

Department of County Management

Budget for FY 2009

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, facilities and equipment, and technology – with a county-wide perspective.

For FY 2009, DCM implemented an intensive budget process focused on:

- Maintaining Internal Services (Information Technology, Facilities and Property Management and FREDS/Fleet, Records, Electronics, Distribution and Stores)
- Maintaining General Fund Services (Assessment & Taxation, Budget, Emergency Management, Finance, Human Resources, Director’s Office). These divisions kept most material and services costs at FY 2008 levels, or in some cases made reductions.
- Maintaining support for the Chair’s priorities, in addition to implementing the January 30, 2008 Memo of Understanding with the Multnomah County Sheriff’s Office.

The ITAX Administration program is a joint offer from DCM, the County Attorney and the Sheriff’s Office that continues ramping down costs. In FY 2010, decisions will be needed for the remaining Itax collections.

Two General Fund programs have been moved to DCM: Regional Arts & Cultural Council (RACC) (from Nondepartmental) and Emergency Management (from the Department of Community Services).

Budget Trends	FY 2007	FY 2008	FY 2008	FY 2009	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	
Staffing FTE	569.63	573.00	573.00	575.15	2.15
Personal Services	\$50,285,753	\$53,796,689	\$55,460,504	\$57,819,654	2,359,150
Contractual Services	\$10,123,926	\$32,724,430	\$33,736,526	\$33,037,212	(699,314)
Materials & Supplies	\$106,726,673	\$131,708,017	\$135,781,461	\$137,441,240	1,659,779
Capital Outlay	\$5,832,597	\$52,498,162	\$54,121,817	\$47,406,811	(6,715,006)
Total Costs	\$172,968,949	\$270,727,299	\$279,100,308	\$275,704,917	(\$3,395,391)

Department of County Management

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Department of County Management

Department of County Management FY 2009 Summary by Program Offer

Prog #	Name	FY 2009 General Fund Adopted	Other Funds Program	Total Cost	Total FTE
<u>Operating Programs</u>					
72003	Affirmative Action Office	\$161,275	\$0	\$161,275	1.00
72004	DCM - Diversity Conference	20,000	0	20,000	0.00
72005	DCM - Sustainability	378,686	40	378,726	2.00
72009	General Ledger	955,363	9,081	964,444	8.98
72010	Accounts Payable	777,652	6,826	784,478	6.75
72011	Payroll	770,012	7,231	777,243	7.15
72012	Deferred Compensation	113,155	829	113,984	0.82
72013	Treasury	436,329	3,034	439,363	3.00
72014	Employee Benefits	61,185	82,317,437	82,378,622	8.00
72015	Employee Wellness	7,648	333,845	341,493	1.00
72016	Property Risk Management	4,206	1,045,355	1,049,561	0.55
72017	Liability Risk Management	11,855	1,852,613	1,864,468	1.55
72018	Workers Compensation	19,120	2,799,875	2,818,995	2.50
72019	Loss Prevention & Safety	15,296	296,717	312,013	2.00
72020	Central Procurement & Contracts	2,218,995	18,203	2,237,198	18.00
72021	SAP Integrated Information System	2,825,018	11,630	2,836,648	11.50
72022	Tax Administration	921,035	1,011	922,046	1.00
72023	Personal Income Tax Collection	1,320,340	506	1,320,846	0.50
72024	Recreation Fund Payment to Metro	0	120,000	120,000	0.00
72025	Public Safety Bond Fund - Completion of Bond Fund Program	0	990,000	990,000	0.00
72026	Bus Pass Program	0	1,000,198	1,000,198	0.00
72028	Budget Office	2,053,019	124	2,053,143	11.00
72031	A&T Records Management	2,013,239	120,200	2,133,439	16.50
72032	A&T-Document Recording & Records Storage/Retrieval	1,737,186	162	1,737,348	11.50
72033	A&T-Property Tax Collection	2,784,090	259	2,784,349	20.00
72034	A&T-Marriage License & Domestic Partner Registry	127,291	12	127,303	1.00
72035	A&T-Board of Property Tax Appeals	69,666	6	69,672	0.00

Department of County Management

Department of County Management FY 2009 Summary by Program Offer					<i>continued</i>
Prog #	Name	FY 2009 General Fund Adopted	Other Funds Program	Total Cost	Total FTE
<u>Operating Programs (continued)</u>					
72037	A&T-Property Assessment-Special Programs	941,093	78	941,171	7.30
72038	A&T-Property Assessment-Commercial	1,192,402	96	1,192,498	7.40
72039	A&T-Property Assessment-Industrial	667,785	52	667,837	4.20
72040	A&T-Assessment & Collection -Personal Property	1,873,369	149	1,873,518	12.20
72041	A&T-Property Assessment- Residential	4,056,265	336	4,056,601	28.60
72044	Assessment & Taxation Systems Upgrade	0	8,550,000	8,550,000	1.00
72071	Central HR Unemployment Insurance	14,610	1,992,799	2,007,409	0.15
72117	Regional Arts & Culture Council	187,831	0	187,831	0.00
72006A	County Emergency Management	745,053	1,403,592	2,148,645	4.00
72069A	Central HR Services	2,593,033	191	2,593,224	9.00
72070A	Labor Relations	1,264,626	103	1,264,729	4.85
72069B	HR-Expanded Training & Organizational	200,000	0	200,000	0.00
72046	Facilities Administrative Pass-Through	0	17,460,671	17,460,671	0.00
72047	Facilities Maintenance & Operations	218,236	15,447,916	15,666,152	53.00
72048	Facilities Customer Service / Property Management	44,067	4,781,917	4,825,984	10.50
72050	Facilities Capital Improvement Program (CIP)	0	29,119,163	29,119,163	0.00
72051	Facilities Capital Asset Preservation (AP)	0	7,387,346	7,387,346	0.00
72052	Facilities Asset Management	20,984	5,105,259	5,126,243	4.00
72053	Facilities Courthouse Plan	0	21,962,955	21,962,955	1.00
72082	IT Technology Investment Fund	0	7,306,558	7,306,558	0.00
72084	IT Help Desk Services	25,830	1,492,700	1,518,530	9.00
72085	IT Telecommunications Services	28,699	4,242,133	4,270,832	10.00
72086	IT Telecommunications Services Wireless	0	638,017	638,017	0.00
72088	IT Network Connectivity	14,350	2,730,564	2,744,914	5.00
72089	IT Desktop Services	71,748	5,298,168	5,369,916	24.65
72090	IT Desktop Assets	0	2,505,459	2,505,459	1.00

Department of County Management

Department of County Management FY 2009 Summary by Program Offer					<i>continued</i>
Prog #	Name	FY 2009 General Fund Adopted	Other Funds Program	Total Cost	Total FTE
<u>Operating Programs (continued)</u>					
72091	IT Health & Human Services Applications	68,879	3,881,669	3,950,548	24.00
72092	IT Public Safety Applications	51,659	3,636,410	3,688,069	18.00
72093	IT General Government Applications	40,179	3,316,694	3,356,873	14.00
72094	IT Enterprise Applications	63,139	4,904,086	4,967,225	22.00
72099	FREDS Fleet Services	49,052	4,999,419	5,048,471	16.00
72100	FREDS Fleet Vehicle Replacement	7,494	4,172,034	4,179,528	0.00
72101	FREDS Records Section	3,014	791,575	794,589	4.00
72102	FREDS Electronic Services	6,016	1,703,728	1,709,744	6.00
72103	FREDS Distribution Services	16,678	2,280,504	2,297,182	8.40
72104	FREDS Materiel Management	21,832	5,239,546	5,261,378	12.60
72105	FREDS Motor Pool	14,113	427,747	441,860	2.00
72106	Fleet Fund Contingency/Reserves OTO	299,901	299,901	599,802	0.00
72057A	Facilities Fund Operating Contingency	1,075,000	1,075,000	2,150,000	0.00
72057B	Facilities OTO Repay Capital for Operations Shortfall	560,000	560,000	1,120,000	0.00
72096A	IT Innovation Fund	0	4,000,000	4,000,000	0.00
<u>DCM Programs Budgeted in Other Departments</u>					
72023	Personal Income Tax Collection	(407,124)	0	(407,124)	0.00
<i>These costs are budgeted in the Sheriff's and County Attorney's Offices.</i>					
Total Operating Programs		\$35,831,474	\$269,649,729	\$305,481,203	460.15

Department of County Management

Administrative & Support Programs provide supervision or support to some or all of the operating 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 2009 General Fund Adopted	Other Funds Program	Total Cost	Total FTE
<u>Administration & Support Programs</u>				
72000 Director's Office	\$722,600	\$9,767	\$732,367	5.00
72002 Department HR Team	770,360	0	770,360	6.50
72008 Chief Financial Officer	212,429	70,809	283,238	1.70
72030 Assessment & Taxation Administration	692,581	0	692,581	5.00
72036 A&T-Assessment Performance Analysis	276,348	0	276,348	2.30
72042 A&T Central Appraisal Support	853,988	0	853,988	9.50
72043 A&T-Applications Support	1,580,593	0	1,580,593	11.00
72049 Facilities Capital Operating Costs	0	1,409,283	1,409,283	12.00
72068 Central HR Division Administration	1,311,447	0	1,311,447	8.00
72081 IT Division Management	0	2,701,051	2,701,051	10.00
72083 IT Data Center	0	5,460,058	5,460,058	24.00
72098 FREDS Administration	0	507,684	507,684	4.00
72045A Facilities Administration & Business Svcs	0	2,181,668	2,181,668	<u>16.00</u>
Total Admin/Support Programs				115.00

Department of County Management FY 2009 Summary of One-Time-Only Funds

This supplemental table contains a list of program offers partially or completely funded one-time-only resources.

Prog # Name	FY 2009 General Fund Adopted	Other Funds	OTO Only General Funds	% OTO General Funds
72005 DCM - Sustainability	\$378,686	\$0	\$55,000	15%
72069A Central HR Services	2,593,033	0	300,000	12%
72106 Fleet Fund Contingency/Reserves OTO	299,901	0	299,901	100%
72057A Facilities Fund Operating Contingency	1,075,000	0	1,075,000	100%
72057B Facilities OTO Repay Capital for Operations Shortfall	<u>560,000</u>	<u>0</u>	<u>560,000</u>	<u>100%</u>
Total One-Time-Only Funds	\$4,906,620	\$0	\$2,289,901	65%

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

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, Central Stores, and Information Technology.

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 contributes to the Accountability Priority by providing 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Internal Services as percent of total County Operations Cost	9.4%	9.2%	9.2%	9.2%
Outcome	DCM Employee Job Satisfaction (scale 10 to 70)	49	55	55	60

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	2008	2008	2009	2009
Personnel	\$595,374	\$0	\$601,618	\$0
Contracts	\$120,000	\$0	\$25,000	\$0
Materials & Supplies	\$23,200	\$0	\$13,700	\$0
Internal Services	\$91,671	\$18,877	\$82,282	\$9,767
Subtotal: Direct Exps:	\$830,245	\$18,877	\$722,600	\$9,767
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$830,245	\$18,877	\$722,600	\$9,767
Program Total:	\$849,122		\$732,367	
Program FTE	5.00	0.00	5.00	0.00
Program Revenues				
Fees, Permits & Charges	\$18,877	\$0	\$9,767	\$0
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$18,877	\$0	\$9,767	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

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

Priority: Accountability

Lead Agency: County Management

Program Offer Type: Support

Program Contact: Arnold Quigley

Related Programs:

Program Characteristics: In Target

Executive Summary

The Department of County Management (DCM) Human Resources Team 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.

Program Description

The program provides a broad range of services for both department managers and employees regarding human resources issues. The DCM-HR Team consults and advises managers and employees on interpreting and applying the County's HR policies, collective bargaining agreements, and other applicable labor laws and regulations governing public sector employment, recruitment and retention, staff development, performance management, discipline and grievance processes, and dispute resolution. The team provides recruitment and selection services, administers the department's FMLA and OFLA record keeping, maintains its personnel records, coordinates functions with central HR, and assesses effectiveness of HR services at the department level.

Program Justification

This program supports the Accountability Priority directly as a core foundation for managers in developing and 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 Team are to assist managers in recruiting and 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.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Percent of probationary employees completing all quarterly PPR reviews.	85.0%	85.0%	90.0%	95.0%
Outcome	Overall customer satisfaction with DCM HR Team services.	82.0%	82.0%	85.0%	87.0%

Performance Measure - Description

Old Measures: Absence Rate; Timeliness of Recruitess Services; Employee Satisfaction (these are now included in the annual DCM HR Customer Survey).

Current Measure: Percent of probationary employees completing all quarterly performance reviews is a success measure of the performance management system. The Probationary Performance Review Program (PPR) requires quarterly performance reviews and is administered, c/o the DCM HR Team, to all new hires and promoted DCM employees who have a probationary period of up to one year. Higher percentage completion of reviews represents greater success in coaching, retaining, and screening out, when necessary, probationary employees.

Current Measure: Customer Satisfaction – This measure, via a DCM HR Customer Satisfaction Survey, reflects quality of DCM HR Team service delivery, to include recruitment and selection services, employee/labor relations consultations, and HR administrative services in support of the DCM department. This was first measured in FY 06-07. DCM HR Customer Satisfaction will be measured annually hereafter.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$776,082	\$0	\$668,288	\$0
Contracts	\$110,000	\$0	\$14,000	\$0
Materials & Supplies	\$21,415	\$0	\$10,792	\$0
Internal Services	\$101,162	\$0	\$77,280	\$0
Subtotal: Direct Exps:	\$1,008,659	\$0	\$770,360	\$0
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$1,008,659	\$0	\$770,360	\$0
Program Total:	\$1,008,659		\$770,360	
Program FTE	6.00	0.00	6.50	0.00
Program Revenues				
Fees, Permits & Charges	\$106,047	\$0	\$0	\$0
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$106,047	\$0	\$0	\$0

Explanation of Revenues

This program is supported by the General Fund.

Significant Program Changes

Last year this program was:

#72001, DCM Department Human Resources Team

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

Lead Agency: County Management
Program Contact: Robert E Phillips

Program Characteristics: In Target

Executive Summary

This program provides Countywide leadership for equal opportunity and affirmative action planning, reporting, and performance monitoring; and program consultation and training, intercultural competency and diversity initiatives guidance; promoting inclusive work environments and leveraging all employee differences for the benefit of the organization. As a countywide office, the program eliminates multiple plans, monitoring reports and duplication of efforts from departments and offices for regulatory compliance. Through the work of the office, complaints are coordinated with departments and consultation is provided to human resources, management and employees seeking to resolve their concerns internally and as prescribed by labor contracts; the county obligation to meet EEOC and U.S. Department of Justice reporting requirements, have been met without penalties; and Civil Rights reporting requirements for Federal and State grants is responded to by the program. Work is done through collaborative relationships throughout the organization for resource sharing, problem solving, benchmarking and best practice development.

Program Description

The Office, established July 31, 1975, by the Board of County Commissioners, acts to support the Accountability objective by enforcing 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. In accordance with recommendations from Portland Future Focus, the office makes a concerted effort to alter those attitudes about differences that create ill will, conflict and legal liability for the organization through diversity awareness training, celebrations, consultation, complaint investigations/tracking/monitoring, and work to create environmental changes.

Program Justification

The program supports the Accountability Strategies, County Code, and Personnel Rules by fostering an organizational climate that promotes equal opportunity, fair employment practices, diversity values and cultural competent work skills that further service satisfaction, increase employee and public trust and confidence, reduces litigation risk, and protects the organization against loss of federal and state grants requiring civil rights compliance. This Countywide program eliminates duplicate efforts by performing mandatory reporting required of the departments, communicating both positive and negative findings for evaluation and continuous improvements. The program oversees a consistent, uniform complaint process to assess organizational climates and advance improvement/consultation options. This program reduces County risk, meets various mandates, develops staff competencies, and defines expected employee performance required to achieve County objectives through policy, consultation, investigation findings and learning events.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of Monitoring Reports	40	40	40	40
Outcome	Compliance Strategies Completed	8	8	8	8
Outcome	Minority Employment vs. Labor Market	96.3%	80.0%	99.0%	100.0%
Efficiency	Percent of Complaint Reported from Departments	36	30	39	40

Performance Measure - Description

The monitor reporting allows the organization to evaluate numerous levels of personnel actions and to measure conformance with the affirmative action plan, while conforming to regulatory requirements in this area; Compliance strategies creates a formal process for reviewing departments/offices actions to comply with their obligations under the affirmative action plan; Minority Employment vs. Labor Market allows the organization to determine if it is meeting regulatory standards in correcting underutilization; and the Complaint Reporting measure allows the organization to determine how well its reporting system is being used throughout the organization. Note: as employees become aware of internal complaint procedures and new protective laws, complaints are expected to go up, particularly, since the courts are urging people to use internal systems first.

