provides budget and financial management; implements employee recognition programs; and ensures compliance with federal, state, local laws, rules, regulations and labor agreements.

Program Justification

Central HR Administration builds strategic leadership and partnership with countywide HR professionals to guide consistent and uniform HR practices across the County. Central HR Administration focuses on facilitating communication linkages, ensuring stakeholder input, and engaging in collaborative problem resolution to implement its plans and achieve results. It provides timely and reliable reporting to communicate organizational performance and necessary information for decision-making.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Countywide employee turnover rate.	11.3%	11.0%	11.5%	11.5%
Outcome	Countywide employee sick time rate.	3.2%	4.1%	3.0%	3.0%

Performance Measure - Description

These measures will be among several reported on a annual basis to provide performance information for decision-making. Countywide sick time rate is percentage of annual work hours.

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$625,119	$0	$626,211	$0
Contracts	$129,700	$0	$120,200	$0
Materials & Supplies	$75,250	$0	$42,425	$0
Internal Services	$103,423	$0	$141,778	$0
Subtotal: Direct Exps:	**$933,492**	**$0**	**$930,614**	**$0**
Administration	$0	$0	$0	$0
Program Support	$0	$0	$0	$0
Subtotal: Other Exps:	**$0**	**$0**	**$0**	**$0**
Total GF/non-GF:	**$933,492**	**$0**	**$930,614**	**$0**
Program Total:	**$933,492**		**$930,614**	
Program FTE	8.00	0.00	5.00	0.00
Program Revenues				
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72068, DCM-Central Human Resources - Division Administration
Significant changes include eliminate the Quality & Analytics Unit responsible for HR technology initiatives, monitoring and evaluation of HR, employment related functions and services, HR process redesign and best practice documentation, data and information for departments, electeds and public records requests, Personnel Rule coordination, and special projects assigned by the HR Director, DCM Director and/or the Chair's Office.

FY10 offer is reduced by 3 FTE: eliminate 1 FTE responsible for employment and other HR countywide committee coordination, ad hoc reporting, HR maintainer coordination, HR systems super-user, supporting the HR monitoring and evaluation process, OA2 recruitment management and job fair coordination. Eliminate 1 FTE assigned to Class/Comp to strengthen capacity and increase production. Reassign 1 FTE to Talent Development to mitigate reductions in countywide training.

Reduce Professional Services by $28,000 decreasing ability to respond to special project requests prioritized by the county.

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Program # 72057A - Central Human Resources Division - Central HR Services — Version 7/09/2009 s

Priority: Accountability
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics:
Lead Agency: County Management
Program Contact: Travis Graves

Executive Summary

Central Human Resources (HR) Services include classification and compensation; countywide training; performance management development; succession planning and other special projects related to HR business processes and systems.

Program Description

Central HR Services design and manage countywide HR systems, processes, and tools that ensure the effective and efficient use of employee knowledge and skills to accomplish organizational goals. Central HR Services leads the planning and development of countywide HR projects, and partners with department HR managers to implement on-going processes. The Classification and Compensation Unit provides pay and classification structures that provide external competitiveness, ensure internal equity, promote employee retention and support career growth. The Talent Development Unit provides or coordinates all countywide training including: employee, management and supervisory development; diversity trainings; and policy or process-focused learning opportunities. Additionally, Talent Development coordinates with departments to leverage expertise to plan and implement training options to meet needs at all levels of the organization, leads the employee performance planning and review system, and provides performance feedback tools, such as exit interview system.

Program Justification

Central HR Services implements strategies to attract, train, and retain a diverse workforce at all levels of the organization and ensure the continuity of county services through performance management and succession planning. Even in the current economic environment, a shrinking qualified workforce combined with future retirements requires a strategic focus on the county's job market competitiveness.
The Classification & Compensation and Talent Development units significantly contribute to a return on the investment the county expends to recruit and hire employees. Classification & Compensation provides critical infrastructure tools and systems necessary for the County to offer competitive pay and contemporary career paths for the full spectrum of the workforce (Baby Boomers to Digital Natives). Talent Development provides countywide training using core competencies and job skills aligned with the employee performance management system. This comprehensive system is essential to build and monitor individual employee accountability and support the achievement of program goals. Trainings provide employee development opportunities, increase retention and decrease liability. The past two Countywide Employee Surveys have indicated increased training as a top priority. The Society of Human Resources Management reports a comprehensive performance management program is essential to organizational growth, and results in increased employee performance, productivity, work quality, reduces turnover and improves overall employee well-being.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	# positions reviewed as a result of class/comp studies.	364	350	200	375
Outcome	Percent of total positions reclassed, revised, updated.	15.6%	11.0%	11.3%	15.3%
Output	# positions reviewed as a result of individual requests.	329	210	300	300
Output	Number of Countywide training class attendees.	1,996	1,400	2,500	2,100

Performance Measure - Description

The percentage of all positions re-classed, revised, or updated as a result of classification or compensation review indicates County positions better aligned to current competitive job market factors and information. The number of Local 88 class/comp studies is expected to decrease for current year while the county and union agree to a revised process. Management sponsored studies due to reorganizations are estimated to increase for FY10.
A significant increase in the number of training attendees for current year is due to increased FY09 resources. Estimate for FY10 slightly decreased due to budget reductions. Staff will focus on providing training using internal experts rather than developing classes with external vendors.

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$754,737	$0	$1,070,685	$0
Contracts	$609,149	$0	$529,649	$0
Materials & Supplies	$34,369	$0	$27,300	$0
Internal Services	$193,127	$0	$230,722	$0
Subtotal: Direct Exps:	**$1,591,382**	**$0**	**$1,858,356**	**$0**
Administration	$946,323	$0	$621,136	$0
Program Support	$21,941	$0	$19,044	$0
Subtotal: Other Exps:	**$968,264**	**$0**	**$640,180**	**$0**
Total GF/non-GF:	**$2,559,646**	**$0**	**$2,498,536**	**$0**
Program Total:	**$2,559,646**		**$2,498,536**	
Program FTE	9.00	0.00	9.00	0.00
Program Revenues				
Other / Miscellaneous	$300,000	$0	$0	$0
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$300,000**	**$0**	**$0**	**$0**

Explanation of Revenues

Significant Program Changes

☑ **Significantly Changed**

Last year this program was: #72069A, DCM-Central Human Resources Division - Central HR Services
Professional Services for Central HR Services is reduced by a total of $137,500. $122,500 of this total is a 51% reduction for countywide training for employee and management development programs. $15,000 is a 16% reduction for class/comp studies.

1.0 FTE is transferred to the Diversity and Equity Office.

1.0 FTE is reassigned to Talent Development Unit from the Quality & Analytics unit to mitigate the substantial reduction in professional services for countywide employee training.

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Program # 72058 - Central Human Resources Division - Labor Relations — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Travis Graves
Related Programs:
Program Characteristics:

Executive Summary

Labor Relations builds and maintains the formal relationship link between the county and organized labor. This program manages 10 labor contracts; provides consultation and support to all department supervisors, managers, and department HR units; provides information and data to union stewards, officers, and staff; and is an advocate for fair, respectful treatment of employees.

Program Description

Labor Relations has the responsibility to lead collective bargaining activities, including contract negotiation, administration and interpretation; guide development of employee relations programs to create and promote a positive organizational culture; ensure consistent and fair application and enforcement of work rules, grievance, and discipline policies; provide internal expertise for dispute resolution, grievance handling, and cooperative problem-solving; coordinate layoff activities and maintain accurate seniority lists; coordinate the merit council appeals process; maintain and develop personnel rules; oversee the county's drug and alcohol testing process; ensures compliance with federal, state, local laws, rules, regulations and labor agreements; and communicate, train, and coach management staff on these requirements.

Program Justification

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. Forums such as Employee Relations Committee and Employee Benefits Team along with tools such as negotiated memoranda create the foundation of open communication, clear and accessible decision making, and collaborative problem solving needed to achieve uniform labor/management practices with consistent operations applications. Labor Relations also contributes to the primary factor of sound resource management through negotiated strategies to offer compensation and benefit packages to attract highly qualified employees aligned with county priorities and long-term financial stability.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of labor disputes.	134	110	155	175
Outcome	Percentage of labor disputes settled cooperatively.	96.0%	95.0%	90.0%	90.0%

Performance Measure - Description

Disputes include formal and informal disagreements about the interpretation or application of labor contracts, Personnel Rules, practices or policies. The resolution of labor disputes collaboratively means all involved parties have agreed to the resolution without going to arbitration. The alternative is an external arbitrator imposing a decision binding on all parties.

Legal/Contractual Obligation

Ten labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits, and other matters pertaining to employment. Federal, state, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Reemployment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues.

Revenue/Expense Detail

	Proposed General Fund	**Proposed Other Funds**	**Proposed General Fund**	**Proposed Other Funds**
Program Expenses	2009	2009	2010	2010
Personnel	$632,402	$0	$689,382	$0
Contracts	$32,000	$0	$20,000	$0
Materials & Supplies	$30,703	$0	$18,500	$0
Internal Services	$97,161	$0	$137,694	$0
Subtotal: Direct Exps:	**$792,266**	**$0**	**$865,576**	**$0**
Administration	$391,205	$0	$333,050	$0
Program Support	$11,824	$0	$10,263	$0
Subtotal: Other Exps:	**$403,029**	**$0**	**$343,313**	**$0**
Total GF/non-GF:	**$1,195,295**	**$0**	**$1,208,889**	**$0**
Program Total:	**$1,195,295**		**$1,208,889**	
Program FTE	4.85	0.00	4.85	0.00
Program Revenues				
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

Significant Program Changes

☑ Significantly Changed

Last year this program was: #72070A, DCM-Central Human Resources Division - Labor Relations
Professional Service funds reduced by 38% primarily impacting costs related to arbitration.

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Program # 72059 - Central Human Resources Division - Unemployment   Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Existing Operating
Program Contact: Travis Graves
Related Programs:
Program Characteristics:

Executive Summary

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

Program Description

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

Program Justification

The Unemployment Insurance Program manages resources and service delivery costs effectively, and decreases County risk. Administration of Unemployment Insurance as outsourced in previous years. County administration resumed at the start of calendar year 2004. Since then, expenses have been significantly reduced, even through benefit extension periods allowed by the Oregon Unemployment Office.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of employee claims.	325	350	575	700
Outcome	Percentage of claim appeals found in the County's favor.	94.4%	70.0%	86.0%	75.0%
Output	Number of appeals.	14	10	14	17

Performance Measure - Description

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

Number of employee claims estimated to increase significantly for current year and FY10 due to employee lay-offs from budget reductions.

Legal/Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$18,860	$0	$22,511
Materials & Supplies	$0	$1,971,057	$0	$1,001,025
Internal Services	$0	$2,879	$0	$4,297
Subtotal: Direct Exps:	**$0**	**$1,992,796**	**$0**	**$1,027,833**
Administration	$10,734	$0	$10,314	$0
Program Support	$366	$0	$317	$0
Subtotal: Other Exps:	**$11,100**	**$0**	**$10,631**	**$0**
Total GF/non-GF:	**$11,100**	**$1,992,796**	**$10,631**	**$1,027,833**
Program Total:	**$2,003,896**		**$1,038,464**	
Program FTE	0.00	0.15	0.00	0.15
Program Revenues				
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

Unemployment claims are funded by assessing a rate based on .4% of monthly payroll for each department.

Significant Program Changes

Last year this program was: #72071, DCM-Central Human Resources Division - Unemployment Insurance

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Program # 72066 - Facitlities Administration and Business Services — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Administration
Program Contact: Bob Thomas
Related Programs:
Program Characteristics:

Executive Summary

The Facilities Management and Business Services Program establishes strategy, processes, policy and guidance for the management of Multnomah County facilities, both owned and leased, collaborating with other program offices and regional authorities as appropriate.

Program Description

The Facilities Administration team provides executive direction and oversight of the planning, direction, coordination, and evaluation of the programs, functions, and activities of the Division.

The Business Services teams ensure consistency, quality, and cost effectiveness in program execution. They manage the Division's budget supporting the annual workplan, overseeing financial policies and internal controls ensuring accurate and timely accounting of all revenue and expenditures. They also provide contract and procurement support including initiatives that foster partnerships with both QRF (Qualified Rehabilitative Firms) and MWESB contractors. The data management team maintains accurate and detailed building data and CAD support of all County buildings, as well as, develop cost-effective plans for managing Facilities technology and data. The Lease Administration team manages lease representation, documentation, administration, legal support and enforcement. The Building Management team provide operational and logistical oversight for both in-house and contracted service delivery for County buildings.

Program Justification

Facilities partners with both the taxpayer and its internal clients ensuring that the Division's programs are focused on maintaining cost effective practices, excellence in customer service, and innovative programs. We have implemented policies, procedures and frameworks which have improved the trust and confidence that clients have in both the Division and Department of County Management. Our business models provide transparent and reliable information for decision-making, as well as, facilitating insight into financial and performance management. Facilities has bolstered the County's support of MWESB and QRF programs, providing 98% of the organization's contracts in these areas.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	MWESB Contracts awarded	98.0%	99.0%	98.0%	98.0%
Outcome	Percent of Invoices paid on-time within Std Net30 terms	86.0%	88.0%	85.0%	85.0%
Output	Real Estates files updated 10 days after receipt of executed documents	90.0%	95.0%	95.0%	95.0%
Outcome	Percentage of leases renewed or terminated by expiration	85.0%	90.0%	90.0%	95.0%

Performance Measure - Description

MWESB (Minority, Women, Emerging Small Businesses) contracts are those that ensure uniform access to all public contracting dollars. Facilities awards over 98% of its remodeling/construction contracts with state certified MWESB firms.

Facilities processes over 10,000 payments (direct pays, 3 way matches and invoices)annually. It is both our goal and mandate to pay invoices and process documents within 30 days.

Lease administration manages over 100 leases, permits and agreements which total over $5 million annually. The section aggressively manages leases to ensure full compliance and protection of the County's interests.

Legal/Contractual Obligation

By State law and PCRB rules we are mandated to utilize both MWESB and QRF firms to perform services Janitorial, Landscaping and Security services. Facilities has over $6,000,000 in operational contracts, which are either MWESB or QRF contracts.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$1,584,351	$0	$2,349,935
Contracts	$0	$101,530	$0	$4,218,828
Materials & Supplies	$0	$77,529	$0	$5,203,949
Internal Services	$0	$418,258	$0	$926,164
Capital Outlay	$0	$0	$0	$0
Debt Service	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Subtotal: Direct Exps:	**$0**	**$2,181,668**	**$0**	**$12,698,876**
Administration	$0	$0	$0	$0
Program Support	$0	$0	$0	$0
Subtotal: Other Exps:	**$0**	**$0**	**$0**	**$0**
Total GF/non-GF:	**$0**	**$2,181,668**	**$0**	**$12,698,876**
Program Total:	**$2,181,668**		**$12,698,876**	
Program FTE	0.00	20.00	0.00	22.50
Program Revenues				
Indirect for dep't Admin	$0	$0	$0	$0
Fees, Permits & Charges	$0	$2,181,668	$0	$11,542,761
Intergovernmental	$0	$0	$0	$1,156,115
Other / Miscellaneous	$0	$0	$0	$0
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$2,181,668**	**$0**	**$12,698,876**

Explanation of Revenues

Facilities receives 88% of its revenues from Departmental Service Reimbursements. Additional 6% of revenues are from external leases or IGA (Intergovernmetal Agreements). The remaining 6% of revenues are generated through service requests or enhanced services that are programmatic requirements such security or custodial services beyond basic building needs.

Significant Program Changes

Last year this program was:

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Program # 72067 - FPM - Adminstrative Pass-Through — Version 4/20/2009 s

Priority: Accountability
Program Offer Type: Internal Service
Related Programs: 72068, 72071
Program Characteristics:

Lead Agency: County Management
Program Contact: Colleen Bowles

Executive Summary

Facilities and Property Management (FPM) pays utilities, debt service, and Capital cash transfers for all County buildings. FPM administratively “passes-through” these expenses to County Departments as building charges to the respective tenants in those facilities. We also charge capital investment fees to all tenants in County-owned buildings to cover the long-term maintenance of those facilities. FPM transfers these fees via cash transfer to both Capital Improvement and Asset Preservation funds.

Program Description

Facilities manages the Countywide building portfolio of utilities, debt, and Capital fees. These expenses are then reallocated back to the tenants either occupying or leasing the facility.

We are also responsible for collecting capital investment fees and maintaining those funds for future maintenance work. FPM allocates all pass-through expenses to facilities to pay for both actual utility, debt expenses, as well as, a standard $2.55 per square foot assessment for capital maintenance.

Program Justification

FPM aggressively manages all County-owned building envelopes, equipment and operations in order to optimize energy efficiency. FY10 Expenses for utilities are projected at $6,800,000 and are adjusted annually to align with deregulated market pricing. We have not yet included the most recent rate adjustments approved by the Public Utility Commission.

FY10 Facility debt service is $6,393,636 and is adjusted when Finance restructures its debt portfolio or when buildings are sold through the Facilities Disposition Plan.

FY09 Capital cash transfers are $5,812,329 which includes fees for both Asset Preservation ($2,302,982)and Capital Improvement Projects (3,509,347) both at $2.55 per square foot.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output		0	0	0	0
Outcome	Reduce energy consumption	3.0%	3.0%	3.0%	3.0%

Performance Measure - Description

FY09 Capital cash transfers are $5,812,329 which includes fees for both Asset Preservation ($2,302,982) and Capital Improvement Projects ($3,509,347) both at $2.55 per square foot. FPM bases the Energy Conservation Measure (ECM) on actual consumption rather than expenses because those costs vary from year to year. Our goal to reduce energy consumption (not energy cost) by 3% a year will be limited by the amount of capital investment we continue to make in energy-efficient building envelope, equipment and control upgrades.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$0	$0	$0
Contracts	$0	$0	$0	$0
Materials & Supplies	$0	$6,042,710	$0	$6,400,000
Internal Services	$0	$6,393,636	$0	$6,378,902
Capital Outlay	$0	$0	$0	$0
Debt Service	$0	$0	$0	$0
Cash Transfer	$1,934,901	$5,033,325	$0	$5,364,694
Unappropriated & Contingency	$0	$0	$0	$0
Subtotal: Direct Exps:	**$1,934,901**	**$17,469,671**	**$0**	**$18,143,596**
Administration	$0	$0	$0	$0
Program Support	$0	$0	$0	$0
Subtotal: Other Exps:	**$0**	**$0**	**$0**	**$0**
Total GF/non-GF:	**$1,934,901**	**$17,469,671**	**$0**	**$18,143,596**
Program Total:	**$19,404,572**		**$18,143,596**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Indirect for dep't Admin	$0	$0	$0	$0
Fees, Permits & Charges	$0	$15,449,614	$0	$18,158,330
Intergovernmental	$0	$0	$0	$0
Other / Miscellaneous	$0	$0	$0	$0
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$15,449,614**	**$0**	**$18,158,330**

Explanation of Revenues

FPM generates revenues by directly passing-through the actual expenses related to utilities, debt, and capital funds. We receive reimbursement through internal client service funds.