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$129,726	\$0	\$131,483	\$0
Contracts	\$0	\$0	\$1,500	\$0
Materials & Supplies	\$15,645	\$0	\$0	\$0
Internal Services	\$38,971	\$0	\$26,924	\$0
Subtotal: Direct Exps:	\$184,342	\$0	\$159,907	\$0
Administration	\$0	\$0	\$0	\$0
Program Support	\$1,239	\$0	\$1,368	\$0
Subtotal: Other Exps:	\$1,239	\$0	\$1,368	\$0
Total GF/non-GF:	\$185,581	\$0	\$161,275	\$0
Program Total:	\$185,581		\$161,275	
Program FTE	1.00	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

Last year this program was:

72001 - County Affirmative Action, Diversity, Equity & Cultural Competency

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

Lead Agency: County Management
Program Contact: Robert E Phillips

Program Characteristics: In Target

Executive Summary

The Diversity Conference provides an annual skill building and learning event bringing together the City of Portland, Clackamas County and various public sector and private sector agencies to increase knowledge, improve culturally competency based skills, expand awareness and provide tools on a wide variety of diversity topics.

Program Description

The annual day-long Diversity Conference offers 35 to 45 workshop sessions focused on an extensive range of diversity issues and topics relevant to the workplace. Topic experts from both the public and private sectors are workshop presenters. Multnomah County originated the conference over 14 years ago; being the lead planner for ten of those years; the City of Portland has co-sponsored the event for nine years and Clackamas County has co-sponsored the event for four years, partnering with the county. Over 200 volunteers, vendors and non-profit community organizations participate to assist with coordination, share information and products.

Program Justification

The Diversity Conference supports Accountability strategies by improving employee cultural competency and by building skills necessary to recruit, train and retain a workforce reflective of the community at all levels of the organization; deliver cultural competent services; and by maximizing staff training opportunities across departments and jurisdictions. It supports the training objectives of the Diversity and Affirmative Action Office and the Cultural Competency Framework. Funding contributions by the co-sponsoring jurisdiction lowers the conference cost per employee (\$58 per employee, compared to \$245 per person charged by private agencies sponsoring comparable training) and allows for a quality experience. Due to rising rental and food cost, the price of the conference is expected to go up to \$75, per participant, lowering the number of employees (from 350 to 267) allowed to participate in the conference, at the current budget.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of Multnomah County conference attendees	300	350	350	275
Outcome	Percentage of conferees rating the conference as a positive experience	80.0%	85.0%	90.0%	95.0%

Performance Measure - Description

The performance measures changed this year due to the County moving from an administrative/management role to an overall support/guiding role for the conference. Resource management and accountability for the conference administration went to the City of Portland, resulting in measures reflecting only the County's participation and evaluation results. Overall, 900 employees from all jurisdictions participated in the conference.

Legal/Contractual Obligation

This is not a mandated program. The Diversity Conference supports Multnomah County Diversity Initiative and the Cultural Competency Framework.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Contracts	\$20,000	\$0	\$20,000	\$0
Subtotal: Direct Exps:	\$20,000	\$0	\$20,000	\$0
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$20,000	\$0	\$20,000	\$0
Program Total:	\$20,000		\$20,000	
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

Multnomah County and the City of Portland would each contribute \$20,000 and Clackamas County contributes \$15,000 to fund the annual diversity conference. Funding covers facility and equipment rental, printing, security, food and a planning consultant to assist with planning and presenter coordination, and workshop presenter fees.

Significant Program Changes

Last year this program was:

72002 - Cultural Diversity Conference Version

Priority: Vibrant Communities

Lead Agency: County Management

Program Offer Type: Existing Operating

Program Contact: Kat West

Related Programs:

Program Characteristics: In Target

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 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 FY09 will include: updating the 2004 Local Action Plan on Global Warming, implementation of the Toxic Reduction Strategy, updating the sustainable purchasing policy, implementation of the waste prevention and recycling plan for County facilities, construction & monitoring of the Central Library eco-roof, developing a strategy for increasing the County's share of renewable energy, developing Green Fleet guidelines, developing an eco-equity/green collar jobs initiative, developing an air quality initiative, and developing the capacity of each department's Sustainability Liaisons.

Program Justification

The Sustainability Program champions clean, healthy neighborhoods by reducing the negative environmental effects of County governmental operations and by working with regional partners and citizens to improve environmental, economic, and social sustainability. For example, the Sustainability Program assists departments in meeting County sustainability commitments such as the recycling goal of 65% which will reduce the 620 tons of trash land-filled annually; the employee commute option goals which will reduce the 12 million miles driven by County employees; the 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Reports, Board briefings, and new policies developed to support sustainability	8	8	15	10
Outcome	Greenhouse gas emission reduction from County operations below 2001 levels	14.0%	16.0%	16.0%	19.0%
Outcome	Curbside recycling rate for County operations	26.0%	27.0%	30.0%	33.0%
Output	Citizen-advisory board and citizen involved committee meetings staffed	63	50	102	100

Performance Measure - Description

 **Measure Changed**

Output: Number of progress reports, Board briefings, new policies prepared, and number of commission and committee meetings staffed and reported.

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

*Note Changes: recycling calculation methodology has changed. FY06-07 output has been updated to reflect the change. Emission reduction calculation methodology has been updated and percentages have been changed to reflect update.

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.

The Sustainability Program was selected as a sponsor of an AmeriCorps member volunteer through August 2008, a relationship bound by a contract with the Northwest Service Academy.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$198,371	\$0	\$257,020	\$0
Contracts	\$10,300	\$1,321	\$70,300	\$0
Materials & Supplies	\$7,303	\$0	\$22,303	\$0
Internal Services	\$24,556	\$0	\$23,332	\$0
Subtotal: Direct Exps:	\$240,530	\$1,321	\$372,955	\$0
Administration	\$5,505	\$137	\$2,994	\$40
Program Support	\$2,517	\$0	\$2,737	\$0
Subtotal: Other Exps:	\$8,022	\$137	\$5,731	\$40
Total GF/non-GF:	\$248,552	\$1,458	\$378,686	\$40
Program Total:	\$250,010		\$378,726	
Program FTE	2.00	0.00	2.00	0.00
Program Revenues				
Intergovernmental	\$0	\$1,321	\$0	\$0
Other / Miscellaneous	\$0	\$0	\$5,000	\$0
Program Revenue for Admin	\$137	\$0	\$40	\$0
Total Revenue:	\$137	\$1,321	\$5,040	\$0

Explanation of Revenues

The Sustainability Program was selected as a sponsor of an AmeriCorps member volunteer through August 2008. 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:

Priority: Accountability **Lead Agency:** County Management
Program Offer Type: Existing Operating **Program Contact:** George Whitney
Related Programs:
Program Characteristics: In Target

Executive Summary

This is a base program offer similar to that approved in the FY 07/08 budget. Multnomah County Emergency Management's (MCEM) responsibilities are to coordinate county-wide emergency disaster preparedness, response, recovery and mitigation activities.

Program Description

MCEM has entered the second year of an intensive, three year program re-development effort. Program goals during this effort are to develop 1) Citizen and community preparedness; 2) County Department preparedness; and 3) Inter-governmental preparedness. The overarching goals for the program at this time are to establish a program framework, resources and accountability for program outcomes.

Examples of projects underway or planned for FY 08/09 include: 1) a county-wide emergency operations plan; 2) a County Emergency Operations Center (EOC) Standard Operating Procedures (SOPs); 3) a County Recovery Plan; 4) a County Continuity of Operations Plan; 5) a County Vulnerable Populations Response Plan; and 6) conduct an annual exercise.

Program Justification

MCEM facilitates coordination of emergency preparedness efforts across County Departments and with agencies throughout the region. EM works to assure compatibility of training, plans and equipments across Fire, Police, EMS, and public works response organizations. Coordinated communication, standardized equipment, and common response protocols and plans are developed on a departmental, county-wide and regional basis due to EM efforts. Uses of new and innovative resources and methods are used to enhance County ability to respond and recover following a disaster.

ORS 401 requires Multnomah County to develop and maintain an emergency management program to prepare and coordinate response to emergencies and disasters.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Emergency Operation Plans for all Multnomah County Jurisdictions	0.0%	0.0%	0.0%	100.0%
Outcome	Jurisdictions within County share common response concept of operations	0.0%	0.0%	0.0%	100.0%
Output	County Recovery Plan	0.0%	0.0%	0.0%	100.0%
Output	Annual Disaster Exercise	0.0%	0.0%	0.0%	100.0%

Performance Measure - Description

MCEM work is guided by a detailed annual work plan with specificity to the individual staff level.

Legal/Contractual Obligation

ORS 401 and MCC 1000 require Multnomah County to develop and maintain an effective emergency management program.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$447,664	\$0	\$512,343	\$19,665
Contracts	\$7,500	\$156,450	\$14,500	\$1,017,454
Materials & Supplies	\$69,300	\$122,925	\$55,800	\$276,557
Internal Services	\$136,029	\$124,170	\$153,604	\$89,871
Subtotal: Direct Exps:	\$660,493	\$403,545	\$736,247	\$1,403,547
Administration	\$27,446	\$0	\$3,333	\$45
Program Support	\$0	\$12,000	\$5,473	\$0
Subtotal: Other Exps:	\$27,446	\$12,000	\$8,806	\$45
Total GF/non-GF:	\$687,939	\$415,545	\$745,053	\$1,403,592
Program Total:	\$1,103,484		\$2,148,645	
Program FTE	4.00	0.00	4.00	0.00
Program Revenues				
Indirect for dep't Admin	\$4,985	\$0	\$0	\$0
Fees, Permits & Charges	\$64,000	\$0	\$0	\$0
Intergovernmental	\$0	\$371,000	\$0	\$1,371,000
Other / Miscellaneous	\$0	\$32,545	\$0	\$32,547
Program Revenue for Admin	\$157	\$12,000	\$45	\$0
Total Revenue:	\$69,142	\$415,545	\$45	\$1,403,547

Explanation of Revenues

In addition to General Fund, MCEM also receives Emergency Management Performance Grant (EMPG) monies to match program costs up to approximately \$126,000. MCEM also applies for and receives State Homeland Security Grant Program funds that it uses on behalf of the entire county or pass through to other jurisdictions within the County.

Recently the Federal Government advised of their intent to dramatically reduce grant funds starting in FFY 09.

Significant Program Changes

Last year this program was:

This particular program offer does not propose a change to MCEM operations this year.

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

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. The 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, CEOs and CFOs of other jurisdictions, Oregon Legislature, the general public, and business community; develops and/or suggests tax 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 the community 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Comprehensive Annual Financial Report is issued according to legal requirements	0	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. For FY07, the county was unable to issue the CAFR by 12/31/06 due to a change in auditors and a resulting significant delay in the audit.
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 acheived.

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
	2008	2008	2009	2009
Program Expenses				
Personnel	\$0	\$0	\$127,523	\$0
Contracts	\$0	\$0	\$55,000	\$0
Materials & Supplies	\$0	\$0	\$7,600	\$0
Internal Services	\$0	\$106,047	\$22,306	\$70,809
Subtotal: Direct Exps:	\$0	\$106,047	\$212,429	\$70,809
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$106,047	\$212,429	\$70,809
Program Total:	\$106,047		\$283,238	
Program FTE	1.00	0.00	1.70	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$70,809	\$0
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$0	\$70,809	\$0

Explanation of Revenues

This program is supported by General Fund revenues.

Significant Program Changes

Last year this program was: #72005, Chief Financial Officer

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

Lead Agency: County Management
Program Contact: Mindy Harris

Program Characteristics: In Target

Executive Summary

The General Ledger (GL) program manages central financial accounting and reporting, including the annual external financial audit, Federal cost allocation plan, contract fiscal compliance 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 receives the Government Finance Officer's Association (GFOA) award annually for excellence in financial reporting. This award indicates management has prepared financials that meet the reporting standards and requirements noted by GFOA in their excellence in financial reporting model. Approximately 3% of government entities in the US receive this award annually. The GL 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 other functions performed by GL.

Program Justification

The GL program contributes to the Accountability priority 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	# of fiscal compliance (FC) site visits performed in a fiscal year (FY)	44	100	40	60
Outcome	Decrease in non-compliance findings as a result of fiscal site visits	63.0%	70.0%	60.0%	60.0%
Outcome	% of auditor recommendations successfully implemented in a fiscal year	83.0%	80.0%	80.0%	80.0%
Outcome	% of accurately stated balance sheet accounts as audited by external auditors	100.0%	97.0%	100.0%	97.0%

Performance Measure - Description

Output: FC unit performs site reviews and issues reports on County funded human services (HS) contracts (excluding contracts with hospitals, school districts and other municipalities). Central FC is a newer program and the FY08 estimates were aggressive and high. Outcome: FC site visit reports aid HS providers in implementing stronger compliance and accounting practices, quantified by a decrease in non-compliance findings noted in the preliminary site visit report to the final site visit report. 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. Also in the annual external audit, the auditors review and analyze general ledger accounts. A higher percentage of accurately stated balance sheet accounts indicates a higher degree of accuracy and fewer misstatements in the County's CAFR.

Legal/Contractual Obligation

Oregon Revised Statutes (ORS), Chapter 297 ~ Audits of Public Funds and Financial Records ~ requires governments to have an external audit performed and submit the audited financials 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 with 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	2008	2008	2009	2009
Personnel	\$816,206	\$0	\$796,741	\$0
Contracts	\$0	\$0	\$500	\$0
Materials & Supplies	\$29,200	\$0	\$25,700	\$0
Internal Services	\$97,388	\$0	\$63,742	\$0
Subtotal: Direct Exps:	\$942,794	\$0	\$886,683	\$0
Administration	\$69,203	\$12,883	\$56,108	\$9,081
Program Support	\$10,992	\$0	\$12,572	\$0
Subtotal: Other Exps:	\$80,195	\$12,883	\$68,680	\$9,081
Total GF/non-GF:	\$1,022,989	\$12,883	\$955,363	\$9,081
Program Total:	\$1,035,872		\$964,444	
Program FTE	8.98	0.00	8.98	0.00
Program Revenues				
Program Revenue for Admin	\$12,883	\$0	\$9,081	\$0
Total Revenue:	\$12,883	\$0	\$9,081	\$0

Explanation of Revenues

This program is supported by General Fund revenues. Central financial accounting & fiscal compliance services are included in the County's indirect cost allocation plan.

Significant Program Changes

Last year this program was: #72007, General Ledger

There are no significant changes to the General Ledger program offer. FY08 GL program offer included the CFO. For FY09 the CFO has a separate program offer.

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

Lead Agency: County Management
Program Contact: Mindy Harris

Program Characteristics: In Target

Executive Summary

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

Program Description

AP processes over 100,000 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 and monitoring 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 contributes to the accountability priority by ensuring that vendor payments are paid in an accurate and timely manner and are compliant with applicable administrative procedures and government accounting practices. AP also contributes by establishing and communicating clear and uniform county administrative practices and procedures related to AP functions. AP contributes to staff competencies and development through information forums and monthly finance related user-group meetings for the purpose of information 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 sustainable payment practice accounts for more than 30% of all payments processed and has reduced the cost of government--providing operating efficiencies without compromising internal controls.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Invoice payments processed	116,148	97,000	110,738	111,000
Outcome	Percent of Invoices paid on time within Std Net 30	86.4%	87.0%	85.3%	87.0%
Outcome	Percent of total payments that are electronic	26.4%	32.0%	31.0%	34.0%
Outcome	Procurement Card Program Rebates as a result of e-payment growth	33,972	35,670	51,355	50,670

Performance Measure - Description

Invoice payments processed declined from previous year actual due to the itax sunset and the reduction of itax refund checks printed.

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.

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 the County issued credit cards combined with improved rebate rates negotiated with Bank of America.

Legal/Contractual Obligation

Tax Information Returns (ie. 1099 MISC, 1099 INT, etc) are mandated by the Internal Revenue Service code as described in Sections 1.6001-1 through 1.6091-4. Failure to comply 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	2008	2008	2009	2009
Personnel	\$565,706	\$0	\$585,487	\$0
Materials & Supplies	\$15,000	\$0	\$15,965	\$0
Internal Services	\$133,500	\$0	\$124,575	\$0
Subtotal: Direct Exps:	\$714,206	\$0	\$726,027	\$0
Administration	\$52,018	\$9,684	\$42,175	\$6,826
Program Support	\$8,262	\$0	\$9,450	\$0
Subtotal: Other Exps:	\$60,280	\$9,684	\$51,625	\$6,826
Total GF/non-GF:	\$774,486	\$9,684	\$777,652	\$6,826
Program Total:	\$784,170		\$784,478	
Program FTE	6.75	0.00	6.75	0.00
Program Revenues				
Other / Miscellaneous	\$35,670	\$0	\$50,670	\$0
Program Revenue for Admin	\$0	\$9,684	\$6,826	\$0
Total Revenue:	\$35,670	\$9,684	\$57,496	\$0

Explanation of Revenues

This program is supported 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 part of the Bank of America Procurement Card Consortium of local governments which, as a group, has leveraged competitive rebate terms.

Significant Program Changes

Last year this program was: #72008, Accounts Payable

There are no significant changes to the Account Payable program offer.