Significant Program Changes

Last year this program was: #72046, DCM - Facilities & Property Management - Administrative Pass - Through
#72046, Facilities & Property Mgmt - Administrative Pass-Through Expenses

We continue to work with third-party investors in renewable energy to reduce electric and natural gas costs to the County over the next 20 years. Our first solar panel installation came on line in December 2008. The City of Portland enacts their proposed Green Building Policy in '10 and we will be required to meet their building energy efficiency standards with additional capital improvements or pay fines.

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Program # 72068 - Facilities Operations and Maintenance — Version 7/08/2009 s

Priority: Accountability
Program Offer Type: Internal Service
Related Programs: 72067, 72069, 72073
Program Characteristics:

Lead Agency: County Management
Program Contact: Jon Schrotzberger

Executive Summary

The work of Facilities Operations and Maintenance is aimed at keeping the County's facilities functioning well and available for use by County programs. The section consists of 8 trade groups, dispatch/call center in addition to supervisory and Compliance support personnel, totaling 49 FTE. We are applying strategic innovations to exceed industry standards of service & value. While aggressively managing our resources to reduce our environmental impact, we are providing leadership in controlling costs.

Program Description

Responsiblilities include 1}Ensuring buildings and associated services are in a safe operating condition; 2}Develop and execute preventive maintenance plans and procedures that maintain and improve the value of the owned/built assets of the County; 3}Ensure that the condition of all occupied buildings meet all existing fire/life safety and other regulatory requirements to ensure statutory compliance; 4}Provide leadership in sustainability efforts; 5}Provide access and security administration for all non-correctional facilities; 6}Work with County Safety to reduce complaints and claims related to all types of environmental compliance issues; 7}Maintain accurate databases related to this section’s performance and report results and improvement plans quarterly; 8}Coordinate and administer mandated training and regulatory certifications as needed to keep the staff current at the highest possible qualification of the trade/technology. 9}Unlike previous years, this program offer does not maintain 24/7/365 availability for client requests and rapid service response to breakdown/outage/emergency conditions.

Program Justification

This program is aimed at keeping the County's built assets available for their intended use 24/7/365. We proactively manage our resources through the conservation of energy, labor and materials to deliver services for the least cost and environmental impact. Our program delivers these services by providing a strategic approach to maintenance management. By focusing on effectiveness, we are delivering the most cost effective balance of preventive, routine, periodic and constructive maintenance to keep facilities safe and functioning for the occupying client and the public. We maintain comprehensive maintenance records for regulatory and certifying agencies and continuously review our effectiveness using customer survey feedback, performance benchmarking and return on investment analysis. We continuously monitor building systems and components to assess the need to repair/replace and provide an accurate needs assessment to the 5 year Capital Improvement program for major equipment and systems replacement. We manage our compliance with Federal, State, City, and local laws and regulations through the efforts of our in-house staff and professional trades.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Coordinate Training classes	24	30	30	30
Outcome	Scheduled Maintenance as percentage of total maintenance work	40.0%	50.0%	45.0%	50.0%
Efficiency	Billable hours as a percentage of total available labor hours	75.0%	78.0%	70.0%	70.0%
Outcome	Scheduled maintenance done on time	92.0%	95.0%	90.0%	90.0%

Performance Measure - Description

*Training classes for compliance with regulatory and safety requirements, adding technical growth and continuing education opportunities (in hours of instruction).
* Percent of scheduled work is being increased and is showing that by increasing the percentage of preventive maintenance and regulatory inspections (scheduled work), we will continue to reduce equipment failure (unscheduled or reactive work) and reduce service outages and costly/unplanned repairs.
* Billable hours/labor efficiency: The number of hours billed to work, as a percentage of the total number of available hours is reformulated to target SAP compatable data.
*Scheduled maintenance completed on time: Accomplishing preventive maintenance on time is key to equipment's efficiency

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$5,159,043	$0	$4,862,579
Contracts	$0	$43,300	$0	$23,085
Materials & Supplies	$0	$2,542,512	$0	$2,680,069
Internal Services	$0	$541,318	$0	$590,061
Capital Outlay	$0	$0	$0	$0
Debt Service	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$1,690,939	$0	$2,396,436
Subtotal: Direct Exps:	**$0**	**$9,977,112**	**$0**	**$10,552,230**
Administration	$189,137	$6,474,703	$129,943	$10,933,468
Program Support	$138,957	$0	$105,766	$0
Subtotal: Other Exps:	**$328,094**	**$6,474,703**	**$235,709**	**$10,933,468**
Total GF/non-GF:	**$328,094**	**$16,451,815**	**$235,709**	**$21,485,698**
Program Total:	**$16,779,909**		**$21,721,407**	
Program FTE	0.00	63.50	0.00	49.00
Program Revenues				
Indirect for dep't Admin	$0	$0	$0	$0
Fees, Permits & Charges	$0	$6,414,580	$0	$7,835,496
Intergovernmental	$0	$0	$0	$0
Other / Miscellaneous	$0	$4,326,590	$0	$2,702,000
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$10,741,170**	**$0**	**$10,537,496**

Explanation of Revenues

Significant Program Changes

Last year this program was: #72047, DCM - Facilities Maintenance & Operations
Part of this Program Offer was included in a separate Program Offer (#72045) in FY '07. This offer dealt with Mobile Asset Management - this innovative program, currently in pilot phase, is designed to work within SAP to reduce our trades' staff non-productive transportation time and paperwork burden by providing a wireless interface for work assignment & accounting functions. The labor efficiency gained allowed an increased commitment to a new comprehensive preventive maintenance program. Our Energy Management & Building Automation functions are continuing efforts to improve energy conservation (goal is 3% of total usage) while maintaining occupant comfort. We were the lead agency in the development of a project to add 1 million kwh of renewable solar panels on County roof systems. Budget reductions in this program offer eliminates our guaranteed after-hour capability; exact after-hour capability requires further discussion.

In FY '09 the MAC's portion of PO# 72049 (3 FTE) was transfered to PO# 72048 mid-year to provide assistance to the

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Program # 72070 - Facilities Capital Operating Costs — Version 7/09/2009 s

Priority: Accountability
Program Offer Type: Internal Service
Related Programs: 72068, 72071, 72072, 72075
Program Characteristics:

Lead Agency: County Management
Program Contact: John Lindenthal

Executive Summary

The Capital Program Section provides the County with a long-term replacement plan for the major building systems in each of our buildings. It then prioritizes required work within available resources and provides all of the required construction, renovation and capital maintenance work in these buildings. This Program Offer includes the management and staff for the Capital program. The majority of the funding for this Offer comes from the Capital Improvement Program (CIP) and Asset Preservation (AP) fees. Special projects does the upfront planning and develops ideas, concepts and strategies for various portfolio options.

Program Description

The Capital Program Section is mainly funded by the Capital Improvement Program (#72071) and the Asset Preservation (#72072)Program Offers. The Section provides an annual assessment of all Capital facility needs and develops a specific strategy consistent with available funding which permits the completion of improvements in a carefully planned approach. The Section provides project management services including planning, design, and construction services. Project Managers ensure compliance with important policies and statutory requirements such as, Federal, State and local regulations, high performance green building policies, Minority Women Emerging Small Business (MWESB) policies and incorporate sustainable practices. Project managers are responsible for coordinating project activities with building users (both internal and external users), consultants and contractors and are a resource for improving service delivery programs' operations in association with Capital improvements.
Special projects develops, evaluates and recommends various portfolio planning options for a cost effective portfolio.

Program Justification

The Capital Program insures accountability by providing a plan that is accomplished through completed projects. The result is buildings that are usable and functional for their intended uses. Project Managers assure the County capital projects are completed as planned and within their approved budgets. Project Manager's duties, in addition to Capital Improvement Program projects (CIP, Asset Preservation, etc.), include Service Request work from Departments. They do this work in a way that takes into account the needs of operating programs and the need to accomplish work in a cost effective manner.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Output Completed Projects (Program offers 72071 and 72072 combined)	64.5%	85.0%	60.5%	85.0%
Outcome	Portion of Primary Owned Buildings which are rated as Tier 1*	57.7%	58.8%	58.8%	58.8%
Outcome	Project Management Costs ($/hr)	96	92	92	95

Performance Measure - Description

Completed projects (Program offers 72071 & 72072 combined). The measures for completed projects and project management costs encompass (i.e. are the total of) both the CIP and Asset Preservation (AP) program offers. The metric (output) for completed projects are those adopted stand-alone projects that are scheduled (planned) to be completed in current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances.
In FY09 to date(six months), Project Manager's project workload includes an additional 37% of unplanned/emergency projects. This unplanned and unscheduled work affects planned projects completion. Also, a staff vacancy (7 months) affected the start of several projects this year.
*A Tier 1 building is one which is designated for long-term retention and which meets current County standards.
The Primary Owned Tier 1 building percentage change is due to the Martha Washington building. It is still projected to be disposed of by the end of the FY09 (06/30/09).
Comparable project management costs at the City of Portland are $103/hr in FY'09 (this year).