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

Lead Agency: County Management
Program Contact: Mindy Harris

Program Characteristics: In Target

Executive Summary

Central Payroll is responsible for paying the employees of Multnomah County, ensuring compliance with Federal, State, and local wage and hour laws, withholding and remitting employment taxes and other deductions, issuing wage and tax reporting statements and administering the pension 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 maintaining employee data for accurate reporting of above. Payroll processes, reconciles and remits mandated deductions for creditor garnishments, child support, bankruptcies, tax levies, union dues, and voluntary deductions for charitable giving, parking, and various other reasons. Payroll maintains employee information for the direct deposit program, enters leave adjustments for the catastrophic leave program and reconciles and remits deductions for the savings bond 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 contributes to the accountability priority by assuring that payroll expenditures are in compliance with Federal and State wage and hour laws, employment 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 training and 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Average number of payments issued per month.	6,564	6,700	6,555	6,600
Outcome	Percent issued without errors.	99.0%	99.0%	99.0%	99.0%
Output	Number of timekeeping trainings performed in FY	3	4	4	4
Quality	Approval rating of trainings based on returned evaluations.	81.0%	85.0%	80.0%	85.0%

Performance Measure - Description

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

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	2008	2008	2009	2009
Personnel	\$566,296	\$0	\$607,622	\$0
Contracts	\$100	\$0	\$100	\$0
Materials & Supplies	\$11,090	\$0	\$11,725	\$0
Internal Services	\$108,219	\$0	\$95,881	\$0
Subtotal: Direct Exps:	\$685,705	\$0	\$715,328	\$0
Administration	\$56,256	\$10,473	\$44,674	\$7,231
Program Support	\$8,935	\$0	\$10,010	\$0
Subtotal: Other Exps:	\$65,191	\$10,473	\$54,684	\$7,231
Total GF/non-GF:	\$750,896	\$10,473	\$770,012	\$7,231
Program Total:	\$761,369		\$777,243	
Program FTE	7.10	0.00	7.15	0.00
Program Revenues				
Program Revenue for Admin	\$10,473	\$0	\$7,231	\$0
Total Revenue:	\$10,473	\$0	\$7,231	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #72009, Payroll

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

Executive Summary

This program administers Multnomah County's Deferred Compensation program.

Program Description

This program administers the County's IRC §457 deferred compensation program. The unit reconciles and reports employee contributions to the providers each pay period, negotiates investment service contracts with the providers and amends retirement plan documents as necessary to reflect changes in legislation. The unit analyzes investment performance and determines how and when to implement changes that will maximize the benefits for employees. In partnership with the providers, this unit provides education to employees to ensure that they are informed and can make educated decisions about their retirement savings.

Program Justification

This program is linked to the accountability priority by providing Multnomah County employees an additional means to save for their retirement, which adds to the County's ability to attract and retain qualified staff. The deferred compensation plan is comprised of three separate providers which offer a variety of investment choices to fit each individual's needs. Participants defer tax free dollars into the plan and choose their own investment portfolio. The County's administrative expenses are paid by the investment providers and the County has fiduciary liability and responsibility for the accuracy of each participant's account. The deferred comp unit ensures accuracy by reconciling and remitting deductions each pay period, by following strict internal controls, and by ensuring compliance with IRS regulations. Multnomah County has received several awards recognizing our educational program and outreach efforts to increase participation and help employees prepare for retirement. Due to our efforts, our plan exceeds the national average in terms of rate of participation and average account balance.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of educational opportunities for employees.	17	6	12	12
Outcome	Percent of employees contributing to plans.	38.0%	39.0%	48.0%	4.0%
Quality	Average account balance	46,570	44,000	51,805	52,000

Performance Measure - Description

The percent of employees participating in the 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 County's average account balance is \$44,000. 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.

Legal/Contractual Obligation

The deferred compensation plan is mandated by contractual agreement with the investment providers and IRS rules governing 457 plans.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$55,320	\$0	\$87,545	\$0
Contracts	\$10,000	\$0	\$10,000	\$0
Materials & Supplies	\$3,400	\$0	\$3,400	\$0
Internal Services	\$3,656	\$0	\$5,939	\$0
Subtotal: Direct Exps:	\$72,376	\$0	\$106,884	\$0
Administration	\$3,622	\$674	\$5,123	\$829
Program Support	\$575	\$0	\$1,148	\$0
Subtotal: Other Exps:	\$4,197	\$674	\$6,271	\$829
Total GF/non-GF:	\$76,573	\$674	\$113,155	\$829
Program Total:	\$77,247		\$113,984	
Program FTE	0.67	0.00	0.82	0.00
Program Revenues				
Other / Miscellaneous	\$76,465	\$0	\$88,500	\$0
Program Revenue for Admin	\$674	\$0	\$829	\$0
Total Revenue:	\$77,139	\$0	\$89,329	\$0

Explanation of Revenues

The investment providers' contracts require that they reimburse the county for administrative costs associated with providing the Plan to employees. The contracts also specify service performance levels with financial penalties if the performance standards are not met. Reimbursements are made on a quarterly basis.

Significant Program Changes

Last year this program was: #72010, Deferred Compensation

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

Lead Agency: County Management
Program Contact: Mindy Harris

Program Characteristics: In Target

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. Annually 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 contributes to the Accountability Priority with accurate, secure and efficient banking and cash management services. Treasury utilizes evolving technology to increase significantly the safety, speed and volume of electronic as well as 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 extensive 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Treasury fully complies with all conditions of the Investment Policy	1	1	1	1
Outcome	Insure adequate cash flow in order to meet all anticipated cash needs	1	1	1	1
Outcome	Maintain County's Aa1 Moody's debt rating on County's General Obligation Bonds.	1	1	1	1
Outcome	Manage funds in a manner designed to protect principal value	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	2008	2008	2009	2009
Personnel	\$247,606	\$0	\$300,390	\$0
Contracts	\$106,753	\$0	\$71,000	\$0
Materials & Supplies	\$8,750	\$0	\$8,250	\$0
Internal Services	\$33,425	\$0	\$33,745	\$0
Subtotal: Direct Exps:	\$396,534	\$0	\$413,385	\$0
Administration	\$19,266	\$3,587	\$18,744	\$3,034
Program Support	\$3,060	\$0	\$4,200	\$0
Subtotal: Other Exps:	\$22,326	\$3,587	\$22,944	\$3,034
Total GF/non-GF:	\$418,860	\$3,587	\$436,329	\$3,034
Program Total:	\$422,447		\$439,363	
Program FTE	2.50	0.00	3.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$0
Other / Miscellaneous	\$120,000	\$0	\$120,000	\$0
Program Revenue for Admin	\$3,587	\$0	\$3,034	\$0
Total Revenue:	\$123,587	\$0	\$123,034	\$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 tracking costs.

Significant Program Changes

Last year this program was: #72011, Treasury

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

Lead Agency: County Management
Program Contact: Mindy Harris

Program Characteristics: In Target

Executive Summary

The Employee Benefits program manages a full range of affordable, comprehensive health, life, disability and retiree benefits for County employees and retirees. 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 management and labor to structure benefit components providing desirable benefit options within budgetary constraints. Administration is standardized to ensure all employees receive the full value of their benefit plans. Integrity of internal reports, developed/managed by unit, allow vendors accept our reports for eligibility and payment. Plans regularly reviewed for compliance with federal/state/local laws governing plan administration. Vendors and internal records are regularly audited to verify County funds are being spent appropriately and are 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 will positively contribute 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 6 medical plan options and 2 dental plan options.
2. Life/Disability: We 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 employee understanding, satisfaction, and ease of use for 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.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of new hire enrollments processed	382	500	484	500
Outcome	Percent of new members needing assistance	20.0%	18.0%	1.0%	1.0%
Quality	Customer satisfaction: new employee benefit enrollment survey results	100.0%	100.0%	100.0%	95.0%
Efficiency	County's monthly per employee benefit cost	770	834	837	912

Performance Measure - Description

 **Measure Changed**

Output: 1st Qtr = 121 x 4

Outcome: Results from existing new hire survey

Quality: We have launched expanded new hire survey with hope of gathering more comprehensive responses and higher response percentage.

Efficiency: Changed from Outcome to Efficiency. Increased current year's contribution by 9% per budget manual.

Legal/Contractual Obligation

County labor contract contain benefit mandates for active and retired members. Benefits are governed by variety of federal/state/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	2008	2008	2009	2009
Personnel	\$0	\$1,320,913	\$0	\$1,463,337
Contracts	\$0	\$765,761	\$0	\$1,072,885
Materials & Supplies	\$0	\$73,821,559	\$0	\$74,972,432
Internal Services	\$0	\$139,259	\$0	\$129,605
Unappropriated & Contingency	\$0	\$0	\$0	\$4,671,088
Subtotal: Direct Exps:	\$0	\$76,047,492	\$0	\$82,309,347
Administration	\$61,651	\$11,477	\$49,985	\$8,090
Program Support	\$9,792	\$0	\$11,200	\$0
Subtotal: Other Exps:	\$71,443	\$11,477	\$61,185	\$8,090
Total GF/non-GF:	\$71,443	\$76,058,969	\$61,185	\$82,317,437
Program Total:	\$76,130,412		\$82,378,622	
Program FTE	0.00	8.00	0.00	8.00
Program Revenues				
Fees, Permits & Charges	\$0	\$51,591,779	\$0	\$55,896,859
Other / Miscellaneous	\$0	\$25,300,000	\$0	\$26,824,612
Program Revenue for Admin	\$11,477	\$0	\$8,090	\$0
Total Revenue:	\$11,477	\$76,891,779	\$8,090	\$82,721,471

Explanation of Revenues

Significant Program Changes

Last year this program was: #72012, Employee Benefits

With dissolution of the Employee Benefits Board, program has had to reconfigure the process for annual open enrollment. Including communication of complicated changes to the population, revision of existing plan documents and communication materials to reflect the changed structure, overseeing program changes within SAP, operating staggered annual special enrollments as labor contracts are ratified, fulfill extensive data requests for labor and management during the labor negotiation process.

Managed employee survey, installation, communication and ongoing administration of VEBA program for management employees.

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

Lead Agency: County Management
Program Contact: Mindy Harris

Program Characteristics: In Target

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 a variety of 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of employees requesting access to Mult Bldg	0	150	175	150
Outcome	Number of access visits to Mult Bldg fitness site	0	10,000	18,000	18,000
Quality	Personal development workshops receiving excellent/good rating	0.0%	80.0%	80.0%	85.0%
Outcome	Individuals participating in Wellness activities or using wellness facilities	0	14,000	16,341	17,000

Performance Measure - Description

Output #1: Not a good measure would like to replace with data about breast pump loan program.
 Outcome #1: Activity indicates more visits to the fitness center.
 Outcome #2: We would like to discontinue using this Outcome and replace with survey of participants who take part in specific wellness programs to gauge the success of the sponsored programs.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$93,138	\$0	\$96,715
Contracts	\$0	\$81,112	\$0	\$51,000
Materials & Supplies	\$0	\$37,100	\$0	\$101,144
Internal Services	\$0	\$79,449	\$0	\$83,975
Subtotal: Direct Exps:	\$0	\$290,799	\$0	\$332,834
Administration	\$7,706	\$1,435	\$6,248	\$1,011
Program Support	\$1,224	\$0	\$1,400	\$0
Subtotal: Other Exps:	\$8,930	\$1,435	\$7,648	\$1,011
Total GF/non-GF:	\$8,930	\$292,234	\$7,648	\$333,845
Program Total:	\$301,164		\$341,493	
Program FTE	0.00	1.00	0.00	1.00
Program Revenues				
Fees, Permits & Charges	\$0	\$27,000	\$0	\$37,200
Other / Miscellaneous	\$0	\$0	\$0	\$64,000
Program Revenue for Admin	\$1,435	\$0	\$1,011	\$0
Total Revenue:	\$1,435	\$27,000	\$1,011	\$101,200

Explanation of Revenues

Revenues include fees paid by fitness class participants.

Significant Program Changes

Last year this program was: #72013, Employee Wellness

Priority: Accountability

Lead Agency: County Management

Program Offer Type: Existing Operating

Program Contact: Mindy Harris

Related Programs:

Program Characteristics: In Target

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, catastrophic 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 \$100,000 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 \$565 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Annual number of property insurance coverages purchased & renewed	6	6	6	6
Outcome	Annual premium rate for property ins. coverages-cents per\$100 in prop. value	9	8	8	8
Quality	Annual visits w/Property insurance carriers to successfully market County's risk	3	4	4	4

Performance Measure - Description

The Property Risk Program's performance measures provide confirmation that the County is safeguarding its assets, and remaining in compliance with County Code 7.100-7.104, and the mandatory insurance requirements of the State of Oregon and the County's debt financing agreements. The desired level of insurance renewals indicates strong marketing of the County's property portfolio. Factors affecting property renewal, premiums/rates are insurance market conditions, County property values and condition of property, types/limits of insurance purchased, and property loss claims. The average premium rate per \$100 in property value for Oregon self-insured public entities this year is 8.6 cents and the County's rate is 8.3 cents. We have improved our rate this year and are now below the average rate. We have made a conscious decision to continue purchasing excellent limits on our "all risk" coverages as well as maintain our low deductible of \$100,000.

Legal/Contractual Obligation

The Property Risk Program is mandated by County Code 7.100-7.104. The County is required by its 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	2008	2008	2009	2009
Personnel	\$0	\$52,421	\$0	\$63,125
Contracts	\$0	\$91,000	\$0	\$91,000
Materials & Supplies	\$0	\$910,128	\$0	\$885,413
Internal Services	\$0	\$7,033	\$0	\$5,261
Subtotal: Direct Exps:	\$0	\$1,060,582	\$0	\$1,044,799
Administration	\$3,853	\$717	\$3,436	\$556
Program Support	\$612	\$0	\$770	\$0
Subtotal: Other Exps:	\$4,465	\$717	\$4,206	\$556
Total GF/non-GF:	\$4,465	\$1,061,299	\$4,206	\$1,045,355
Program Total:	\$1,065,764		\$1,049,561	
Program FTE	0.00	0.50	0.00	0.55
Program Revenues				
Fees, Permits & Charges	\$0	\$1,060,582	\$0	\$1,060,582
Program Revenue for Admin	\$717	\$0	\$556	\$0
Total Revenue:	\$717	\$1,060,582	\$556	\$1,060,582

Explanation of Revenues

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

Significant Program Changes

Last year this program was: #72014, Property Risk Management

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

Lead Agency: County Management
Program Contact: Mindy Harris

Program Characteristics: In Target

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 purchase 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Annual # of lines of liability ins.,bond,crime coverages purchased/renewed	14	15	15	15
Outcome	Annual premium rate for liability ins./bond-cents per \$1,000 in budget	6	4	2	2
Quality	Annual visits w/Liability ins. carriers to successfully market our casualty risk	3	4	4	4

Performance Measure - Description

The appropriate level of insurance renewals indicates strong marketing of the County's Liability Risk Program, safeguarding the County's assets. Factors that affect insurance renewals, premiums/rates are insurance market conditions, the various services the County provides (risk exposures), and our claims loss history. This year's average premium rate per \$1,000 in budget for self-insured Oregon public entities is 5.63 cents. The County's rate is 2.24 cents, indicating that the Liability Risk Program has done exceptionally well this year by being well below the average premium rate for self-insured Oregon public entities. This year we also were able to purchase Medical/Malpractice insurance coverage, which we believe we are the only county in the state to carry.

Legal/Contractual Obligation

The Liability Risk Program is mandated by County Code 7.00-7.104. 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 and DEQ Bonds are purchased in accordance with State requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$189,288	\$0	\$202,981
Contracts	\$0	\$271,200	\$0	\$271,200
Materials & Supplies	\$0	\$1,282,892	\$0	\$1,353,695
Internal Services	\$0	\$31,740	\$0	\$23,169
Subtotal: Direct Exps:	\$0	\$1,775,120	\$0	\$1,851,045
Administration	\$11,560	\$2,152	\$9,685	\$1,568
Program Support	\$1,836	\$0	\$2,170	\$0
Subtotal: Other Exps:	\$13,396	\$2,152	\$11,855	\$1,568
Total GF/non-GF:	\$13,396	\$1,777,272	\$11,855	\$1,852,613
Program Total:	\$1,790,668		\$1,864,468	
Program FTE	0.00	1.50	0.00	1.55
Program Revenues				
Fees, Permits & Charges	\$0	\$1,772,120	\$0	\$4,709,418
Other / Miscellaneous	\$0	\$3,000	\$0	\$2,500
Program Revenue for Admin	\$2,152	\$0	\$1,568	\$0
Total Revenue:	\$2,152	\$1,775,120	\$1,568	\$4,711,918

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 reimbursements related to liability claims.