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$1,154,925	$0	$1,558,236
Contracts	$0	$15,000	$0	$55,000
Materials & Supplies	$0	$62,401	$0	$26,930
Internal Services	$0	$45,191	$0	$63,684
Capital Outlay	$0	$0	$0	$0
Debt Service	$0	$0	$0	$0
Cash Transfer	$0	$0	$0	$0
Unappropriated & Contingency	$0	$0	$0	$0
Subtotal: Direct Exps:	**$0**	**$1,277,517**	**$0**	**$1,703,850**
Administration	$19,001	$650,468	$20,982	$1,765,408
Program Support	$29,254	$0	$29,625	$0
Subtotal: Other Exps:	**$48,255**	**$650,468**	**$50,607**	**$1,765,408**
Total GF/non-GF:	**$48,255**	**$1,927,985**	**$50,607**	**$3,469,258**
Program Total:	**$1,976,240**		**$3,519,865**	
Program FTE	0.00	12.00	0.00	14.00
Program Revenues				
Indirect for dep't Admin	$0	$0	$0	$0
Fees, Permits & Charges	$0	$224,168	$0	$490,065
Intergovernmental	$0	$0	$0	$216,885
Other / Miscellaneous	$0	$1,053,349	$0	$996,900
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$1,277,517**	**$0**	**$1,703,850**

Explanation of Revenues

The Capital Improvement Program receives some revenues from Energy Trust Incentives and Business Energy Tax Credits (BETC) from the State of Oregon in additional to Asset Preservation and CIP fees.

Significant Program Changes

☑ Significantly Changed

Last year this program was:
Last year this program was: #72049, Facilities Capital Operating Costs
Three full-time employee (FTE) positions are being transferred within the Facilities Division as a consolidation of project management functions. This will bring greater efficiencies for project delivery and create a small projects group.
Special projects was included in the Facilities Asset Management program offer #72052 last year and has been reassigned to the Capital Program. 1 additional FTE is being transferred from with the Facilities Division.
Also, the Moves, Adds and Changes (MAC's) project manager group is no longer a part of this program offer. It was reorganized and transferred to Operations and Maintenance (Program offer 72068).

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Program # 72071 - Facilities Capital Improvement Program (CIP) Version 7/09/2009 s

Priority: Accountability
Program Offer Type: Internal Service
Related Programs: 72068, 72070, 72072, 72075
Program Characteristics:

Lead Agency: County Management
Program Contact: John Lindenthal

Executive Summary

The Capital Improvement Program actively monitors, upgrades, and improves the County's portfolio of Tier II* and III*(substandard) buildings. The Program preserves the County's assets by investing in improvements that maintain building values and provide accessible, functional, and energy efficient facilities.

Program Description

The Capital Improvement Program creates an annual 5-year Capital Plan that focuses on the County's 22 primary owned Tier II* and III** buildings. It works in conjunction with the long-term Facilities Strategic Plan which provides a basis for a sound investment strategy that addresses building needs and includes projects ranging from equipment upgrades to construction of new facilities. *A Tier II building is one that is a desirable part of the County's long-term portfolio but that has significant deferred maintenance needs which must be addressed. **A Tier III building is one that is uneconomic or impractical to improve to current County standards and is therefore designated for disposition. Capital expenditures are avoided or minimized in Tier III facilities pending disposition of the building, if possible.

Program Justification

The program allows Capital, bond/levy, grants, and other funding components to be distributed based on priorities established with the aid of a detailed needs assessment and a decision-scoring matrix. The program looks for project efficiencies that benefit the building users and extend the useful life of the building. The 5-year CIP Plan sets clear goals and fosters communication with all departments as well as providing a tool to facilitate collaboration with both internal and external clients and building users. The Facility Asset Management Evaluation (FAME) database projects a need of $4.58/sq.ft. annually over a 30 year period excluding seismic. If seismic was included, it almost doubles the need. We use the FAME database as one indicator to determine building needs. Currently the rate for FY09 is $2.35/sq.ft. and will be $2.55/sq. ft. in FY10. In addition to the annual increases, additional funding sources are needed.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Completed CIP Projects	65.7%	85.0%	60.0%	85.0%
Outcome	Portion of Primary Owned Buildings which are rated as Tier I*	57.7%	58.8%	58.8%	58.8%
Outcome	Project Management Costs ($/hr)	96	92	92	95

Performance Measure - Description

The metric (output) for completed projects are those adopted stand-alone projects that are scheduled to be completed in current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances. In FY09 to date, Project Manager's project workload includes an additional 37% of unplanned/emergency projects. This unplanned and unscheduled work affects planned projects completion. Also, a staff vacancy (7 months) affected the start of several projects this year.
*A Tier I building is one which is designated for long-term retention and which meets current County standards.
The Primary Owned Tier 1 building percentage change is due to the Martha Washington building. It is still projected to be disposed of by the end of the FY09 (June 30, 2009).
Comparable project management costs at the City of Portland are $103/hr in FY'09 (this year).

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$86,555	$0	$0
Contracts	$0	$19,199,039	$0	$0
Materials & Supplies	$0	$250,000	$0	$387,237
Internal Services	$0	$25,000	$0	$474,500
Capital Outlay	$0	$28,964,144	$0	$44,166,314
Cash Transfer	$0	$1,923,203	$0	$0
Subtotal: Direct Exps:	**$0**	**$50,447,941**	**$0**	**$45,028,051**
Administration	$0	$0	$0	$0
Program Support	$0	$0	$0	$0
Subtotal: Other Exps:	**$0**	**$0**	**$0**	**$0**
Total GF/non-GF:	**$0**	**$50,447,941**	**$0**	**$45,028,051**
Program Total:	**$50,447,941**		**$45,028,051**	
Program FTE	0.00	1.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	$0	$0	$0	$10,800,000
Intergovernmental	$0	$2,221,000	$0	$388,000
Other / Miscellaneous	$0	$48,226,941	$0	$33,840,051
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$50,447,941**	**$0**	**$45,028,051**

Explanation of Revenues

Beginning working capital is $15,225,000 including $500,000 for FY08 Hansen Bldg and $1,850,000 for FY08 McCoy project carryover; $5,978,000 carryover for other projects in process; $6,896,797 of Portland Development Commission funding ($8.8 million minus $1.9 million transferred to Bridge Shop)plus $165,000 earned interest dedicated Hawthorne Bridgehead relocation; $177,924 Central Library Foundation
Additional Revenue - $140,000 IGA Agreement for Jail bed rental, agreement ends in 2012. $248,000 Shared project costs from City of Portland at the Justice Center; $3,188,521 CIP fees of $2.35 per square foot Cash Transfer amount with $49,352 2nd year Lincoln Bldg loan amortization; Program Offer 72067; $8,800,000 Potential sale to public for the Morrison Bridgehead property; $2,000,000 Potential sale to public for the Penumbra Kelly Building; Cash transfer amt is $2.35 psf. .20 cent var from fund 3505 collection $2.55 is for deferred maint loan partial payment.

Significant Program Changes

☑ Significantly Changed

Last year this program was:
Last year this program was: #72050, Facilities Capital Improvement Program (CIP). The proposed 8% increase in last years program offer(s) (#72057) was not funded for FY09. Note: the 8% increase was requested in a separate program offer. This years Program Offer includes a rate increase of 8% as proposed in the Board-approved Facilities Strategic Plan. Without the projected rate increases, the CIP will not be able to keep up with future building needs. In addition, periodic infusions of additional funds and/or other funding strategies will be needed. Further, the FY09 Downtown Courthouse plan (program offer #72053) has been incorporated into this program offer.

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Program # 72072 - Facilities Capital Asset Preservation (AP) — Version 7/07/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Internal Service
Program Contact: John Lindenthal
Related Programs: 72068, 72070, 72071, 72075
Program Characteristics:

Executive Summary

The Asset Preservation (AP) Program is designed to create a self-sustaining fund which provides for the continuing reinvestment and capital work required to keep the County's Tier I* buildings safe, reliable, functional and efficient.

Program Description

The program creates accessible, functional, and energy efficient facilities that provide County services with space that meets their individual needs. The program focuses on the County's 30 primary owned Tier I* buildings and provides the funding to complete capital projects within these buildings. *A Tier I building is one which is designated for long-term retention and which meets current County standards. AP funding is intended to support replacement or repairs to essential building elements such as roofs, plumbing, electrical, heating ventilation air-conditioning (HVAC), American with Disabilities Act (ADA) modifications, seismic upgrades, and interior finishes that keep buildings functioning and optimizing their potential.

Program Justification

The program prolongs building life and provides the County with assets that are worth their market value. It creates more usable buildings through upgrades in equipment, systems, and meeting of programs ever changing needs. The program continues to look at the long term County benefits by examining program needs, building needs, flexibility, cost efficiencies, building operations and maintenance. AP rates are still well below what is necessary to sustain the fund but are being raised on an incremental basis to achieve self-sustaining funding. As outlined in the Board-approved Facilities Strategic Plan, rates must be increased by 8% per year in order to create the needed reserves to address the projected needs of our Tier I buildings in the future. The AP Program creates an annual 5-year Capital Plan that focuses on the County's 30 owned Tier I buildings. It works in conjunction with the long-term Facilities Strategic Plan. The Capital plan is based on a comprehensive database which identifies all projected replacement needs in Tier I buildings and then prioritizes and schedules needed work in the future. This allows Asset Preservation funds, bond/levy proceeds, grants, etc. to be invested based on priority.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Output Completed Projects	63.0%	85.0%	61.1%	85.0%
Outcome	Portion of Primary Owned Buildings which are rated as Tier I	57.7%	58.8%	58.8%	58.8%
Outcome	Project Management Costs ($/hr)	96	92	92	95

Performance Measure - Description

The metric (output) for completed projects are those adopted stand-alone projects that are scheduled to be completed in current fiscal year. Only multi-year projects which are scheduled for completion in the subject year are included in the metric. The project completion metric is set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances. In FY08, six Election Bldg. projects that were combined into one project for execution missed the non-election window, i.e. no work during election. This accounts for 22% of the missed project completion target in FY08. In FY09 to date, Project Manager's project workload includes an additional 37% of unplanned/emergency projects. This unplanned and unscheduled work affects planned projects completion. Also, staff turnover affected the start of several projects this year.

The Primary Owned Tier 1 building percentage change is due to the Martha Washington building. It is still projected to be disposed of by the end of the FY09 (June 30, 2009).

Comparable project management costs at the City of Portland are $103/hr in FY'09 (this year).

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Internal Services	$0	$25,000	$0	$0
Capital Outlay	$0	$6,587,240	$0	$4,655,806
Subtotal: Direct Exps:	**$0**	**$6,612,240**	**$0**	**$4,655,806**
Administration	$0	$0	$0	$0
Program Support	$0	$0	$0	$0
Subtotal: Other Exps:	**$0**	**$0**	**$0**	**$0**
Total GF/non-GF:	**$0**	**$6,612,240**	**$0**	**$4,655,806**
Program Total:	**$6,612,240**		**$4,655,806**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	$0	$6,612,240	$0	$4,655,806
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$6,612,240**	**$0**	**$4,655,806**

Explanation of Revenues

Beginning working capital is $2,366,586
Interest earnings are estimated at $50,000
Cash Transfer is $2,216,820 includes $23,343 for 2nd year of Lincoln Bldg loan amortization repayment; program offer 72067
No Asset Preservation from Wapato
Cash transfer amt is $2.35 psf. .20 cent var from fund 3505 collection $2.55 is for deferred maint loan partial payment

Significant Program Changes

Last year this program was:
Last year this program was: #72051, Facilities Capital Asset Preservation (AP)
The proposed 8% increase in last years program offer(s) (#72057) was not funded for FY09. Note: the 8% increase was requested in a separate program offer. This years Program Offer includes a rate increase of 8% as proposed in the Board-approved Facilities Strategic Plan. Without the projected rate increases, the Asset Preservation will not be able to keep up with future building needs.

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Program # 72081 - FREDS Fleet Services — Version 7/08/2009 s

Priority: Accountability
Program Offer Type: Internal Service
Related Programs:
Program Characteristics:

Lead Agency: County Management
Program Contact: Rich Swift

Executive Summary

Fleet Services is an internal service program that supports the County's mission by purchasing and maintaining vehicles and equipment used by all County departments. Fleet also supplies related services to other government agencies.

Program Description

The County owns and operates over 700 units of rolling stock and supports over 500 units from other government agencies. Daily (M-F) operations are provided at three maintenance sites. Services provided by Fleet include: policy development, implementation, and compliance; consultation/advice; inventory management; regulatory compliance; preventive maintenance; emission inspections; in-shop and field repairs-scheduled/unscheduled/emergency; vendor repairs; warranty and recall management and support; fabrication and modification speciality work; failure analysis; towing; cleaning; fueling (onsite/offsite)and fuel management; tire repair/replacement (onsite/offsite); risk and liability management; accident claims management. Fleet Services is interdependent with the other work functions of the County.

Program Justification

Fleet supports the Accountability priority of resource management through this centrally managed program. Fleet Services has holistic oversight responsibilities to maximize the investment made in vehicle and equipment assets; to ensure the development of effective solutions to meet the business transportation needs of our customers; to monitor and adjust to regulatory and industry changes; to study and implement management practices to improve maintenance activities and equipment procurement; to utilize advances in technology when affordable and feasible. We do this by linking financial measures including the total operating costs of fuel, maintenance, repairs and replacement with operational measures of vehicle
utilization, vehicle downtime, customer satisfaction, and sustainability factors. Revenue earned from other governments for FY08 was $724,880 or 17% which results in the sharing of County fixed costs with other organizations.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Revenue from outside agencies	724,880	657,360	683,461	716,160
Outcome	% of outside revenue to overall revenue	17.0%	17.0%	16.0%	18.0%
Quality	Customer satisfaction on individual jobs - good to excellent rating	99.9%	97.0%	99.7%	98.0%
Output	Total cost of ownership per mile for sedans (averaged/in cents)	68	70	70	73

Performance Measure - Description

Revenue from outside agencies helps spread overhead costs.
Customer satisfaction is a measure on individual workorders (jobs) as reported on our customer cards.
Total cost of ownership to shows how well we are able to maintain costs to customers across fiscal years.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$1,503,291	$0	$1,191,336
Contracts	$0	$9,928	$0	$8,298
Materials & Supplies	$0	$2,985,977	$0	$2,437,918
Internal Services	$0	$729,712	$0	$738,852
Unappropriated & Contingency	$0	$678,006	$0	$269,374
Subtotal: Direct Exps:	**$0**	**$5,906,914**	**$0**	**$4,645,778**
Administration	$64,105	$187,695	$57,209	$213,564
Program Support	$39,006	$0	$27,508	$0
Subtotal: Other Exps:	**$103,111**	**$187,695**	**$84,717**	**$213,564**
Total GF/non-GF:	**$103,111**	**$6,094,609**	**$84,717**	**$4,859,342**
Program Total:	**$6,197,720**		**$4,944,059**	
Program FTE	0.00	16.00	0.00	13.00
Program Revenues				
Fees, Permits & Charges	$0	$3,457,989	$0	$3,040,858
Intergovernmental	$0	$970,978	$0	$708,743
Other / Miscellaneous	$0	$1,287,176	$0	$635,278
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$5,716,143**	**$0**	**$4,384,879**

Explanation of Revenues

The program is funded by service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY09 charge rates. Outside agency revenue is based on providing current service levels at FY09 charge rates.

Significant Program Changes

Last year this program was:
Program # 72099

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Program # 72082 - FREDS Fleet Vehicle Replacement — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Internal Service
Program Contact: Rich Swift
Related Programs:
Program Characteristics:

Executive Summary

Vehicle Replacement Planning is provided as a symbiotic function within Fleet Services (72081). Fleet Services collects and manages the funding for the replacement of vehicles and equipment. Fleet Services will specify, bid, award, receive, inspect, prepare for service and assign replacement vehicles. Fleet Services also manages the re-sale program (surplus) for County vehicles.

Program Description

Vehicles are placed on an established life-cycle replacement schedule and replacement funds are collected from programs with assigned vehicles. Fleet Services uses the replacement funds to buy replacement vehicles after the pre-determined years of life is met. If a vehicle is not replaced after its predetermined replacement life is reached, replacement charges are stopped. The process to acquire and replace a current vehicle involves assessing the following elements: vehicle utilization (miles driven/time of operation; department/program needs; current working condition of vehicle; vehicle downtime and predicted future repair costs; safety; and sustainability. 70% of county-owned vehicles are on a replacement schedule that is based on years of service by class of vehicle. Vehicles that were grant funded, levy funded, retained after replacement, or at the request of the customer, may be excluded from the replacement program.

Program Justification

Fleet buys and equips assets to maximize investment return while keeping customers equipped with appropriate transportation options; the goal is to keep maintenance costs low and resale values high over the life of the vehicle. Proceeds from sales of surplus vehicles are used to offset overall purchasing cost deficiencies.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	% of vehicles due that are on delayed replacement	75.0%	22.5%	33.1%	50.0%
Outcome	Surplus gross sales revenue as % of purchase price	7.0%	10.0%	8.0%	10.0%

Performance Measure - Description

Cuts to programs has an impact on the number of vehicles that we continue to delay replacing.
General economic health has an impact on the revenues received for sales of surplus vehicles.
Added word "gross" (vs. net) to sales Outcome measurement (to ensure continued comparisions)

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Contracts	$0	$1,839	$0	$2,000
Internal Services	$0	$109,437	$0	$500,000
Capital Outlay	$0	$3,580,038	$0	$1,892,173
Subtotal: Direct Exps:	**$0**	**$3,691,314**	**$0**	**$2,394,173**
Administration	$7,633	$22,349	$6,182	$23,077
Program Support	$0	$0	$0	$0
Subtotal: Other Exps:	**$7,633**	**$22,349**	**$6,182**	**$23,077**
Total GF/non-GF:	**$7,633**	**$3,713,663**	**$6,182**	**$2,417,250**
Program Total:	**$3,721,296**		**$2,423,432**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	$0	$1,367,063	$0	$579,983
Intergovernmental	$0	$106,374	$0	$111,757
Other / Miscellaneous	$0	$2,628,210	$0	$1,739,798
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$4,101,647**	**$0**	**$2,431,538**

Explanation of Revenues

Vehicles are placed on an established life-cycle replacement schedule and replacement funds are collected on a monthly basis from programs with assigned vehicles. The replacement amount is based on the vehicles actual cost. Fleet Services uses the replacement funds to buy replacement vehicles after the pre-determined years of life is met. If a vehicle is not replaced after its predetermined replacement life is reached, replacement charges are stopped.