Significant Program Changes

Last year this program was: #72015, Liability Risk Management

Priority: Accountability

Lead Agency: County Management

Program Offer Type: Existing Operating

Program Contact: Mindy Harris

Related Programs:

Program Characteristics: In Target

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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Processing required notices and payments timely as measured by OR-WCD	98.0%	95.0%	98.0%	98.0%
Outcome	County Experience Modifier of less than average	30.0%	30.0%	36.0%	34.0%
Efficiency	Light duty placement success rate	86.0%	92.0%	91.0%	90.0%
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 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 and thus paying less in total premiums. i.e. we pay 36% less in premiums than the industry average.
- 3) 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	2008	2008	2009	2009
Personnel	\$0	\$242,834	\$0	\$250,675
Contracts	\$0	\$357,868	\$0	\$337,868
Materials & Supplies	\$0	\$2,153,850	\$0	\$2,145,350
Internal Services	\$0	\$53,160	\$0	\$63,454
Subtotal: Direct Exps:	\$0	\$2,807,712	\$0	\$2,797,347
Administration	\$19,266	\$3,587	\$15,620	\$2,528
Program Support	\$3,060	\$0	\$3,500	\$0
Subtotal: Other Exps:	\$22,326	\$3,587	\$19,120	\$2,528
Total GF/non-GF:	\$22,326	\$2,811,299	\$19,120	\$2,799,875
Program Total:	\$2,833,625		\$2,818,995	
Program FTE	0.00	2.50	0.00	2.50
Program Revenues				
Fees, Permits & Charges	\$0	\$2,647,712	\$0	\$2,647,712
Other / Miscellaneous	\$0	\$160,000	\$0	\$150,000
Program Revenue for Admin	\$3,587	\$0	\$2,528	\$0
Total Revenue:	\$3,587	\$2,807,712	\$2,528	\$2,797,712

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.

Significant Program Changes

Last year this program was: #72016, Workers Compensation

Priority: Accountability

Lead Agency: County Management

Program Offer Type: Existing Operating

Program Contact: Mindy Harris

Related Programs:

Program Characteristics: In Target

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 OR-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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	number of site safety visits designed to meet loss prevention requirements	0	22	18	20
Outcome	% of site safety visit recommendations completed within designated time frames	0.0%	70.0%	61.0%	65.0%
Outcome	Overall loss incident rate lower than industry standard (currently 5.4%)	5.1%	4.8%	4.8%	4.8%
Outcome	Number of time loss claims as a percentage of total claims	28.0%	25.0%	23.0%	23.0%

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 deficiencies based on industry standards. Outcome is dependent on Department initiation and follow through. The SHS role is to guide the work site until deficiencies are resolved.
3. An industry key 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. Time loss claims are the most severe and costly. This program focuses on best practice efforts to reduce the overall cost of claims. 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	2008	2008	2009	2009
Personnel	\$0	\$202,003	\$0	\$214,281
Contracts	\$0	\$45,000	\$0	\$41,000
Materials & Supplies	\$0	\$24,650	\$0	\$16,350
Internal Services	\$0	\$37,600	\$0	\$23,063
Subtotal: Direct Exps:	\$0	\$309,253	\$0	\$294,694
Administration	\$15,413	\$2,869	\$12,496	\$2,023
Program Support	\$2,448	\$0	\$2,800	\$0
Subtotal: Other Exps:	\$17,861	\$2,869	\$15,296	\$2,023
Total GF/non-GF:	\$17,861	\$312,122	\$15,296	\$296,717
Program Total:	\$329,983		\$312,013	
Program FTE	0.00	2.00	0.00	2.00
Program Revenues				
Fees, Permits & Charges	\$0	\$309,253	\$0	\$310,753
Program Revenue for Admin	\$2,869	\$0	\$2,023	\$0
Total Revenue:	\$2,869	\$309,253	\$2,023	\$310,753

Explanation of Revenues

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

Significant Program Changes

Last year this program was: #72017, Loss Prevention & Safety

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

Executive Summary

Central Procurement and Contract Administration (CPCA) assures that the County conducts appropriate and cost-efficient public procurement and contracting practices. CPCA is also responsible for maximizing contracting opportunities with Minority, Women, and Emerging Small Business (MWESB) contractors and Qualified Rehabilitation Facilities (QRFs).

Program Description

CPCA staff plan and conduct formal procurement processes in collaboration with department personnel, review and approve informal procurements, process exemptions, issue purchase orders, handle protests, enable compliance with procurement and contracting policies, review contract documents, maintain official contract records, and track and monitor contract data. By working with the County Attorney's office and Department personnel, CPCA helps safeguard the County from potential contractual risk and liability exposure. CPCA continuously strives to improve processes and incorporate changes in rules and administrative procedures based on best practices and revisions to State procurement and contracting statutes. CPCA staff promote and monitor MWESB participation in County contracts. We conduct outreach efforts to provide technical assistance and disseminate information to MWESBs. CPCA manages a Sheltered Market Program in partnership with the City of Portland to provide prime contracting experience for socioeconomically disadvantaged businesses performing Public Works contracts for the County.

Program Justification

CPCA provides accurate and timely procurement and contracting services to achieve essential County government objectives. CPCA conducts formal procurement processes for high-dollar, complex transactions and maintains oversight of the County's overall contracting process; we provide guidance tools and resources, including helpful information on our website to enable County employees to make purchases at amounts under the formal procurement threshold. CPCA employs environmentally sustainable procurement practices and aggregates purchases of Countywide goods and services to the extent possible to achieve greatest possible economies of scale; we utilize State and other volume purchase contracts to reduce costs. CPCA's expertise in procurement practices ensures compliance with laws, State procurement statutes, County Administrative Procedures, and rules established by Multnomah County's Public Contract Review Board (PCRB). CPCA activities enhance the County's efforts to build relationships and provide networking opportunities with contractors interested in doing business with Multnomah County. CPCA maintains an office in the Oregon Association of Minority Entrepreneurs(OAME) facility to increase access and opportunities for minority businesses. CPCA also contributes to the County's efforts to strengthen the local economy by conducting outreach and providing technical assistance to MWESB contractors as well as support for QRFs. CPCA programs are designed to support the growth and development of these historically underutilized businesses by offering referrals to technical assistance and creating incentives to participate in contracting opportunities.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Increased percent of contracts awarded to MWESB/QRF businesses	0.0%	5.0%	3.0%	5.0%
Outcome	Minimize the number of sustained protest actions	0	0	0	0
Efficiency	Quantity of formal RFP and ITB solicitations issued	0	0	0	50

Performance Measure - Description

 **Measure Changed**

A performance measure which assessed efficiency in contract document processing was deleted based on significant improvements achieved this year, and a new efficiency measure was added to track the quantity of formal procurements conducted.

Legal/Contractual Obligation

Contracts with the City of Portland to provide technical assistance to MWESB contractors in the Sheltered Market Program, Equal Employment Opportunity (EEO) certification services and data, and workforce hiring and training services. Oregon Revised Statutes (ORS) 279A, 279B and 279 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 the ORS requirements.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$1,514,998	\$0	\$1,619,290	\$0
Contracts	\$120,200	\$0	\$124,398	\$0
Materials & Supplies	\$68,673	\$0	\$70,150	\$0
Internal Services	\$323,801	\$0	\$267,490	\$0
Subtotal: Direct Exps:	\$2,027,672	\$0	\$2,081,328	\$0
Administration	\$138,715	\$25,824	\$112,466	\$18,203
Program Support	\$22,032	\$0	\$25,201	\$0
Subtotal: Other Exps:	\$160,747	\$25,824	\$137,667	\$18,203
Total GF/non-GF:	\$2,188,419	\$25,824	\$2,218,995	\$18,203
Program Total:	\$2,214,243		\$2,237,198	
Program FTE	18.00	0.00	18.00	0.00
Program Revenues				
Program Revenue for Admin	\$25,824	\$0	\$18,203	\$0
Total Revenue:	\$25,824	\$0	\$18,203	\$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. Revenues are projected to be \$2,800.

Significant Program Changes

Last year this program was: #72018, Central Procurement & Contracts Administration

Priority: Accountability

Lead Agency: County Management

Program Offer Type: Existing Operating

Program Contact: Mindy Harris

Related Programs:

Program Characteristics: In Target

Executive Summary

Multnomah County uses an integrated information system known as SAP (System Application and Data Processing Products) software to support many County-wide operations, monitoring and reporting functions such as budget development, financial and asset management, contract processing, human resource, employee compensation and historical data, and facilities maintenance. SAP provides the county's real-time operational data to employees, business partners and citizens.

Program Description

The SAP support program provides leadership, SAP education, business process analysis and re-engineering, project management and accountability for County's core business operation efforts. Key efforts include: (1) on-going support, training and business consulting to employees; (2) researching, analyzing, recommending, and implementing process innovation; (3) supporting employer and regulatory requirements; and, (4) supporting strategic planning to lower total cost of ownership.

Key efforts in FY09 include a continuous improvement to County business processes, including research of additional SAP functionalities and consultation with Departments on business process improvements.

Program Justification

SAP Support program champions integration of technology, people and process by eliminating manual processes and providing improved e-business solutions to effectively manage resources. SAP collaborates with departments on solutions that provide fact-based data for decision making and allows for standard practices. The Program is linked to Accountability priority in the following ways: 1) transparency of all financial and administrative data, 2) increased efficiency via the automation of many routine activities that free workforce from administrative and redundant tasks, allowing them to focus on value-added services to citizens, 3) better decisions at the right time with timely visibility into processes across the organization, 4) lower cost of ownership because it is a fully integrated solution, and, 5) flexibility to increased value-add solutions in the future.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Support Activities by category	2,000	2,000	2,300	2,300
Outcome	Maintenance support effort as a percentage of total support	85.0%	100.0%	85.0%	90.0%

Performance Measure - Description

Output - All support activities are tracked in Remedy. Each completed task is categorized and reported quarterly. Trend analysis is included. Will add time tracking in the future.

Outcome - Derive more value from the existing investment in SAP. Better balance activities dedicated to strategic investment activities versus maintenance activities. Target 70% dedicated to maintenance. Note: Maintenance includes many regulatory/required activities (see below)

Quality Indicators - The SAP Team is also developing two major quality indicators which we will start in FY 08: (1) System Availability (2) Configuration changes to support timely and accurate completion of solutions relating to regulatory and mandatory activities such as PERS, W-2's, 1099's, Union Contracts, Benefits Changes, Financial Statements etc. These changes are mandated by County, State and Federal Laws.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2008	2008	2009	2009
Program Expenses				
Personnel	\$1,276,574	\$0	\$1,365,442	\$0
Contracts	\$30,000	\$0	\$30,000	\$0
Materials & Supplies	\$44,170	\$0	\$45,270	\$0
Internal Services	\$1,234,753	\$0	\$1,296,353	\$0
Subtotal: Direct Exps:	\$2,585,497	\$0	\$2,737,065	\$0
Administration	\$88,623	\$16,499	\$71,853	\$11,630
Program Support	\$14,076	\$0	\$16,100	\$0
Subtotal: Other Exps:	\$102,699	\$16,499	\$87,953	\$11,630
Total GF/non-GF:	\$2,688,196	\$16,499	\$2,825,018	\$11,630
Program Total:	\$2,704,695		\$2,836,648	
Program FTE	11.50	0.00	11.50	0.00
Program Revenues				
Program Revenue for Admin	\$16,499	\$0	\$11,630	\$0
Total Revenue:	\$16,499	\$0	\$11,630	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #72019, SAP Integrated Information System

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

Executive Summary

The 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. 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 tax administration program contributes to the Accountability Priority by assuring 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. The tax collections contribute to the Thriving Economy and Vibrant Communities of the County by providing financial resources to operate the Oregon Convention Center, the Portland Performing Arts Center and the Portland Oregon Visitors Association.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
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 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

Taxes are created by Law and are affected by County voters. Administration of the local taxes are in accordance with these laws.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$127,177	\$0	\$86,246	\$0
Contracts	\$0	\$0	\$820,000	\$0
Materials & Supplies	\$6,300	\$0	\$6,960	\$0
Internal Services	\$3,576	\$0	\$181	\$0
Subtotal: Direct Exps:	\$137,053	\$0	\$913,387	\$0
Administration	\$11,560	\$2,152	\$6,248	\$1,011
Program Support	\$1,836	\$0	\$1,400	\$0
Subtotal: Other Exps:	\$13,396	\$2,152	\$7,648	\$1,011
Total GF/non-GF:	\$150,449	\$2,152	\$921,035	\$1,011
Program Total:	\$152,601		\$922,046	
Program FTE	1.00	0.00	1.00	0.00
Program Revenues				
Taxes	\$0	\$0	\$820,000	\$0
Program Revenue for Admin	\$2,152	\$0	\$1,011	\$0
Total Revenue:	\$2,152	\$0	\$821,011	\$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: #72020, Tax Administration

Priority: Accountability

Lead Agency: County Management

Program Offer Type: Existing Operating

Program Contact: Mindy Harris

Related Programs:

Program Characteristics: Joint Offer, In Target

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 and Sheriff'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 Inter Governmental Agreement (IGA) with City Revenue Bureau to collect delinquent ITAX, (3) managing the Inter Governmental Agreements with various school districts that receive ITAX funds, and, (4) 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 \$3.6 million in FY09, of which \$1.8 million will be distributed to schools and about \$600,000 will be directed to county programs. Administrative and collection expenses are expected to be about \$1.2 million.

Program Justification

The ITAX program is linked to the Accountability, Public Safety and Basic Living Needs priorities. For accountability, the 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 \$12 million is projected to be outstanding as delinquent and non-filers representing about 45,000 accounts.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Cummulative ITAX Collected	367,191,482	372,131,163	372,131,163	375,731,163
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 is 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.

Legal/Contractual Obligation

Ballot Measure 26-48

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2008	2008	2009	2009
Program Expenses				
Personnel	\$400,074	\$0	\$487,406	\$0
Contracts	\$1,270,140	\$0	\$550,000	\$0
Materials & Supplies	\$155,000	\$0	\$130,000	\$0
Internal Services	\$66,321	\$0	\$149,110	\$0
Subtotal: Direct Exps:	\$1,891,535	\$0	\$1,316,516	\$0
Administration	\$50,091	\$9,325	\$3,124	\$506
Program Support	\$7,956	\$0	\$700	\$0
Subtotal: Other Exps:	\$58,047	\$9,325	\$3,824	\$506
Total GF/non-GF:	\$1,949,582	\$9,325	\$1,320,340	\$506
Program Total:	\$1,958,907		\$1,320,846	
Program FTE	6.50	0.00	6.50	0.00
Program Revenues				
Program Revenue for Admin	\$9,325	\$0	\$506	\$0
Total Revenue:	\$9,325	\$0	\$506	\$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

Last year this program was: #72021, Personal Income Tax Collection

Priority: Vibrant Communities

Lead Agency: County Management

Program Offer Type: Existing Operating

Program Contact: Mindy Harris

Related Programs:

Program Characteristics: In Target

Executive Summary

The Recreation Fund Payment to Metro program provides support funding to Metro for the operation and maintenance of community parks. The expenditures of the fund are pass-through payments to Metro under an Intergovernmental Agreement 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of visitors at Blue Lake, Oxbow Park, and Chinook Landing	725,000	740,000	740,000	765,000
Outcome	Number of volunteer hours	30,500	40,000	40,000	40,500

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
	2008	2008	2009	2009
Program Expenses				
Contracts	\$0	\$117,314	\$0	\$117,567
Internal Services	\$0	\$2,686	\$0	\$2,433
Subtotal: Direct Exps:	\$0	\$120,000	\$0	\$120,000
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	\$120,000
Program Total:	\$120,000		\$120,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Taxes	\$0	\$120,000	\$0	\$120,000
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$120,000	\$0	\$120,000

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: #72022, Recreation Fund Payment to Metro
None

Priority: Safety
Program Offer Type: Existing Operating
Related Programs:
Program Characteristics: In Target

Lead Agency: County Management
Program Contact: Mindy Harris

Executive Summary

The program is the completion of the Public Safety Bond Fund projects that were approved by County voters in May 1996. Completed projects included construction of the Wapato Jail, improvements at Inverness Jail and the Justice Center; in addition the fund supported information technology projects such as the Electronic Sheriff's Warrants Information System and the District Attorney Case Tracking System.

Program Description

Final dollars from the Public Safety Bond Fund will be used to complete construction projects at the Wapato Jail. Specific FY 2009 projects from these funds have not been identified at time of budget submittal. The budget will be modified as more specific information is available.

Program Justification

Any projects approved would promote public safety as they contribute to the operation of the jail facilities. These facilities directly contribute to holding offenders accountable by providing jail beds, tracking offenders, offering treatment and work programs as well as community placement at the end of the sentences.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Completion of Public Safety Bond Fund projects by end of FY 2009	0.0%	0.0%	0.0%	100.0%
Outcome	Public Safety Bond Fund closed out by end of FY 2009 (0 = No, 1 = Yes)	0	0	0	1

Performance Measure - Description

Legal/Contractual Obligation

These projects are to be completed within the next fiscal year and within budgeted dollars.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2008	2008	2009	2009
Program Expenses				
Capital Outlay	\$0	\$600,000	\$0	\$565,000
Cash Transfer	\$0	\$0	\$0	\$425,000
Unappropriated & Contingency	\$0	\$85,606	\$0	\$0
Subtotal: Direct Exps:	\$0	\$685,606	\$0	\$990,000
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$685,606	\$0	\$990,000
Program Total:	\$685,606		\$990,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$685,606	\$0	\$990,000
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$685,606	\$0	\$990,000

Explanation of Revenues

Revenues are Beginning Working Capital for the Public Safety Bond Fund.

Significant Program Changes

Last year this program was: #72089, Public Safety Bond Fund - Completion of Bond Fund Program Projects

Priority: Vibrant Communities

Lead Agency: County Management

Program Offer Type: Existing Operating

Program Contact: Mindy Harris

Related Programs:

Program Characteristics: In Target

Executive Summary

Program assists County with satisfaction of Oregon Department of Environmental Quality (DEQ) Employee Commute Option (ECO) mandate via the TriMet Universal (formally Passport) 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

Program 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/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/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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Percent of eligible employees carrying passes	72.0%	80.0%	70.0%	80.0%
Outcome	County worksites meeting DEQ requirement for employee trip reduction goals	0.0%	85.0%	46.0%	46.0%
Outcome	Number of annual drive alone commuter trips	355,165	350,000	343,096	350,000
Outcome	Percent of commute trips using public transportation	0.0%	52.0%	52.0%	52.0%

Performance Measure - Description

Output #1: New bus pass year begins 9/1. 70% results thru 11/07. Participation historically increases through the bus pass year.

Outcome #1: DEQ survey done once each 2 years. Surveyed all worksites in 2007 - not just central worksites. Survey has become more complex and concentration of employee populations has shifted over time - 85% may be unrealistic goal. For central worksites, previously surveyed, 57% met or exceeded goal (12 out of 21). Of the 9 sites that did not meet goal we are within .03% of reaching goal. We've had some real successes in locations that would not be expected to meet goal (Yeon, Blanchard, DE Long). County has numerous worksites that are not serviced by mass transit and/or that have 24/7 operation. Including those additional sites reduced expected results.

DEQ transportation survey is performed once every 24 months. New data will not be available until the survey is repeated in June 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	2008	2008	2009	2009
Materials & Supplies	\$0	\$942,482	\$0	\$1,000,198
Subtotal: Direct Exps:	\$0	\$942,482	\$0	\$1,000,198
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$942,482	\$0	\$1,000,198
Program Total:	\$942,482		\$1,000,198	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$942,482	\$0	\$0
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$942,482	\$0	\$0

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.

Significant Program Changes

Last year this program was: #72090, Bus Pass Program

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

Lead Agency: County Management
Program Contact: Karyne Dargan

Program Characteristics: In Target

Executive Summary

The Budget Office guides the development of the County's Budget Process and supports the Chair and the Board of County Commissioners in its 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 Budget process, evaluates County policies and operations, and recommends redirection of policy and/or resources. The Budget Office prepares and presents the following:

- Financial forecasting and budget projections;
- Cost control analyses; and
- Monthly expenditure and revenue monitoring.

Staff assist in measuring performance of County programs, and research evidence based practices and quality improvement efforts. The Budget Office develops and maintains databases and related management systems; provides 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 related matters; identify and resolve financial problems; and support the 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. All the information for the budget is available online for citizens and employees to access at their convenience.
- 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 throughout the County about service efficiency, coordination, innovation and continual improvement.
- Performing analyses ranging from financial forecasting to employee satisfaction to jail capacity. Information prepared by the office is regularly used to make policy decisions by the Chair's Office, Board, departments, and local agencies and partners.

In FY 2009 our office will be assisting the District Attorney in evaluating their COPS grant. We will also be assisting the Department of County Management in department wide evaluation.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of reports and requests for service produced.	45	40	118	200
Outcome	Percentage of reports produced on time and without material error	95.0%	92.0%	98.0%	95.0%
Quality	Percent error in the Budget Revenue Forecast	4.6%	2.0%	3.5%	2.0%
Quality	Percentage of customers satisfied with Budget Office Staff performance	95.7%	92.0%	92.0%	92.0%

Performance Measure - Description

 **Measure Changed**

At the request of the Operations Officer, we have changed our output measure to include all research/evaluation reports plus requests for service. In FY 2007, we tracked data for 118, 45 of which were specifically research/evaluation reports. Next year, all of our requests will be tracked. The forecast last year was off-target due to significant variation in the Business Income Tax.

Legal/Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$1,275,587	\$0	\$1,307,408	\$0
Contracts	\$95,000	\$0	\$63,000	\$0
Materials & Supplies	\$53,038	\$0	\$52,700	\$0
Internal Services	\$760,832	\$0	\$605,696	\$0
Subtotal: Direct Exps:	\$2,184,457	\$0	\$2,028,804	\$0
Administration	\$8,345	\$208	\$9,164	\$124
Program Support	\$13,773	\$0	\$15,051	\$0
Subtotal: Other Exps:	\$22,118	\$208	\$24,215	\$124
Total GF/non-GF:	\$2,206,575	\$208	\$2,053,019	\$124
Program Total:	\$2,206,783		\$2,053,143	
Program FTE	11.00	0.00	11.00	0.00
Program Revenues				
Program Revenue for Admin	\$208	\$0	\$124	\$0
Total Revenue:	\$208	\$0	\$124	\$0

Explanation of Revenues

This program is supported by General Fund.

Significant Program Changes

Last year this program was: #72023, Budget Office

The shift from the original MultStat model to a Policy and Performance Forum was done in FY 2008. The new forum will assist the Chair's Office in day to day business decisions by providing a brief review of department operational outlooks as well as face to face discussions on broader countywide policy decisions.

The Budget Office was asked to take a 3% constraint, this resulted in the loss of nearly \$35,000 in contract services that were used to assist the office with budget planning and forecasting.

Priority: Accountability **Lead Agency:** County Management
Program Offer Type: Administration **Program Contact:** Randy Walruff
Related Programs: 72031, 72032, 72033, 72034, 72035, 72036, 72037, 72038, 72039, 72040, 72041, 72042, 72043
Program Characteristics: In Target

Executive Summary

The Assessment & Taxation Division (A&T) Administrative office 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 (Recording, Marriage License, and Domestic Partnership) functions, 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 \$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 and contracting; and monitors annual expenditures.

Program Justification

This program contributes to the Accountability Priority by supporting and providing 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. Also by ensuring collection of property taxes in a timely manner that is fair and equitable to all taxpayers and in maintaining accurate accessible property ownership and property descriptions that are used in the production of county property tax maps. The program is accountable by providing 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Total Number of Property Tax Accounts Administered	333,416	335,000	340,000	346,000
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	4.7%	5.0%	5.0%	5.0%
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 DOR (Grant document, Appraisal Plan, Ratio Study) implies adequacy of A&T operations and uniform taxation. The goal is to maintain administrative costs at 5% or less of the actual total A&T 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 06/07 was \$3.97.

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 A&T is already at the minimally acceptable staffing level to perform their 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	2008	2008	2009	2009
Personnel	\$547,304	\$0	\$559,101	\$0
Contracts	\$4,000	\$0	\$2,000	\$0
Materials & Supplies	\$37,370	\$0	\$37,552	\$0
Internal Services	\$83,826	\$0	\$93,928	\$0
Subtotal: Direct Exps:	\$672,500	\$0	\$692,581	\$0
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$672,500	\$0	\$692,581	\$0
Program Total:	\$672,500		\$692,581	
Program FTE	5.00	0.00	5.00	0.00
Program Revenues				
Fees, Permits & Charges	\$120,000	\$0	\$110,000	\$0
Intergovernmental	\$200,000	\$0	\$113,400	\$0
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$320,000	\$0	\$223,400	\$0

Explanation of Revenues

Participation in the State funded CAFFA Grant averages approximately 35% reimbursement of expenditures. Program General Fund revenue of \$110K 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

Last year this program was: #72026, Assessment & Taxation -Administration

Priority: Accountability **Lead Agency:** County Management
Program Offer Type: Existing Operating **Program Contact:** Randy Walruff
Related Programs: 72030, 72032, 72036, 72037, 72038, 72039, 72040, 72041, 72043
Program Characteristics: In Target

Executive Summary

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

Program Description

This program maintains all property tax roll descriptions and ownership information, special assessments, and the official County assessor maps that include maintaining property, taxing district, and urban renewal boundaries. It records and processes subdivisions, condominiums, and partition plats; annexations and County road filings; and processes changes to government exemptions. This program provides direct customer service for approximately 15,000 telephone inquiries and 10,000 walk-in customers and updates ownership on over 38,000 accounts annually.

Program Justification

This program primarily contributes to the Accountability Priority-fairness in assessing and collecting taxes-by maintaining up-to-date accessible property ownership and property descriptions that are used in the production of tax statements and county property tax maps. Current ownership and timely created accounts ensure that the correct owner is assessed the correct amount thus the tax is distributed as equitably as possible. The program also contributes to the Thriving Economy priority by accurately maintaining tax maps that are used to describe urban renewal boundaries, process subdivisions, describe condominiums, partition plats, describe annexations and County road filings. 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of Ownership Changes Processed	38,883	43,000	35,000	35,000
Outcome	Average Number of Days to Complete Ownership Change	3	3	3	3
Output	Number of New Accounts Created Due to Plats and Condominiums	6,574	5,000	6,800	7,000

Performance Measure - Description

The number of ownership changes is affected by the volume of real estate related property transactions- although the housing market has been active for several years it has slowed during the last half of 2007. Process improvements in place continue to provide a 3-day turnaround. Although the number of plats, particularly the establishment of condominiums, had increased significantly in the last 2-3 years there now appears to be a slight decrease.

Legal/Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapters 92,199,222,457,477,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 staffing. The DOR has determined that A&T is already at the minimally acceptable staffing level to perform their 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	2008	2008	2009	2009
Personnel	\$1,194,211	\$89,314	\$1,255,754	\$102,845
Contracts	\$5,000	\$28,000	\$7,500	\$12,000
Materials & Supplies	\$54,091	\$0	\$58,889	\$2,721
Internal Services	\$358,155	\$2,686	\$313,268	\$2,434
Subtotal: Direct Exps:	\$1,611,457	\$120,000	\$1,635,411	\$120,000
Administration	\$119,931	\$397	\$116,964	\$200
Program Support	\$234,743	\$0	\$260,864	\$0
Subtotal: Other Exps:	\$354,674	\$397	\$377,828	\$200
Total GF/non-GF:	\$1,966,131	\$120,397	\$2,013,239	\$120,200
Program Total:	\$2,086,528		\$2,133,439	
Program FTE	16.50	0.00	16.50	0.00
Program Revenues				
Fees, Permits & Charges	\$20,000	\$0	\$20,000	\$0
Intergovernmental	\$500,000	\$120,000	\$491,400	\$120,000
Program Revenue for Admin	\$137,334	\$0	\$96,671	\$0
Total Revenue:	\$657,334	\$120,000	\$608,071	\$120,000

Explanation of Revenues

Participation in the State funded CAFFA Grant averages approximately 35% reimbursement of expenditures. Program revenue of \$20,000 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

Last year this program was: #72027, A&T-Records Management

Priority: Accountability
Program Offer Type: Existing Operating
Related Programs: 72030, 72031, 72043

Lead Agency: County Management
Program Contact: Randy Walruff

Program Characteristics: In Target

Executive Summary

The Document Recording & Records Storage/Retrieval Systems program is responsible for recording land ownership-related and other legal documents, maintaining and indexing a permanent record of those documents. The program also provides direct customer service by reviewing and recording documents, providing certified copies, and providing information over the phone and in person.

Program Description

This program performs the statutorily required County Clerk functions that include recording documents related to real property transactions, and maintaining the custody, safekeeping, and preservation of all files and records of deeds, mortgages, maps, plats, contracts, powers of attorney, lien records, and other interests affecting the title to real property required or permitted by law to record. It records approximately 237,000 documents, responds to 50,000+ telephone inquiries, and assists 30,000 walk-in customers annually.

Program Justification

This program primarily contributes to the Accountability Priority by providing accurate, quality services in recording legal documents requested by citizens and businesses. It also contributes to Accountability -fairness in assessing and collecting taxes- by maintaining accurate land and ownership information used in the production of tax statements. Up-to-date ownership ensures that the correct owner is assessed the correct amount thus the tax burden is distributed as equitably as possible. This program also contributes to the Thriving Economy priority by timely recording and accurately maintaining legal documents required by private sector citizens as they conduct business. A new recording system was purchased and implemented in January 2008. The system costs were less than budgeted and installation was according to schedule.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of Documents Recorded	237,692	240,000	225,000	225,000
Outcome	Average Number of Business Days to Return Original Document	103	45	15	10
Quality	Customer Satisfaction Survey	98.6%	90.0%	98.0%	98.0%
Efficiency	Cost per Document to Process and Maintain (in Dollars)	4	5	5	5

Performance Measure - Description

The number of days to return an original document varies due to the volume of documents received and the staffing level. The volume has decreased over the last several months and is more in line with the current capacity of the unit. Because of this decrease the statutory requirement for returning a document is 10 business days is now being met. However when necessary staff from other units continue to assist during their off-peak times to maintain the turnaround time. The customer survey has been in place since May 2007. The cost per document may increase with increased personnel and material and services costs as well as the cost to convert microfilm records to digital images.

Legal/Contractual Obligation

Functions in this program are required under Oregon Revised Statutes (ORS) Chapter 205 requires each County to record documents, collect fees, and maintain a permanent document record. While there is not a mandated level of staffing ORS 205.180 requires documents to be entered in the record "immediately". ORS 205.238 requires original documents to be returned within 10 business days. ORS 205.242 requires the Recording office be open six hours between 9AM-4PM. Reductions to this program would put the County out of compliance, create a backlog that would impact customers and impact County revenue.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$771,243	\$0	\$799,189	\$0
Contracts	\$180,687	\$0	\$198,687	\$0
Materials & Supplies	\$64,286	\$0	\$88,648	\$0
Internal Services	\$251,813	\$0	\$292,974	\$0
Capital Outlay	\$75,000	\$0	\$50,000	\$0
Subtotal: Direct Exps:	\$1,343,029	\$0	\$1,429,498	\$0
Administration	\$92,907	\$307	\$95,250	\$162
Program Support	\$181,851	\$0	\$212,438	\$0
Subtotal: Other Exps:	\$274,758	\$307	\$307,688	\$162
Total GF/non-GF:	\$1,617,787	\$307	\$1,737,186	\$162
Program Total:	\$1,618,094		\$1,737,348	
Program FTE	11.50	0.00	11.50	0.00
Program Revenues				
Fees, Permits & Charges	\$5,673,000	\$0	\$4,950,000	\$0
Program Revenue for Admin	\$106,389	\$0	\$78,725	\$0
Total Revenue:	\$5,779,389	\$0	\$5,028,725	\$0

Explanation of Revenues

This program is supported by General Fund revenues. This program collects fees for the recording of documents as well as fees for the Corner Preservation Fund, Records Storage and Retrieval Fund, and the Oregon Land Information System Fund (OLIS). The revenue for FY 05/06 was \$6.5M, 06/07 was \$6M; 07/08 estimate is \$4.8M, 08/09 estimate is \$4.8M. Storage and Retrieval fees are estimated at \$150K.

Significant Program Changes

Last year this program was: #72028, A&T-Document Recording & Records Storage/Retrieval

The volume of documents is related to the housing and refinancing market and therefore difficult to predict. However, the reduced volume is more in line with the current staffing level allowing for greater compliance in returning original documents to customers.

Priority: Accountability **Lead Agency:** County Management
Program Offer Type: Existing Operating **Program Contact:** Randy Walruff
Related Programs: 72030, 72035, 72038, 72039, 72040, 72041, 72043
Program Characteristics: In Target

Executive Summary

The Property Tax Collection Program bills, collects, and distributes property taxes for 60+ Multnomah County taxing districts. It also provides direct customer service by maintaining accurate tax account information, processing payments, and supplying tax information over the phone and in person.

Program Description

This program mails tax statements; collects current and delinquent property taxes; processes foreclosures; and maintains computerized tax account files. Approximately 350,000 statements and 50,000 other notices are mailed annually, over \$1.1 Billion in property taxes is levied to be collected and distributed to 60+ taxing districts. It also provides property tax information and direct customer service to over 250,000 customers (telephone and at the counter) annually. The staff on the property Tax Information Line (503-988-3326) alone answers approximately 100,000 calls annually.