Significant Program Changes

Last year this program was:
Program #72100

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Program # 72083 - FREDS Records Section — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Internal Service
Program Contact: Dwight Wallis
Related Programs:
Program Characteristics:

Executive Summary

Records Management supports County agencies and the public in maintaining public records in accordance with operational, legal, fiscal, and public access needs.

Program Description

Records Management supports County programs in meeting public records requirements by developing and maintaining retention schedules for all County departments in a manner that meets legal requirements and departmental operational needs while lowering costs; maintaining over 116 million documents in a centralized Records Center; maintaining the County's historic archives back to 1855; recycling large volumes (46 tons in FY08) of public records in a manner that ensures confidentiality while supporting sustainability goals; serving as health information Privacy Officer; and providing training and consultation on electronic records keeping, document conversion, agency moves, complex public reference and referral questions, records preservation, and records management best practices.

Program Justification

Records Management supports Accountability's primary factor of Resource Management through the strategy of helping to ensure that the County "manages its resources and service delivery costs effectively". It maintains retention schedules to effectively control records volume. In FY08 the program accessioned a record 6777 boxes (a 40% increase over the previous year), in part to facilitate the Department of Health's transition to the Epic system, yet continued to maintain Records Center services for all county agencies through effective retention management. The continued availability of this low cost storage reduced file storage needs in expensive office space by over 49,000 square feet. The program provides extensive web tools, training, and regular consultation to communicate to employees their public records obligations. It removes barriers to public access through archival preservation processing, reference assistance, and electronic records preservation. And, it promotes public awareness of our rich cultural heritage through such efforts as the archival display case maintained in the lobby of the Multnomah Building.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Retrievals, Refiles and Interfiles (Record Actions) Performed	17,217	16,000	16,000	15,200
Outcome	% of Current Retention Schedules (Updated within the last 5 years)	78.0%	90.0%	88.0%	90.0%
Output	Boxes, Microfilm Rolls, Maps and Plans Maintained in the Records Center	92,790	93,000	95,000	95,500
Quality	% of Records Retrievals Delivered to Customer Within 1 Business Day	99.0%	98.0%	98.0%	98.0%

Performance Measure - Description

Legal/Contractual Obligation

ORS 192 and OAR 166 outline public records mandates for Records Officer, microfilm, imaging, storage, retention, and access. 45 CFR 164.530(a) mandates Health Insurance Portability and Accountability Act (HIPAA) Privacy Officer, responsible for the privacy of personal health information (PHI). Executive Rule 301 assigns retention schedule function to program.

Revenue/Expense Detail

	Proposed General Fund	**Proposed Other Funds**	**Proposed General Fund**	**Proposed Other Funds**
Program Expenses	2009	2009	2010	2010
Personnel	$0	$341,250	$0	$348,765
Contracts	$0	$17,000	$0	$18,700
Materials & Supplies	$0	$24,091	$0	$20,736
Internal Services	$0	$349,137	$0	$345,410
Unappropriated & Contingency	$0	$47,263	$0	$0
Subtotal: Direct Exps:	**$0**	**$778,741**	**$0**	**$733,611**
Administration	$10,500	$30,742	$9,034	$33,724
Program Support	$9,751	$0	$8,464	$0
Subtotal: Other Exps:	**$20,251**	**$30,742**	**$17,498**	**$33,724**
Total GF/non-GF:	**$20,251**	**$809,483**	**$17,498**	**$767,335**
Program Total:	**$829,734**		**$784,833**	
Program FTE	0.00	4.00	0.00	4.00
Program Revenues				
Fees, Permits & Charges	$0	$741,034	$0	$814,848
Intergovernmental	$0	$7,742	$0	$9,800
Other / Miscellaneous	$0	$42,279	$0	$64,385
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$791,055**	**$0**	**$889,033**

Explanation of Revenues

Records Management is funded by an allocation system through the Distribution Fund. Total program costs for FY09 are allocated based on each department’s share of the number of boxes stored, boxes brought into the Records Center, and record actions performed in FY07.

Significant Program Changes

Last year this program was:
#72101 - DCM - Records Section

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Program # 72084 - FREDS Distribution Services

Version 7/08/2009 s

Priority: Accountability

Lead Agency: County Management

Program Offer Type: Internal Service

Program Contact: Garret Vanderzanden

Related Programs:

Program Characteristics:

Executive Summary

Distribution Services provides county agencies pickup and delivery of mail and supplies, processing and metering of U.S. Mail, U.S. Mail training and consultation, and management of mail services contracts.

Program Description

Distribution Services provides regular pickup and delivery of interoffice mail, US mail, Central Stores products, County records, and Health Clinic lab samples to 128 stops throughout 93 locations in the county. It also provides on-demand special delivery of larger shipments. Distribution Services meters over one million pieces of US Mail per year at full and discounted rates; provides training and consultation to county agencies on lowering postage costs; and maintains mail services contracts for presort and mail processing services, including folding/insertion, addressing, and metering. Distribution Services also has a vital role in Multnomah County's Emergency Preparedness and Incident Command System, serving as the Distribution component of the Receiving and Distribution Center, or RDC, which functions as the high security central point for receipt and distribution of supplies and equipment for Multnomah County in the event of an emergency.

Program Justification

Distribution Services supports Accountability's primary factor of Resource Management through the strategy of "manage resources and service delivery costs effectively".
By centralizing inter-office mail distribution and supply delivery, Distribution helps County programs have what they need, when they need it, and where they need it to conduct business. Morning pickups are delivered the same day to most of the 128 mail stops.
By partnering with the State and Portland delivery systems, interoffice mail is also sent and received from many other Willamette Valley governments increasing intergovernmental efficiency and faciliting communication across governments in the region.
By managing a multi-jurisdictional contract for presort services, presorted mail postage costs for all participating governments are reduced (22% for County). Maintenance of centralized mail service contracts also generates savings and reduces departmental efforts across vote-by-mail, tax mailings, and other specialized projects. Metering US Mail centrally (1,117,217 pieces in FY08) ensures that all US mail is to the Post Office by the end of the business day. It also allows the County to reduce costs by maintaining fewer postage meters.
By coordinating both Distribution's and Materiel Management's staff, expertise, equipment, and processes increased efficiencies are gained.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	# of pieces of mail processed	1,117,217	1,095,500	1,043,047	1,080,000
Outcome	Pre-Sort discount over full postage	22.0%	22.0%	22.0%	22.0%
Quality	US Mail delivered to USPS same day as pick up	100.0%	100.0%	100.0%	100.0%
Input	Number of mail stops receiving delivery services	128	128	128	128

Performance Measure - Description

Number of mail stop is not a new measure. However, the way stops are counted has changed. In the past, number of stops was tracked with each customer, sharing a stop, counting as a separate stop. The number of stops is now tracked by stop location/floor and the number of times a location/floor receives a delivery/pick-up.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$569,470	$0	$431,735
Contracts	$0	$10,064	$0	$1,225
Materials & Supplies	$0	$1,134,048	$0	$905,642
Internal Services	$0	$217,159	$0	$230,347
Unappropriated & Contingency	$0	$278,747	$0	$900,898
Subtotal: Direct Exps:	**$0**	**$2,209,488**	**$0**	**$2,469,847**
Administration	$29,790	$87,224	$30,414	$113,537
Program Support	$20,478	$0	$13,543	$0
Subtotal: Other Exps:	**$50,268**	**$87,224**	**$43,957**	**$113,537**
Total GF/non-GF:	**$50,268**	**$2,296,712**	**$43,957**	**$2,583,384**
Program Total:	**$2,346,980**		**$2,627,341**	
Program FTE	0.00	8.40	0.00	6.40
Program Revenues				
Fees, Permits & Charges	$0	$1,329,814	$0	$1,370,425
Intergovernmental	$0	$49,505	$0	$63,777
Other / Miscellaneous	$0	$892,585	$0	$106,574
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$2,271,904**	**$0**	**$1,540,776**

Explanation of Revenues

Distribution Services is funded by a charge system through the Distribution Fund. Service reimbursements are based on delivery stops, US Mail sent, and special services requested. Data used for the estimates are based on historical data and current service levels.

Significant Program Changes

Last year this program was:
#72103 - DCM - FREDS Distribution Services

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Program # 72085 - FREDS Materiel Management — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Internal Service
Program Contact: Garret Vanderzanden
Related Programs:
Program Characteristics:

Executive Summary

Materiel Management provides goods and supplies to County Departments and other government agencies. By aggregating government supply needs Materiel Management can buy in volume at discounted prices. By centralizing product procurement, receiving, inventory control, warehousing, invoice reconciliation and input, and delivery, Materiel Management reduces the total governmental effort expended on materiel acquisition.

Program Description

Materiel Management provides professional buying services and centralizes the transactional efforts required to: purchase goods, receive goods into the county financial and inventory asset systems; reconcile and authorize payment of vendor invoices; maintain a prudent but adequate level of inventory; and fill orders for delivery to all County programs and 229 non-County programs. To support these activities, Materiel Management provides clean, secure, and environmentally controlled storage, maintains a pharmacy wholesale license, manages health product recalls, and obtains deep product discounts as compared to the retail market. Materiel Management also has a vital role in Multnomah County's Emergency Preparedness and Incident Command System, serving as the Warehouse Operations component of the Receiving and Distribution Center, or RDC, which functions as the high security central point for receipt and distribution of supplies and equipment for Multnomah County in the event of an emergency.