Program Justification

This program contributes to the Accountability Priority by collecting property taxes in a timely manner that is fair and equitable to all taxpayers. The program is accountable by providing responsive, accurate, quality customer service to taxpayers and other government agencies while complying with the property tax laws. This program connects directly with the taxpayer by providing information and through that contact increases the understanding of government and its role in property taxation. Customer use of on-line payment continues to increase. Working with the County's bank additional electronic banking options have been implemented that increase payment processing efficiency. Work continues with the City of Portland to provide additional property tax information to the public through the City's Portland Maps website.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Property Tax Statements Issued	354,751	350,000	360,000	360,000
Outcome	Percentage of Collection of Current Year Property Taxes	97.3%	97.0%	97.0%	97.0%
Input	Number of Information Line Phone Calls Answered	98,780	107,000	97,000	97,000
Outcome	Taxes Collected Via Electronic Payment (in Dollars)	7,114,421	10,000,000	18,000,000	35,000,000

Performance Measure - Description

Number of Tax Statements generated each year includes the November, February, May trimesters and the delinquent real property statements. Through further cross training of staff and additional deployment of the Symposium call distribution system customer calls are able to be answered more quickly. The newly implemented process is anticipated to increase dollars collected electronically and is reflected in the measure's actual and forecasted dollars.

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 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 A&T staffing. The DOR has determined that the Assessment & Taxation Division is already at the minimally acceptable staffing level to perform their 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	2008	2008	2009	2009
Personnel	\$1,725,369	\$0	\$1,514,392	\$0
Contracts	\$108,736	\$0	\$37,990	\$0
Materials & Supplies	\$118,540	\$0	\$117,900	\$0
Internal Services	\$645,443	\$0	\$622,583	\$0
Subtotal: Direct Exps:	\$2,598,088	\$0	\$2,292,865	\$0
Administration	\$87,221	\$289	\$152,068	\$259
Program Support	\$170,724	\$0	\$339,157	\$0
Subtotal: Other Exps:	\$257,945	\$289	\$491,225	\$259
Total GF/non-GF:	\$2,856,033	\$289	\$2,784,090	\$259
Program Total:	\$2,856,322		\$2,784,349	
Program FTE	20.00	0.00	20.00	0.00
Program Revenues				
Fees, Permits & Charges	\$276,000	\$0	\$280,000	\$0
Intergovernmental	\$760,000	\$0	\$604,800	\$0
Other / Miscellaneous	\$500	\$0	\$500	\$0
Program Revenue for Admin	\$99,879	\$0	\$125,684	\$0
Total Revenue:	\$1,136,379	\$0	\$1,010,984	\$0

Explanation of Revenues

Participation in the State funded CAFFA Grant averages approximately 35% reimbursement of expenditures. Program revenues of \$280K are from service fees including Foreclosure & Title litigation guarantee fees, Delinquent property tax Warrant Fees, and other miscellaneous tax collection fees. The remaining support coming 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 totaled \$1.1 Billion for FY 07/08 providing approximately \$265M or 65% of the County's General Fund revenue.

Significant Program Changes

Last year this program was: #72029, A&T -Property Tax Collection

In considering organizational structure it was determined that the Personal Property Appraisal and Personal Property Collection units should be combined into one unit. The expectation is greater efficiency through alignment of valuation and collection efforts, crosstraining, and up-to-date, shared information regarding customer accounts. This is expected to improve collection of delinquent accounts - 3.0 FTE were transferred to the Assessment & Collection -Personal Property, Offer #72040.

Priority: Accountability

Lead Agency: County Management

Program Offer Type: Existing Operating

Program Contact: Randy Walruff

Related Programs: 72030, 72043

Program Characteristics: In Target

Executive Summary

The Marriage License and Domestic Partner program provides licenses, forms, information, and direct customer service for couples wanting to get married or register as Domestic Partners (DP) in either the State or County (Ordinance 948) program. It also maintains the permanent records of these transactions for the public.

Program Description

The Oregon Dept of Human Services (ODHS) supplies the marriage license (ML) and State Domestic Partnership (DP) forms to the counties and provides some technical assistance. Multnomah County makes all forms available to the public along with general information and customer service (telephone and counter). Staff reviews and approves the forms as representatives of the County, collects the fees, and forwards forms to the State for registration. This program provides direct customer service to approximately 10,000 walk-in customers and 15,000 telephone inquiries – issues approximately 6,400 marriage licenses and 100 County DP registrations annually. The number of registrations for the new State DP program is estimated at 2,000 annually.

Program Justification

This program contributes to the Accountability Priority by providing quality service in issuing marriage licenses and domestic partner registrations. It also contributes to Accountability by maintaining current and accurate public records.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Marriage Licenses Issued	6,383	6,500	6,400	6,400
Outcome	Percentage of Accurately Processed Licenses	99.6%	99.0%	99.0%	99.0%
Efficiency	Cost per Marriage License Issued (in Dollars)	14	20	15	15
Quality	Customer Service Satisfaction	99.2%	98.6%	99.0%	99.0%

Performance Measure - Description

The cost per license will fluctuate relative to the number of licenses issued. As DP activity becomes available measures can be updated to include both. The customer survey has been in place since May 2007.

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapter 106 requires the County to process and issue marriage licenses. Multnomah County Ordinance 948 authorized and established a program for unmarried, committed couples to voluntarily register as domestic partners. The 2007 legislature passed HB 2007 establishing a statewide Domestic Partnership Registration program requiring the County to issue State DP registrations. The elimination of this program would leave the County unable to issue marriage licenses or register domestic partners.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$62,927	\$0	\$65,866	\$0
Contracts	\$1,300	\$0	\$2,100	\$0
Materials & Supplies	\$11,058	\$0	\$10,730	\$0
Internal Services	\$18,887	\$0	\$26,067	\$0
Subtotal: Direct Exps:	\$94,172	\$0	\$104,763	\$0
Administration	\$6,541	\$22	\$6,974	\$12
Program Support	\$12,804	\$0	\$15,554	\$0
Subtotal: Other Exps:	\$19,345	\$22	\$22,528	\$12
Total GF/non-GF:	\$113,517	\$22	\$127,291	\$12
Program Total:	\$113,539		\$127,303	
Program FTE	1.00	0.00	1.00	0.00
Program Revenues				
Fees, Permits & Charges	\$235,000	\$0	\$275,000	\$0
Program Revenue for Admin	\$7,491	\$0	\$5,764	\$0
Total Revenue:	\$242,491	\$0	\$280,764	\$0

Explanation of Revenues

This program is supported by General Fund revenues. A statutorily set \$60 fee is collected for each marriage license and for both State and County DP registration with the following allocation: \$25 to the County General Fund; \$25 to State Domestic Violence; and \$10 to Court Conciliation Services. Additionally, fees are charged for certified copies of licenses. The General Fund portion of marriage license and fee revenue has averaged approximately \$225K with the addition of the State DP registrations revenue is estimated at \$275K.

Significant Program Changes

Last year this program was: #72030, A&T-Marriage License / Domestic Partner Registry
HB 2007 provided for state-wide Domestic Partnership Registration that was to be implemented January 1, 2008. However, legal action has delayed its implementation providing no historical data for the 08/09 expenditure and revenue estimates.

Priority: Accountability **Lead Agency:** County Management
Program Offer Type: Existing Operating **Program Contact:** Randy Walruff
Related Programs: 72030, 72033, 72038, 72039, 72040, 72041, 72043
Program Characteristics: In Target

Executive Summary

The Board of Property Tax Appeals (BOPTA) members are citizens selected by the Board of County Commissioners (BCC) to hear appeal petitions from taxpayers who disagree with the property value established by the Assessor. This is the first step in the property value appeals process. The BOPTA makes decisions to reduce the property value or waive Personal Property Late Filing fees based on the evidence provided by the taxpayer.

Program Description

The BOPTA hears appeal petitions from citizens who disagree with the appraised value of their real property or personal property late filing penalties. BOPTA board members are citizen volunteers that are paid per diem for conducting hearings and making decisions between the first Monday in February and April 15th. Existing staff in the Property Tax Collection program, with some additional seasonal temporary help, provide the BOPTA with administrative support - arranging board training, scheduling hearings, recording hearing minutes, producing/ mailing decisions, compiling annual BOPTA recap reports. The program staff also provides information and follows up directly with customers.

Program Justification

This program contributes to the Accountability Priority by providing opportunities for taxpayers to appeal their property tax values which results in fairness in assessing and collecting taxes. It also serves as a direct contact point with government and helps educate the taxpayer about property taxes. This program also contributes to citizen involvement by having citizens serve on the Board of Property Tax Appeals, which increases trust, confidence and satisfaction with County government.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Total Number of BOPTA Appeal Petitions Processed	638	800	900	700
Outcome	Percentage of Decisions Processed Accurately	99.2%	99.0%	99.0%	99.0%

Performance Measure - Description

Previous appeal petition activity: 02/03 1599; 03/04 1492; 04/05 1194 In 05-06 the number dropped to 651 most likely due to a \$61M reduction in Portland Public School (PPS) taxes. Although PPS taxes rose slightly in 06-07 the actual appeals were 638. New measures passed by the voters raised 07-08 PPS taxes by 10% and the 07/08 appeal petitions are estimated at 900.

Legal/Contractual Obligation

Oregon Revised Statutes (ORS) Chapter 309 requires the County to appoint a Board of Property Tax Appeals to conduct hearings and determine if the Real Market Value (RMV) has been appropriately established by the Assessor. Appeal hearings must be conducted and completed between the first Monday of February and April 15th. 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 A&T is already at the minimally acceptable staffing level to perform their 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	2008	2008	2009	2009
Personnel	\$11,804	\$0	\$11,813	\$0
Contracts	\$15,000	\$0	\$15,000	\$0
Materials & Supplies	\$1,623	\$0	\$1,626	\$0
Internal Services	\$27,257	\$0	\$28,940	\$0
Subtotal: Direct Exps:	\$55,684	\$0	\$57,379	\$0
Administration	\$3,816	\$13	\$3,803	\$6
Program Support	\$7,469	\$0	\$8,484	\$0
Subtotal: Other Exps:	\$11,285	\$13	\$12,287	\$6
Total GF/non-GF:	\$66,969	\$13	\$69,666	\$6
Program Total:	\$66,982		\$69,672	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Intergovernmental	\$45,800	\$0	\$37,800	\$0
Program Revenue for Admin	\$4,370	\$0	\$3,143	\$0
Total Revenue:	\$50,170	\$0	\$40,943	\$0

Explanation of Revenues

Participation in the State funded CAFFA Grant averages approximately 35% reimbursement of expenditures with remaining support coming from General Fund revenues.

Significant Program Changes

Last year this program was: #72031, A&T-Board of Property Tax Appeals

Although 07/08 appeal petitions have increased as anticipated the budget appears to be adequate for the 07/08 activity. The current appeal petition estimate for 08/09 is approximately 700. The 08/09 budget reflects the anticipated reduction but also leaves room for the possibility of a greater number of appeal petitions. A customer survey will be conducted for the February-April 2008 BOPTA hearings.

Priority: Accountability **Lead Agency:** County Management
Program Offer Type: Support **Program Contact:** Randy Walruff
Related Programs: 72030, 72031, 72035, 72037, 72038, 72039, 72041, 72043
Program Characteristics: In Target

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

A&T Assessment Performance Analysis Unit contributes to the Accountability Priority by linking to A&T appraisal and other programs and their contributions to Accountability. 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of Projects Maintained	0	0	14	14
Outcome	% of Residential Neighborhoods With Equity Compliance	93.0%	0.0%	90.0%	90.0%

Performance Measure - Description

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. An outcome measure of "Residential Equity Compliance" was developed by the team to demonstrate how consistently values are changed among properties in the same neighborhood. A self-imposed compliance goal of variances under 1.0, 2.0, and 5.0 for homogenous, nonhomogenous, and rural neighborhoods respectively has been tentatively established pending more experience with use of this measurement.

Legal/Contractual Obligation

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 A&T is already at the minimally acceptable staffing level to perform their 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
	2008	2008	2009	2009
Program Expenses				
Personnel	\$498,081	\$0	\$223,482	\$0
Contracts	\$0	\$0	\$5,112	\$0
Materials & Supplies	\$6,652	\$0	\$5,285	\$0
Internal Services	\$60,963	\$0	\$42,469	\$0
Subtotal: Direct Exps:	\$565,696	\$0	\$276,348	\$0
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$565,696	\$0	\$276,348	\$0
Program Total:	\$565,696		\$276,348	
Program FTE	2.30	0.00	2.30	0.00
Program Revenues				
Intergovernmental	\$100,000	\$0	\$75,600	\$0
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$100,000	\$0	\$75,600	\$0

Explanation of Revenues

Through participation in the State funded CAFFA Grant, approximately 35% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72037, A&T- Business Applications Support

This program offer was formerly included in A&T Business Applications Support. The staff (two Senior Analysts) and functions have been moved into the Appraisal Section to which they are more closely aligned. In addition, a portion of the Assessment Manager position is now allocated to this function.

Priority: Accountability **Lead Agency:** County Management
Program Offer Type: Existing Operating **Program Contact:** Randy Walruff
Related Programs: 72030, 72031, 72036, 72038, 72039, 72040, 72041, 72042, 72043
Program Characteristics: In Target

Executive Summary

The Property Assessment-Special Programs section is responsible for processing all applications for property tax exemption or special assessment and monitoring properties for continued qualification for exemption or special assessment.

Program Description

This program maintains over 5,000 property tax exemptions relating to the Disabled Veteran's and Widows Active Military exemption programs. The program is responsible for over 10,000 accounts with full or partial charitable, fraternal, religious, and other types of exemptions. The program is responsible for specially assessed properties including farm, forest, historic, and numerous other specially assessed programs mandated by law. Questionnaires are mailed and examined to verify continued qualification for reduced assessment of farmland. Ownership records are monitored to identify exempt accounts sold to non-exempt owners. This section monitors leasehold records to maintain accurate taxable values on over 400 accounts where non-exempt tenants lease from exempt government agencies. This program performs 500 to 1000 field inspections in performing its compliance activities. Program staff calculates and redistributes Maximum Assessed Values in compliance with Measure 50 tax limitation requirements for thousands of new properties created each year by subdivisions, new condominiums and consolidation of accounts. This program 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 contributes to the Accountability Priority by ensuring 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Exempt Accounts Annually Reviewed for Compliance	2,144	1,200	2,200	2,200
Outcome	Taxable Market Value Re-established to the Roll	383,370,878	250,000,000	250,000,000	250,000,000
Input	Total Exempt Accounts Monitored	33,385	33,500	33,500	33,500
Output	Number of Tax Roll Corrections Processed	3,922	0	3,300	3,300

Performance Measure - Description

 **Measure Changed**

New measure: Number of Tax Roll Corrections Processed. Reports the workload on a significant and complex task performed by the Special Programs Unit.

Legal/Contractual Obligation

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 A&T is already at the minimally acceptable staffing level to perform their 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	2008	2008	2009	2009
Personnel	\$459,520	\$0	\$587,943	\$0
Materials & Supplies	\$5,732	\$0	\$5,155	\$0
Internal Services	\$78,084	\$0	\$86,750	\$0
Subtotal: Direct Exps:	\$543,336	\$0	\$679,848	\$0
Administration	\$37,693	\$125	\$45,882	\$78
Program Support	\$213,519	\$0	\$215,363	\$0
Subtotal: Other Exps:	\$251,212	\$125	\$261,245	\$78
Total GF/non-GF:	\$794,548	\$125	\$941,093	\$78
Program Total:	\$794,673		\$941,171	
Program FTE	7.30	0.00	7.30	0.00
Program Revenues				
Intergovernmental	\$100,000	\$0	\$226,800	\$0
Program Revenue for Admin	\$73,162	\$0	\$75,722	\$0
Total Revenue:	\$173,162	\$0	\$302,522	\$0

Explanation of Revenues

Through participation in the State funded CAFFA Grant, approximately 35% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72032, A&T-Property Assessment - Special Programs

After surveying the need to increase the level of compliance monitoring in this program, a position was transferred into Special Programs. In addition, a portion of the Assessment Manager position is allocated to this program.

Priority: Accountability **Lead Agency:** County Management
Program Offer Type: Existing Operating **Program Contact:** Randy Walruff
Related Programs: 72030, 72031, 72035, 72036, 72037, 72039, 72040, 72041, 72042, 72043
Program Characteristics: In Target

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 28,000 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 Accountability Priority by appraising commercial 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 contributes to all other County priorities by ensuring 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Accounts Appraised	1,274	1,300	1,300	1,300
Outcome	New Taxable Exception Value in millions	1,750	530	530	500
Efficiency	% Automated Recalculation	23.0%	30.0%	25.0%	25.0%
Outcome	% Market Groupings with COD Compliance	71.0%	65.0%	60.0%	60.0%

Performance Measure - Description

 **Measure Changed**

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 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 Industrial Valuation Unit that was formerly part of this program offer has been split into its own offer for FY2009. This will change the performance outcomes for this offer, especially in terms of new exception value added to the rolls.

Legal/Contractual Obligation

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 A&T is already at the minimally acceptable staffing level to perform their 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	2008	2008	2009	2009
Personnel	\$983,804	\$0	\$680,687	\$0
Contracts	\$30,936	\$0	\$45,336	\$0
Materials & Supplies	\$18,582	\$0	\$15,391	\$0
Internal Services	\$157,605	\$0	\$101,196	\$0
Subtotal: Direct Exps:	\$1,190,927	\$0	\$842,610	\$0
Administration	\$53,657	\$178	\$56,184	\$96
Program Support	\$358,389	\$0	\$293,608	\$0
Subtotal: Other Exps:	\$412,046	\$178	\$349,792	\$96
Total GF/non-GF:	\$1,602,973	\$178	\$1,192,402	\$96
Program Total:	\$1,603,151		\$1,192,498	
Program FTE	7.40	0.00	7.40	0.00
Program Revenues				
Intergovernmental	\$500,000	\$0	\$226,800	\$0
Program Revenue for Admin	\$111,444	\$0	\$99,356	\$0
Total Revenue:	\$611,444	\$0	\$326,156	\$0

Explanation of Revenues

Through participation in the State funded CAFFA Grant approximately 35% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72033, A&T-Property Assessment - Commercial

Last year this program included Commercial, Multi-Family, and Industrial-use real property; FY2009 separates Industrial-use real property from Commercial and Multi-Family properties. A portion of the Valuation Manager position is allocated to this program.

Priority: Accountability **Lead Agency:** County Management
Program Offer Type: Existing Operating **Program Contact:** Randy Walruff
Related Programs: 72030, 72031, 72035, 72036, 72037, 72038, 72040, 72042, 72043
Program Characteristics: In Target

Executive Summary

The Property Assessment-Industrial Program is responsible for valuing and appraising all industrial property. Industrial property represents 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. In addition, the Industrial Unit reviews and processes value transmittals on over 350 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 contributes to the Accountability Priority by appraising 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 contributes to all other County priorities by ensuring 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of Industrial Accounts Maintained	276	0	280	280
Outcome	Assessed Value placed on the Tax Roll	375,100,000	0	375,000,000	375,000,000
Efficiency	Percentage of Sites Reviewed For Transfer	20.0%	0.0%	13.0%	13.0%
Output		0	0	0	0

Performance Measure - Description

 **Measure Changed**

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. 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. The "Reviewed for Transfer" project began with a list of 75 potentially misclassified sites. The number of actual accounts involved is many more. The law requires that all real property machinery and equipment be classified as industrial property, not personal property. Proper classification also results in more accurate whole plant valuation.

Legal/Contractual Obligation

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 A&T is already at the minimally acceptable staffing level to perform their 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	2008	2008	2009	2009
Personnel	\$0	\$0	\$391,660	\$0
Contracts	\$0	\$0	\$10,224	\$0
Materials & Supplies	\$0	\$0	\$5,456	\$0
Internal Services	\$0	\$0	\$49,115	\$0
Subtotal: Direct Exps:	\$0	\$0	\$456,455	\$0
Administration	\$28,892	\$96	\$30,429	\$52
Program Support	\$196,294	\$0	\$180,901	\$0
Subtotal: Other Exps:	\$225,186	\$96	\$211,330	\$52
Total GF/non-GF:	\$225,186	\$96	\$667,785	\$52
Program Total:	\$225,282		\$667,837	
Program FTE	4.20	0.00	4.20	0.00
Program Revenues				
Intergovernmental	\$0	\$0	\$113,400	\$0
Program Revenue for Admin	\$63,085	\$0	\$62,951	\$0
Total Revenue:	\$63,085	\$0	\$176,351	\$0

Explanation of Revenues

Through participation in the State funded CAFFA Grant, approximately 35% of actual expenditures are reimbursed with remaining support coming from General Fund revenues

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72033, A&T-Property Assessment - Commercial

Last year this program was included in the Commercial program offer. It has been split off into its own offer to better monitor program performance and budget expenditures. Four positions were moved into this cost center, along with an allocated portion of the Assessment Manager position.

Priority: Accountability **Lead Agency:** County Management
Program Offer Type: Existing Operating **Program Contact:** Randy Walruff
Related Programs: 72030, 72031, 72035, 72037, 72038, 72039, 72041, 72042, 72043
Program Characteristics: In Target

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 over 40,000 personal property taxpayers in the county, of which about 40% 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 contributes to the Accountability Priority by assessing 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 contributes to all other County priorities by ensuring 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of Non-Leased Accounts Processed, Coded and Valued	22,892	23,000	23,000	23,000
Outcome	Assessed Value in Millions of Personal Property Value Placed on the Tax Roll	2,520	2,450	2,500	2,500
Output	% of Accounts Reviewed by an Appraiser in the Last Three Years	15.0%	15.0%	12.0%	7.0%
Output	% of Accounts Filing Electronically	1.6%	1.0%	1.0%	1.0%

Performance Measure - Description

✔ **Measure Changed**

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. 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. The goal to review the top 15% of accounts over 3 years (25% over 5 years) is considered primarily complete and successful. 80 to 90% of the highest-dollar accounts have been reviewed. In the future, emphasis will shift to hiring an auditor who will focus on the discovery of omitted property. The title was changed on the "Outcome" measure from "Real Market Value" to "Assessed Value" because Assessed Value is what we had been reporting (the title was in error).

Legal/Contractual Obligation

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 A&T is already at the minimally acceptable staffing level to perform their 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
	2008	2008	2009	2009
Program Expenses				
Personnel	\$704,916	\$0	\$990,821	\$0
Contracts	\$20,000	\$0	\$91,000	\$0
Materials & Supplies	\$10,681	\$0	\$10,756	\$0
Internal Services	\$166,188	\$0	\$214,614	\$0
Subtotal: Direct Exps:	\$901,785	\$0	\$1,307,191	\$0
Administration	\$155,130	\$514	\$87,406	\$149
Program Support	\$609,248	\$0	\$478,772	\$0
Subtotal: Other Exps:	\$764,378	\$514	\$566,178	\$149
Total GF/non-GF:	\$1,666,163	\$514	\$1,873,369	\$149
Program Total:	\$1,666,677		\$1,873,518	
Program FTE	12.20	0.00	12.20	0.00
Program Revenues				
Intergovernmental	\$200,000	\$0	\$378,000	\$0
Program Revenue for Admin	\$247,643	\$0	\$170,521	\$0
Total Revenue:	\$447,643	\$0	\$548,521	\$0

Explanation of Revenues

Through participation in the State funded CAFFA Grant, approximately 35% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72034, A&T-Property Assessment - Business Personal Property

Business Personal Property FY09 is the fourth year of a five-year plan to change the way in which the personal property section processes accounts. Many program goals were echoed in the August 2005 audit performed by the Multnomah County Auditor. FY06 was the first year that electronic filing was offered to select businesses with the highest personal property values, with a 10% response rate. The opportunity was offered to a much larger group of filers in FY08 with results as yet unknown. This project targets the small percentage of taxpayers who pay 90% of the taxes; converting 5% of accounts to electronic filing would be a significant achievement. In considering organizational structure it was determined that Personal Property Appraisal and Personal Property Collection should be combined into one unit. The expectation is greater efficiency through alignment of valuation and collection efforts, crosstraining, and up-to-date, shared information regarding customer accounts. This is expected to improve collection of delinquent accounts - 3.0 FTE were transferred to this program. In addition, a portion of the Assessment Manager position is allocated to this program.

Priority: Accountability **Lead Agency:** County Management
Program Offer Type: Existing Operating **Program Contact:** Randy Walruff
Related Programs: 72030, 72031, 72035, 72036, 72037, 72038, 72039, 72040, 72042, 72043
Program Characteristics: In Target

Executive Summary

The Property Assessment-Residential Program is responsible for valuing and appraising all residential use Real Property. Residential Property represents 59% 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 211,600 single family and two-four family properties; 28,600 condominiums; 5,000 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 Accountability Priority by appraising residential 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. The program also contributes to all other County priorities by ensuring 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Accounts Appraised	33,722	28,000	28,000	26,000
Outcome	New Taxable Exception Value in Millions of Dollars	1,790	900	900	900
Efficiency	Accounts Appraised Per FTE Appraiser	1,405	1,120	1,120	1,100
Outcome	% Neighborhoods with COD Compliance	97.0%	97.0%	97.0%	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, however, it will take increasing resources for the same return; activity may decrease in the future, with fewer appraisals per FTE.

Legal/Contractual Obligation

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 A&T is already at the minimally acceptable staffing level to perform their 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	2008	2008	2009	2009
Personnel	\$2,338,168	\$0	\$2,482,328	\$0
Materials & Supplies	\$59,876	\$0	\$78,399	\$0
Internal Services	\$386,461	\$0	\$405,500	\$0
Subtotal: Direct Exps:	\$2,784,505	\$0	\$2,966,227	\$0
Administration	\$192,978	\$639	\$197,475	\$336
Program Support	\$936,691	\$0	\$892,563	\$0
Subtotal: Other Exps:	\$1,129,669	\$639	\$1,090,038	\$336
Total GF/non-GF:	\$3,914,174	\$639	\$4,056,265	\$336
Program Total:	\$3,914,813		\$4,056,601	
Program FTE	28.60	0.00	28.60	0.00
Program Revenues				
Intergovernmental	\$800,000	\$0	\$869,400	\$0
Program Revenue for Admin	\$340,983	\$0	\$314,413	\$0
Total Revenue:	\$1,140,983	\$0	\$1,183,813	\$0

Explanation of Revenues

Through participation in the State funded CAFFA Grant, approximately 35% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

Last year this program was: #72035, A&T-Property Assessment - Residential

The long-term plan to move residential properties to a table-driven calculation appraisal method versus typical trending/indexing is effectively complete. In FY06, a computer modification was installed to allocate land value on specially assessed properties; as a result, 50% of this group is also valued with an automated calculation method. A portion of the Valuation Manager position is allocated to this program.

Priority: Accountability **Lead Agency:** County Management
Program Offer Type: Support **Program Contact:** Randy Walruff
Related Programs: 72030, 72036, 72037, 72038, 72039, 72040, 72041, 72043
Program Characteristics: In Target

Executive Summary

The Central Appraisal Support Team (CAST) provides critical support to appraisal programs and is the first-line response for inquiries relating to appraised values. Focus is on customer service regarding complex and sensitive property tax issues and on collaboration with other programs to achieve increased efficiency.

Program Description

This program centralizes and performs preparatory support work for the appraisal programs. The support staff responds to about 12,000 telephone calls and 1,700 in-person inquiries annually. Additionally, CAST now assists the Tax Information Unit during peak call times, responding to an additional 1,000 calls per year. The staff opens, sorts and files over 20,000 business Personal Property returns annually. CAST researches sale listings to assist in locating property improvements resulting in new taxable value on the assessment roll. Staff enters building diagrams into the computer system and compiles pre-appraisal packets, thereby increasing appraisal productivity. They produce thousands of letters to taxpayers each year about changes in accounts due to appeals, corrections to the roll, etc.

Program Justification

This program contributes to the Accountability Priority by providing clerical support to other property assessment programs that are needed to accurately and fairly assess property values as required by law. This program provides support in maintaining accurate Real Market Values on all property, which directly affects maximum bonding capacity and general obligation bond tax rates for other taxing districts in the County. Property taxes account for approximately 65% of the County's General Fund revenues. Resources are focused on explaining complex tax programs to citizens and increased efficiency through centralization and collaboration.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Process Business Personal Property Returns	22,892	20,000	23,000	23,000
Outcome	Assessed Value in Millions Placed on the Personal Property Tax Roll	2,520	2,450	2,500	2,500
Output	Sales Researched	0	0	32,000	30,000
Output	Field Appraisal Packets Prepared for Appraisers	26,307	30,000	25,000	25,000

Performance Measure - Description

✔ **Measure Changed**

Last year, this offer included two performance measures about reviewing appraisal records. Not only have those two measures been discontinued, the entire project was abandoned shortly after its onset. Therefore, there are no results to report. However, overall production reporting in CAST has been improved. A new measure has been added this year: "Sales Research." There has also been a significant reporting change that better reflects appraisal support: The former measure, "Appraisal Packets Prepared" is now called "Appraisal Records Prepared," which counts each work product individually instead of by batch. The number of packets prepared for 2006-07 was 526. Lastly, the measure called "Process and Code Personal Property Returns" has been changed to just "Process." The coding function is now performed in the Personal Property Appraisal Unit.

Legal/Contractual Obligation

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 A&T is already at the minimally acceptable staffing level to perform their 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	2008	2008	2009	2009
Personnel	\$678,952	\$0	\$701,277	\$0
Materials & Supplies	\$13,650	\$0	\$11,650	\$0
Internal Services	\$134,050	\$0	\$141,061	\$0
Subtotal: Direct Exps:	\$826,652	\$0	\$853,988	\$0
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$826,652	\$0	\$853,988	\$0
Program Total:	\$826,652		\$853,988	
Program FTE	9.50	0.00	9.50	0.00
Program Revenues				
Intergovernmental	\$200,000	\$0	\$75,600	\$0
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$200,000	\$0	\$75,600	\$0

Explanation of Revenues

Through participation in the State funded CAFFA Grant, approximately 35% of actual expenditures are reimbursed with remaining support coming from General Fund revenues.

Significant Program Changes

Last year this program was: #72036, A&T-Property Assessment -Central Appraisal Support

Priority: Accountability **Lead Agency:** County Management
Program Offer Type: Support **Program Contact:** Randy Walruff
Related Programs: 72030, 72031, 72032, 72033, 72034, 72035, 72036, 72037, 72038, 72039, 72040, 72041, 72042, 72044
Program Characteristics: In Target

Executive Summary

Assessment and Taxation Division (A&T) Applications Support supports the applications used by the linked programs for the A&T Division. Responsibilities include tax roll calculation, tax statement production, computer entry of data for property, taxes, and recorded documents, information and data for public requests, and supporting application users, internal and external to the County.

Program Description

A&T Applications Support calculates and applies taxes to property tax accounts and produces tax statements and related reports and public information. The program enters a high volume of data in support of the other linked programs. The program supplies data to satisfy public requests and manages access to the business applications. The program manages the working relationship with the application software and hardware vendors and Information Technology (IT) services, including consulting on contract formulation and implementation support. The program answers user questions and resolves problems, and provides advice on the effective use of the A&T business application systems.

Program Justification

A&T Applications Support contributes to the Accountability Priority by linking to all of the A&T Division programs and their contributions to Accountability. 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. The program's other duties provide support for the linked programs that rely on the A&T business applications in order to perform their program functions.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of Records Keyed for Appraisal, Personal Property, Recording, etc.	931,464	860,000	939,300	925,000
Outcome	% of Residential Appraisal Transactions Re-keyed	3.0%	2.7%	3.0%	3.0%
Output	Tax Roll Work Plan Activites (Including 6 Milestones for Tax Statements)	140	150	140	145
Outcome	% Milestones Completed on Time	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

A&T Applications Support includes the following performance measures: (1) The number of transactions keyed (output), and the number of Residential Appraisal transactions re-keyed due to problems causing rework. The number of transactions is trending downward with the adoption of efficiencies such as electronic filing of personal property statements, etc. The current workload exceeds the capacity of the unit, so the lower anticipated workload will allow a higher percent of the work to be completed timely. (2) Tax statements are produced on time and with 0 errors.

Legal/Contractual Obligation

This program supports the rest of A&T 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 A&T is already at the minimally acceptable staffing level to perform their 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	2008	2008	2009	2009
Personnel	\$829,008	\$0	\$1,005,192	\$0
Contracts	\$72,878	\$0	\$90,375	\$0
Materials & Supplies	\$251,990	\$0	\$262,744	\$0
Internal Services	\$183,901	\$0	\$210,282	\$0
Capital Outlay	\$12,000	\$0	\$12,000	\$0
Subtotal: Direct Exps:	\$1,349,777	\$0	\$1,580,593	\$0
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$1,349,777	\$0	\$1,580,593	\$0
Program Total:	\$1,349,777		\$1,580,593	
Program FTE	11.00	0.00	11.00	0.00
Program Revenues				
Fees, Permits & Charges	\$70,000	\$0	\$90,000	\$0
Intergovernmental	\$499,200	\$0	\$340,200	\$0
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$569,200	\$0	\$430,200	\$0

Explanation of Revenues

Through participation in the State funded CAFFA Grant approximately 35% of actual expenditures are reimbursed. Additional program revenue is from fees for access to Assessment & Taxation information (Catbird Website User fees) and requests for A&T Data files. Remaining support is from General Fund revenues.

Significant Program Changes

Last year this program was: #72037, A&T- Business Applications Support
 Last year this program was: #72037, A&T-Business Applications Support. Two Senior Data analysts and an allocated management position were moved to the new program #72036, A&T-Assessment Performance Analysis, and a Data Entry Operator is working out-of-class in program #72041, A&T-Property Assessment-Residential.

Priority: Accountability
Program Offer Type: Existing Operating
Related Programs: 72043

Lead Agency: County Management
Program Contact: Randy Walruff

Program Characteristics: In Target

Executive Summary

This multi-year system upgrade project was initially approved in the FY07/08 budget. The Assessment and Taxation Division needs to replace the outdated Assessment and Taxation and Recording systems. A new Recording system was purchased and implemented in January 2008. The Recording system installation took place according to schedule and below budget. Work on the replacement of the Assessment and Taxation system continues. A request for proposal (RFP) was issued late in 2007 with five vendors responding. The evaluation panel realized that vendors were restricted from proposing their most current product, so the RFP will be revised and republished to allow vendors to present their most current operational product. This action will extend the project timeline about 6-9 months and was taken to assure review and selection of the best possible system for the County.