Program Justification

Materiel Management supports Accountability's primary factor of Resource Management through the strategy of "manage resources and service delivery costs effectively" in a number of ways:
• Combining materiel needs of multiple programs and governments enables high volume purchasing at discounted prices - FY08 $6,966,344 in materiel purchased and distributed.
• By concentrating operational expertise Materiel Management maximizes the use of existing assets and reduces service delivery costs for the County and other agencies – FY08 1,121,243 items received and distributed across 250+ partners using 12.5 FTE.
• Extending the procurement of family planning products for partners of the State Family Planning program, including all 36 counties, enables volume discounts, centralize quality control and record-keeping services enabling Materiel Management to offset operating costs through increased external revenue and thus reduce operating costs allocated to County Departments.
• By focusing staff, expertise and other operational inputs Materiel Management increases efficiency and reduces the cost per item for these inputs: Account payable & receivable transactions 5,105/yr, goods requests 16,076, goods issues 56,966 and purchase orders executed 2,484.
• Centralization allows Materiel Management to spread County costs to other governments and program partners and allows the County to present a standard and consistent operational culture to local commodity and supply vendors.
• Centralized commodities procurement enables the County to more easily meet environmental sustainability targets, for example use of post consumer recycled waste content in paper supplies, use of green janitorial supplies and development of new county-wide battery recycling program.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of material items issued in fiscal year	1,121,243	1,195,000	1,132,289	1,150,000
Outcome	External revenue	253,993	300,000	256,761	300,000
Efficiency	Number of inventory turns within FY	8	6	8	8
Quality	Customers receive ordered goods within 24 hrs	85	90	90	90

Performance Measure - Description

"Inventory turns" is an industry standard that indicates how many times the entire inventory is replaced in a year. 5 to 7 inventory turns are considered the benchmark. Numbers below this reflect the stocking of low demand inventory, which increases overall costs.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$994,837	$0	$1,018,882
Contracts	$0	$732	$0	$1,600
Materials & Supplies	$0	$3,661,257	$0	$3,038,489
Internal Services	$0	$418,661	$0	$450,571
Unappropriated & Contingency	$0	$71,099	$0	$0
Subtotal: Direct Exps:	**$0**	**$5,146,586**	**$0**	**$4,509,542**
Administration	$28,942	$84,741	$18,075	$67,474
Program Support	$30,717	$0	$26,662	$0
Subtotal: Other Exps:	**$59,659**	**$84,741**	**$44,737**	**$67,474**
Total GF/non-GF:	**$59,659**	**$5,231,327**	**$44,737**	**$4,577,016**
Program Total:	**$5,290,986**		**$4,621,753**	
Program FTE	0.00	12.60	0.00	12.60
Program Revenues				
Fees, Permits & Charges	$0	$4,387,565	$0	$4,510,451
Intergovernmental	$0	$0	$0	$0
Other / Miscellaneous	$0	$684,291	$0	$772,740
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$5,071,856**	**$0**	**$5,283,191**

Explanation of Revenues

Materiel Management is funded by an allocation system through the Distribution Fund. Total program costs for FY09 are reduced by anticipated external revenues and the net balance is allocated to departments based on each department's share of the total value of County products processed by Materiel Management in FY08. As required by County Code charges to other governments are set as a 10% surcharge of product cost and are estimated at $256,761 for FY09.

Significant Program Changes

Last year this program was:
#72104 - DCM - FREDS Materiel Management

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Program # 72086 - FREDS Motor Pool — Version 7/08/2009 s

Priority: Accountability
Program Offer Type: Internal Service
Related Programs:
Program Characteristics:

Lead Agency: County Management
Program Contact: Rich Swift

Executive Summary

The Motor Pool program provides shared vehicles for single trip or short-term use available to employees of all County departments.

Program Description

There are four Motor Pool sites located around the County to help programs manage their short-term business transportation needs. A variety of vehicle types are available for use: sedans, light trucks, passenger and cargo vans, and speciality equipment. The program operates through a reservation and per hour charge back system. The purpose of the centrally managed Fleet Motor Pools is to reduce under-utilized assigned vehicles and private mileage reimbursment costs and supports departmental missions and travel needs in an transparent way because of ease of use and almost zero administrative effort to the customers. The Downtown site operates a parking lot as well providing parking at a market rate cost for County-owned vehicles and employee private-owned vehicles, including car pool spaces.

Program Justification

Fleet Services maintains a competitive fully-burdened rate for use of the motor pool, measuring the daily use and adequacy of the motor pool in meeting customer requirements.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of motor pool trips provided	12,854	14,000	13,500	13,500
Outcome	Vehicle availability at Downtown & Mult Bldg pool	99.9%	99.0%	99.9%	99.0%

Performance Measure - Description

Motor pool trips is a measure of customers business transportation needs. Vehicle availability is a measure of ability to supply vehicles for those needs. The two combine to detemine the correct size of the motor pool.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$0	$0	$128,110
Contracts	$0	$0	$0	$5,475
Materials & Supplies	$0	$0	$0	$7,313
Internal Services	$0	$0	$0	$34,381
Subtotal: Direct Exps:	**$0**	**$0**	**$0**	**$175,279**
Administration	$16,552	$48,464	$2,158	$8,057
Program Support	$4,876	$0	$4,232	$0
Subtotal: Other Exps:	**$21,428**	**$48,464**	**$6,390**	**$8,057**
Total GF/non-GF:	**$21,428**	**$48,464**	**$6,390**	**$183,336**
Program Total:	**$69,892**		**$189,726**	
Program FTE	0.00	2.00	0.00	2.00
Program Revenues				
Fees, Permits & Charges	$0	$0	$0	$348,594
Intergovernmental	$0	$0	$0	$3,876
Other / Miscellaneous	$0	$0	$0	$7,527
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$0**	**$0**	**$359,997**

Explanation of Revenues

The program is funded by service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY08 charge rates. Outside agency revenue is based on providing current service levels at FY08 charge rates.

Significant Program Changes

Last year this program was:
Program #72105

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Program # 72087 - FREDS Electronic Services — Version 7/08/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Internal Service
Program Contact: Rich Swift
Related Programs:
Program Characteristics:

Executive Summary

Electronic Services provides electronic equipment maintenance and installation services to County programs in the areas of jail security systems, two-way radio communications, closed circuit television security systems, and emergency vehicle equipment. It also shares its technical expertise and provides these services to other governments to reduce County-paid overhead and reduce overall community costs.

Program Description

Electronic Services designs, specifies, installs, maintains, and repairs a wide variety of electronic equipment ranging from vehicle sirens and lightbars to two-way radio, detention electronic security and electronic access control systems and closed circuit television cameras. The program maintains approximately 6800 pieces of equipment including: 3608 security electronic equipment units (detention doors, intercom stations, security cameras, etc.), 500 access control units, 2351 two-way radios, and 441 miscellaneous equipment units for County programs and other agencies. While serving all County programs, the major customers are the Sheriff's Office, Transportation Division, Emergency Management, Animal Control,and City of Portland as well as other area local governments (Fairview, Gresham, Portland, Troutdale, Clark County, METRO, Rural Fire District 14 and Rockwood Water District).

Program Justification

Electronic Services supports Accountability's primary factor of Resource Management through the strategy of "Manage resources and service delivery costs effectively."
• By providing diagnosis and repairs to the electronic component (transistor, capacitor, etc.) level, the staff uses the same set of technical skills on a wide variety of highly specialized electronic equipment types resulting in cost effective service delivery. This approach reduces the number of technical specialists required and increases the proportion of component (parts) versus
equipment units replaced.
• By focusing on the benefits of government partnerships and sharing tools/skills rather than duplicating them, Electronic Services provides the community with quality service, cost effectively. By providing specialized services to other governments, Electronic Services supports those agencies in utilizing specialized electronic equipment without having their own staff dedicated to electronic maintenance. In FY08, revenue from other governments was $231,864.25 or 25% of Electronic Services' service revenue which results in some County fixed costs being shared by other organizations.
• By operating with comparatively high number of billable hours and relatively low overhead, Electronic Services maintains a "shop rate" at about 85% of the market rate.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Work Orders Completed	1,638	1,850	1,000	1,100
Outcome	Hours in a year(8736)radio network is unavailable	4	8	5	8
Efficiency	Repair Turnaround Time - Work Orders completed in 48 hours	98.0%	92.0%	95.0%	92.0%
Quality	Overall Customer Satisfaction	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

Repair turn around % meets the target and the program continues to maintain a high % of customer satisfaction. We anticipate continued increase in the repair turnaround time % in FY10 as result of skill development on the team. It is anticipated that outside agency sales will increase for FY10. Our volume of work has not decreased but we have changed how we process work orders. This makes it appear that we have experienced a volume decrease when we have not. We will keep this measure knowing that the transition appears to be a drop when it is not. Radio network availability has changed from a percentage to hours. This is a better expression of the maintenance and event response work performed by the program.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$662,041	$0	$675,558
Contracts	$0	$68	$0	$150
Materials & Supplies	$0	$266,212	$0	$231,248
Internal Services	$0	$66,572	$0	$85,548
Capital Outlay	$0	$0	$0	$12,000
Unappropriated & Contingency	$0	$182,217	$0	$0
Subtotal: Direct Exps:	**$0**	**$1,177,110**	**$0**	**$1,004,504**
Administration	$15,871	$46,469	$12,370	$46,176
Program Support	$14,627	$0	$12,696	$0
Subtotal: Other Exps:	**$30,498**	**$46,469**	**$25,066**	**$46,176**
Total GF/non-GF:	**$30,498**	**$1,223,579**	**$25,066**	**$1,050,680**
Program Total:	**$1,254,077**		**$1,075,746**	
Program FTE	0.00	6.00	0.00	6.00
Program Revenues				
Fees, Permits & Charges	$0	$753,222	$0	$761,605
Intergovernmental	$0	$231,138	$0	$233,578
Other / Miscellaneous	$0	$187,750	$0	$120,757
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$1,172,110**	**$0**	**$1,115,940**

Explanation of Revenues

The program is funded by service charges through the Fleet Fund. Internal service reimbursements estimates are based on historical data, current service levels, and FY09 charge rates. Outside agency revenue is based on providing current service levels at FY09 charge rates, plus additional revenue for anticipated projects.

Significant Program Changes

Last year this program was:
72102 - DCM - FREDS Electronic Services

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Program # 72088 - FREDS - Administration — Version 4/20/2009 s

Priority: Accountability
Lead Agency: County Management
Program Offer Type: Administration
Program Contact: Rich Swift
Related Programs:
Program Characteristics:

Executive Summary

FREDS Division Management leads, coordinates, and administratively supports the delivery of the division's operational support services, (Fleet, Records, Electronics, Distribution, and Materiel Management) to County programs and other government agencies. FREDS services impact the delivery and cost of nearly every service provided to the public, impact the productivity of early every employee, support emergency services making the difference between life and death, and support the maintenance of infrastructure which helps support local economy and quality of life."

Program Description

FREDS Division Management administers the division's programs and provides personnel management, budget preparation and control, capital purchasing, billing services, policy development, customer relations, problem resolution, quality control, financial management, internal controls, and other administrative functions. The program provides detailed billings and service usage information to departments to help them effectively manage their demand for FREDS' services and overall County costs.

Program Justification

FREDS Division Management supports Accountability's primary factor of Resource Management through the strategy of "Manage resources and service delivery costs effectively".
• FREDS Division Management leads and supports the division's operational sections in working with County programs so they have the right tools to deliver quality service to clients. This is accomplished by: managing the size of the fleet and motor pools to meet our customers delivery needs; effectively utilizing Central Stores services to reduce departmental transactional efforts; and working with departments to better understand how best to utilize FREDS' support services to meet their needs. It supports streamlined service delivery by providing the Division's operational programs with the appropriate amount of administrative, fiscal, managerial, and supervisory support. This support allows FREDS' operational sections to focus on meeting their customers' direct service needs with staffing levels that are as low as practical.
• FREDS Administration continuously works with the sections in sharing staff, shifting workloads, and changing processes to generate improvements that produce results greater than the capabilities of the individual sections. Through shared assets and skills FREDS' sections provide services to over 60 non-County agencies. FREDS Division Management helps the sections generate $1,152,953 in FY08 in outside revenue which lowers overall service delivery costs and provides the community with quality service, cost effectively.
• FREDS continually works to effectively communicate within and across the County through service and charge descriptions, performance measures, administrative procedures, mail pickup/delivery schedules, Records retention schedules, and the Central Stores catalog published on the MINT; billing information is e-mailed to customers and electronic are surveys used.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Number of other government jurisdictions served by FREDS programs	75	75	75	75
Outcome	External revenue received by FREDS Programs	1,152,953	1,072,564	1,011,177	1,131,531
Quality		0	0	0	0

Performance Measure - Description

☑ Measure Changed

• Output measure reflects services and goods provided to other governments in the metro region and throughout the state.
• External Revenues received by FREDS consits of Charges for Services and Property/Space Rental.
• The quality measure of % of program offers outcome measures meeting their targetwas removed as this measure was not found to provide value.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Personnel	$0	$414,157	$0	$433,924
Contracts	$0	$53,655	$0	$27,360
Materials & Supplies	$0	$8,465	$0	$8,803
Internal Services	$0	$31,407	$0	$35,522
Subtotal: Direct Exps:	**$0**	**$507,684**	**$0**	**$505,609**
Administration	$0	$0	$0	$0
Program Support	$0	$0	$0	$0
Subtotal: Other Exps:	**$0**	**$0**	**$0**	**$0**
Total GF/non-GF:	**$0**	**$507,684**	**$0**	**$505,609**
Program Total:	**$507,684**		**$505,609**	
Program FTE	0.00	4.00	0.00	4.00
Program Revenues				
Fees, Permits & Charges	$0	$293,122	$0	$339,794
Other / Miscellaneous	$0	$0	$0	$93,195
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$293,122**	**$0**	**$432,989**

Explanation of Revenues

FREDS Division Management is funded in the Fleet Fund through allocations charged to the Fleet and Mail/Distribution. Funds' operational sections based on each sections' percentage of total FREDS FTE and operational budgets. FY08 reflects an increase in administrative allocation to Mail/Distribution fund due to anticipated increase in support to these programs.

Significant Program Changes

Last year this program was:
72098 - DCM - FREDS Admin

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Program # 72090 - Regional Arts & Culture Council — Version 2/22/2009 s

Priority:	Vibrant Communities	**Lead Agency:**	County Management
Program Offer Type:	Existing Operating	**Program Contact:**	Mark Campbell
Related Programs:			
Program Characteristics:			

Executive Summary

The Regional Arts & Culture Council (RACC) provides direct services to Multnomah County and its residents. Formerly a county bureau (the Metropolitan Arts Commission), RACC is now an independent 501(c)(3) organization that leverages significant support from other regional government partners and private donors before re-investing the County's allocation in programs and services that are creating vibrant neighborhoods, enhancing our children's education, and fueling a creative economy with measurable economic benefits. Although county funding for arts and culture has declined more than 76% since the high funding mark of $603,096 in FY98-99, this request honors the County's directive to apply a 12% cut ($22,540) to RACC's FY09 allocation ($187,831) to arrive at a target figure of $165,291

Program Description

In accordance with our Multnomah County contract, RACC plays a vital role in the county's economic and community development efforts. Specifically, RACC provides services in five key areas: (1) Through Advocacy, RACC helps build support and resource for arts and culture. (2) RACC Grants provide artists and arts organizations with the base financial support they need to continue serving our community. (3) RACC's nationally acclaimed Public Art program, including the Multnomah County 2% for Art Ordinance, integrates a wide range of art into public spaces. (4) RACC provides other Community Services including workshops for artists, consulting for arts organizations, and a variety of printed and electronic resources; and (5) RACC is developing comprehensive Arts Education solutions for our community.

Program Justification

Arts and culture activities add measurable value to our region's economy and to our quality if life. Artists and arts organizations bring residents together for shared cultural experiences that stimulate creativity which in turn supports more innovative businesses and a richer educational experience for our children. A vibrant arts community serves as a magnet for young creatives, and Multnomah County's investment in the arts contributes to the competitive advantage we have over other regions in the country that are all competing to attract sustainable businesses and a creative, well-educated workforce. Multnomah County is home to a vast majority of the region's artists and arts and culture organizations, which together generated more than $318 million for the local economy last year.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY07-08)	Current Year Purchased (FY08-09)	Current Year Estimate (FY08-09)	Next Year Offer (FY09-10)
Output	Multnomah County children served	0	5,000	5,000	9,000
Outcome	Economic impact of nonprofit arts and culture activities in the Portland tri-cou	0	344,000,000	344,000,000	348,000,000
Input	Multnomah County dollars invested in arts and culture	150,000	187,831	187,831	165,291
Efficiency	Dollars leveraged by RACC from other public and private partners	5,452,000	7,611,000	6,818,000	7,000,000

Performance Measure - Description

County dollars help RACC develop strategic partnerships and build more support from public and private partners throughout the region. Last year, RACC secured more private funds for arts and culture than ever before, including $335,000 in gifts from businesses and individuals through Work for Art, RACC's workplace giving program.

In FY09, support from the County was combined with City of Portland funds, Work for Art proceeds, and other sources to fund over $2 million in grants to 70 Multnomah County artists and 144 Multnomah County nonprofit organizations. In FY10, RACC will reduce the amount of Multnomah County funds allocated to grants, but our goal is to backfill those losses with additional proceeds from our Work for Art campaign. However, this is a step backwards in our stated objective of securing 5% of our arts community's budgets from local government funding sources. (We currently provide less than 1.5%.)

Legal/Contractual Obligation

None.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2009	2009	2010	2010
Contracts	$187,831	$0	$165,291	$0
Subtotal: Direct Exps:	**$187,831**	**$0**	**$165,291**	**$0**
Administration	$0	$0	$0	$0
Program Support	$0	$0	$0	$0
Subtotal: Other Exps:	**$0**	**$0**	**$0**	**$0**
Total GF/non-GF:	**$187,831**	**$0**	**$165,291**	**$0**
Program Total:	**$187,831**		**$165,291**	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Program Revenue for Admin	$0	$0	$0	$0
Total Revenue:	**$0**	**$0**	**$0**	**$0**

Explanation of Revenues

This is a General Fund-supported program.

Significant Program Changes

Last year this program was:
72117, Regional Arts & Culture Council

Facing difficult budget cuts of their own, our public schools have been reducing or eliminating arts education programs. RACC is working to reverse this trend through “The Right Brain Initiative,” a public/private collaboration to integrate arts education into the standard curriculum for every K-8 student in the region by 2012. County investments last year helped build a coalition of school district superintendents, parents, teachers, artists, arts organizations, foundations, businesses, and other governments who are committed to a more equitable arts education delivery system, and leveraged $700,000 from other public and private sources that will be used to serve 9,5000 students in the region this year. The County’s FY10 investment of $35,000 will leverage an additional $1 million from other sources to help RACC serve 17,500 students.