Program Description

The Division of Assessment and Taxation is seeking a system upgrade that features integration among all A&T business functions, including GIS, document recording, real property assessment, business personal property assessment, tax collection and distribution. The initial RFP required vendors to propose systems that had been operational for at least one year. It was determined that many of the responding vendors have new versions with the desired functionality but operational for less than one year. The RFP will be revised and reissued within six months to allow vendors to propose current products and allow the evaluation panel to evaluate products utilizing updated technology.

Program Justification

The program contributes to the Accountability Priority by: providing collection and reporting of program performance measures for budgeting and program management; improving financial controls and audit capabilities; addressing the findings of the 2005 County audit of personal property; reducing the cost of government by adopting a system that is consistent with County IT standards (more efficient for IT to operate); supporting efficiencies in A&T operations by integrating information from a GIS, recording, images, and field devices with A&T data for easy access by staff; enabling the capture of more taxable value and tax revenue by providing better tools for appraisers (NOTE: this requires the coordinated use of all parts of the system, including GIS); and by upgrading the collections case management system to improve collection of delinquent property taxes. The new systems will upgrade support for e-government by expanding access to property, tax, and records data, and increasing the opportunity to do business with the County electronically.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of 13 A&T System Milestones Met	0	0	1	3
Outcome	% of A&T Project Milestones Completed on Time and within Budget	0.0%	0.0%	0.0%	23.1%
Output	Number of 9 Recording Milestones Met	0	0	9	0
Outcome	% of Recording System Milestones Completed on Time and within Budget	0.0%	0.0%	88.9%	0.0%

Performance Measure - Description

The project to select and implement the new Recording system has 9 milestones, all were met in FY07/08. 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 & Negotiate Contract; FY09/10-Assessment Analysis, Taxation Analysis & Assessment Development; FY10/11-Taxation Development, Assessment Testing, Taxation Testing, Train Staff, Implement System & Post-Implementation Support.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$0	\$0	\$167,610
Contracts	\$0	\$1,450,000	\$0	\$462,390
Materials & Supplies	\$0	\$170,000	\$0	\$140,000
Capital Outlay	\$0	\$2,480,000	\$0	\$1,712,500
Unappropriated & Contingency	\$0	\$4,850,000	\$0	\$6,067,500
Subtotal: Direct Exps:	\$0	\$8,950,000	\$0	\$8,550,000
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$8,950,000	\$0	\$8,550,000
Program Total:	\$8,950,000		\$8,550,000	
Program FTE	0.00	0.00	1.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$8,950,000	\$0	\$8,550,000
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$8,950,000	\$0	\$8,550,000

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: Carryover \$200K in Fund 2504 for systems projects; \$8.35 million loan - Full Faith & Credit. Loan paid back over 10 years, unless market conditions allow for a shorter period at time of borrowing. Annual loan payments will be approximately \$1.046 Mil at estimated interest rate of 4.5%. Estimate a 10-year total increase in County Assessment Function Funding Acct (CAFFA) Grant revenue of \$1.94 Mil (\$194K annually). Capital expenditures for Systems upgrades are an allowable expenditure in the annual CAFFA grant application, up to a defined cap amount per year. For financed systems, the base loan amount is a qualifying expenditure, and by including it in the annual capital expense each year over ten years, the full base amount is within the capital cap amount, 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: #72038, Assessment & Taxation & Recording Systems Upgrade

The new Recording system was purchased and implemented in January 2008. It came in on schedule and below budget. Work continues to keep the A&T system on its adjusted timeline. Limited duration project manager added during FY 08.

Priority: Accountability
Program Offer Type: Administration
Related Programs: 72046, 72047

Lead Agency: County Management
Program Contact: Doug Butler

Program Characteristics: In Target

Executive Summary

The Facilities Administration and Business Services unit provides strategic direction, budget/finance management, and contracts/procurement management for the Division as well as full plans/construction documentation support for the County's 135 buildings. This work unit is responsible for the Financial Management, Human Resources, and Performance Managements systems of the Division as well for establishing the policies, procedures, and systems which guide and facilitate daily operations.

Program Description

The Facilities Administration team provides leadership, strategic direction, and standards for the Division - setting annual goals, developing and maintaining an effective set of benchmarks and metrics, and championing the Facilities vision, goals, strategic plan and budget with County and other leadership. This team proactively manages all Division Personnel/HR administration, as well as, all office administrative functions.

The Business Services teams manage the Division's budget to support the annual workplan, oversee finances to ensure accurate and timely accounting of all revenue and expenditures, provide contracts and procurement support, maintain accurate and detailed building data and CAD support of all County buildings, and develop cost-effective plans for managing Facilities technology and data.

Program Justification

Facilities contributes to the accountability priority by assuring both the taxpayer and its internal clients 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 99% of the organization's contracts in these areas.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Invoice payments processed	8,600	9,574	9,532	9,532
Outcome	Timely AP payments within 30 days	88.0%	86.0%	86.0%	88.0%
Output	# of days in AR	30	30	30	30
Output	MWESB	98.0%	95.0%	96.0%	99.0%

Performance Measure - Description

- * Invoice payments processed is an indicator of workload
- * The AP and AR indicators show that we are staying within County policy and are optimizing cash flow performance.
- * Support of MWESB contractors is a County priority and Facilities provides almost all of the County's contracts in this area.

MWESB (Minority, Women, Emerging Small Business) participation percentages reflect the following total dollars of \$737,682 or 95.45%

- * WBE - 36.3% - \$242,000
- * MBE - 18.8% - \$165,000
- * ESB - 36.3% - \$295,000
- * QRF - 4.5% - \$ 11,300
- * Misc - 4.5% - \$ 23,300

Legal/Contractual Obligation

Facilities contracts for over \$6M annually for both goods and services. Of this amount, \$3M is with QRFs (Qualified Rehabilitative Firms) as an expanded and constant market for sheltered workshop and activity center products and services. These QRF contracts enhance the dignity and capacity for self support - minimizing dependence on welfare and institutional care. [NOTE: Facilities was named 2006 "Employer of the Year" for our work with QRFs.]

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$1,531,600	\$0	\$1,584,351
Contracts	\$0	\$101,530	\$0	\$101,530
Materials & Supplies	\$0	\$79,525	\$0	\$77,529
Internal Services	\$0	\$379,374	\$0	\$418,258
Subtotal: Direct Exps:	\$0	\$2,092,029	\$0	\$2,181,668
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$2,092,029	\$0	\$2,181,668
Program Total:	\$2,092,029		\$2,181,668	
Program FTE	0.00	16.00	0.00	16.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,092,029	\$0	\$2,181,668
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$2,092,029	\$0	\$2,181,668

Explanation of Revenues

84% of revenues are from internal services charges. The remaining 16% comes from leases, service requests, departmental enhancements to service and capital requests outside the capital budget.

Significant Program Changes

Last year this program was: #72042, Facilities & Property Mgmt - Admin and Business Services

- * In order to improve our productivity, we are upgrading and reconfiguring both SAP and internal technical systems.
- * We are developing greatly expanded and more sophisticated financial and performance measurement systems to reflect industry best practices.
- * A Deputy Director position has been added to better support daily operations.
- * An existing Fin. Spec. Sr is being reclassified to a Data Spec. Sr.

Priority: Accountability **Lead Agency:** County Management
Program Offer Type: Internal Service **Program Contact:** Colleen Bowles
Related Programs: 72045A
Program Characteristics: In Target

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 and Offices (CDO) as building charges to the respective tenants in those facilities. We also charge an assessment to all tenants in County-owned buildings to cover the long-term maintenance of those facilities. FPM transfers those assessments to capital funds.

Program Description

This program links to the Accountability priority because it manages and pays for utilities, debt, and Capital fees after which the program charges back those costs to the tenants. The program is also accountable for collecting assessments and maintaining those funds for future maintenance work.

FPM allocates all pass-through expenses to facilities to pay for actual utility expenses (plus a 6% FPM overhead charge), actual debt, and a standard \$2.35 per square foot assessment for capital maintenance.

Program Justification

Facilities aggressively manages all building energy-consuming equipment and operations in order to optimize energy efficiency. FY09 Expenses for utilities are projected at \$6,042,710 and are adjusted annually to align with deregulated market pricing. We are working with third party investors in renewable energy to reduce the costs of electricity to the County over the next 20 years.

FY09 Facility debt service is \$9,148,041 and is adjusted when Finance restructures its debt portfolio or when buildings are sold through the Facilities Disposition Plan.

FY09 Capital cash transfers are \$5,024,325 which includes fees for both Asset Preservation (\$1,974,964) and Capital Improvement Projects (3,049,361) both at \$2.35 per square foot.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Energy Conservation	2.5%	3.0%	3.0%	3.0%
Outcome		0	0	0	0

Performance Measure - Description

FPM bases the Energy Conservation Measure (ECM) on actual consumption rather than expenses because those costs vary from year to year. We believe a 3% reduction is achievable, although not easy. We created a joint Energy Task Force with DCO representatives to assist us in our efforts to conserve.

Due to the successful implementation of the Disposition Strategy, we have reduced the County's long term debt by \$417,823. In FY09 we expect to further reduce ongoing Facility debt due to potential disposition of the Kelly, Mead, McCoy, and/or other buildings.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Materials & Supplies	\$0	\$0	\$0	\$6,042,710
Internal Services	\$0	\$0	\$0	\$6,393,636
Cash Transfer	\$0	\$0	\$0	\$5,024,325
Subtotal: Direct Exps:	\$0	\$0	\$0	\$17,460,671
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$0	\$0	\$17,460,671
Program Total:	\$0		\$17,460,671	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$17,460,671
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$0	\$0	\$17,460,671

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 (CDO) service funds.

Significant Program Changes

Last year this program was: #72043, Facilities & Property Mgmt - Administrative Pass-Through Expenses
Utility expenses and debt service costs reflect actual forecasted costs.

Capital cash transfers reflect decisions made with regard to the Asset Preservation and Capital Improvement Program funds.

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

Lead Agency: County Management
Program Contact: Jon Schrotzberger

Program Characteristics: In Target

Executive Summary

The work of Facilities Maintenance and Operations is aimed at keeping the County's facilities functioning well and available for use by County programs. The section consists of 6 trade groups, Environmental and Energy specialists and a dispatch / call center in addition to supervisory / support personnel, totaling 52 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

This program is responsible to: 1} Ensure that buildings and associated services are in a safe 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} Maintain 24/7/365 availability for client requests and rapid service response to breakdown/outage/ emergency conditions. 7} Work with County Safety to reduce complaints and claims related to all types of environmental compliance issues; 8} Maintain accurate and current databases related to this section's performance and report results and improvement plans quarterly; 9} Coordinate and administer mandated training and regulatory certifications as needed to keep the staff current at the highest possible qualification of the trade/technology.

Program Justification

This program keeps 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Coordinate Training classes	18	24	24	30
Outcome	Scheduled Maintenance as percentage of total maintenance work	35.0%	40.0%	45.0%	50.0%
Efficiency	Billable hours as a percentage of total available labor hours	62.0%	75.0%	75.0%	78.0%
Outcome	Scheduled maintenance done on time	85.0%	92.0%	92.0%	95.0%

Performance Measure - Description

- *Training classes for compliance with regulatory and safety requirements and adding technical growth and continuing education opportunities.
- *Scheduled maintenance completed on time: Accomplishing preventive maintenance on time is key to equipment's efficiency & effectiveness.
- * 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 captured by trade group, and has a direct impact on our labor rates.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$4,938,467	\$0	\$4,821,940
Contracts	\$0	\$2,197,319	\$0	\$5,024,122
Materials & Supplies	\$0	\$11,434,921	\$0	\$2,137,812
Internal Services	\$0	\$10,259,339	\$0	\$526,187
Cash Transfer	\$0	\$4,683,315	\$0	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$1,255,588
Subtotal: Direct Exps:	\$0	\$33,513,361	\$0	\$13,765,649
Administration	\$82,250	\$1,604,439	\$116,515	\$1,682,267
Program Support	\$92,904	\$0	\$101,721	\$0
Subtotal: Other Exps:	\$175,154	\$1,604,439	\$218,236	\$1,682,267
Total GF/non-GF:	\$175,154	\$35,117,800	\$218,236	\$15,447,916
Program Total:	\$35,292,954		\$15,666,152	
Program FTE	0.00	54.00	0.00	52.00
Program Revenues				
Fees, Permits & Charges	\$0	\$35,838,064	\$0	\$12,995,649
Intergovernmental	\$0	\$1,144,445	\$0	\$0
Other / Miscellaneous	\$0	\$0	\$0	\$770,000
Program Revenue for Admin	\$0	\$0	\$1,576	\$1,680,692
Total Revenue:	\$0	\$36,982,509	\$1,576	\$15,446,341

Explanation of Revenues

Facilities receives 90% of its revenues through Internal Service reimbursements. These client revenues from both internal and external clients are distributed to offset building expenses. 10% of revenue comes from special service requests, capital projects, or service enhancements.

Significant Program Changes

Last year this program was: #72044, Facilities Maintenance & Operations

Part of this Program Offer was included in a separate Program Offer (#72045) last year. This separate offer dealt with Mobile Asset Management - an innovative program designed 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 5% 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. We partnered with HR & the Operating Engineers Local 701 to establish an apprenticeship program and to create an HVAC Helper classification which will improve our attract & retain capabilities, provide a better trained workforce for the future and allow assignments to match capabilities more efficiently. We are working with IBEW Local 48 to create an apprenticeship opportunity for their trade workforce to begin in FY '09.

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

Lead Agency: County Management
Program Contact: Jon Schrotzberger

Program Characteristics: In Target

Executive Summary

Facilities and Property Management provides a team of Property Managers as the primary contact for all departments to inform, coordinate, and problem solve building and occupant issues insuring safe, accessible, and practical program spaces that provide programs and taxpayers with useful public buildings. They give building users a single, visible and accessible point of contact, providing immediate response to emergencies and program needs.

Program Description

The Property Management Team includes 10.5 FTE staff, including 1 Supervisor, 1 Lead Worker, and two staff who are partially funded through other agencies.

The Property Managers focus is three-fold: Customer Service, Contract Administration, and Operational/Logistical assistance. They are the single point of contact for all building occupants providing one-on-one interaction for creating solutions to problems ranging from routine access issues to directing fire drills. They manage program space to comply with County standards and meet program needs. They provide practical public spaces and handle external clients needs, tours, or other temporary uses. In addition, they assist programs with budget preparation, policy interpretations, and strategic planning. They also administer separate landscaping, janitorial, window washing, pest control, and security contracts totaling more than \$3 million. The largest of these contracts are provided through Qualified Rehabilitation Firms (QRF) mandated by ORS 279.015(1)(b). Due to the nature of these contracts, Property Managers assist in the training and mentoring of these members of our community and were given an award as Oregon Rehabilitation Associations Employer of the Year. They provide small scale move coordination of employees, fixtures, and equipment; assess building & program needs and contribute needs to the 5 year CIP planning process and manage both internal and external project teams.

Program Justification

The team closed out over 22,500 work orders in FY 2007 and has completed work on 10,874 work orders in the first six months of 2008. Property Managers provide support and service to County employees, external tenants residing in County facilities and the public. While supporting both internal and external clients they oversee daily activities in buildings, interact with staff and management, provide rapid response to problems, issues or concerns. Their knowledge and understanding of both program and regulatory requirements insures a safe and efficient environment for employees and the public.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output		0	0	0	0
Outcome	98% of all routine customer requests completed within 10 working days.	0.0%	98.0%	95.0%	98.0%
Quality	Customer Service satisfaction rating	0.0%	90.0%	82.0%	90.0%
Outcome	Contracts executed with M/W/ESB or QRF contractors	57.0%	97.2%	98.0%	98.0%

Performance Measure - Description

The measures added in '07 included:

- * The data for the completion of all routine customer requests within 10 working days comes from our SAP/Plant Maintenance data.
- * The Customer Service satisfaction survey request goes out with all e-mailed work requests. Our data collection method is still being improved to capture a higher percentage of our work effort.
- * Utilization of M/W/ESB and QRF Contracts for services is now a combined metric.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$1,114,985	\$0	\$1,153,830
Contracts	\$0	\$2,500	\$0	\$2,442,213
Materials & Supplies	\$0	\$66,345	\$0	\$531,220
Internal Services	\$0	\$62,708	\$0	\$314,965
Subtotal: Direct Exps:	\$0	\$1,246,538	\$0	\$4,442,228
Administration	\$20,562	\$401,110	\$23,527	\$339,689
Program Support	\$23,225	\$0	\$20,540	\$0
Subtotal: Other Exps:	\$43,787	\$401,110	\$44,067	\$339,689
Total GF/non-GF:	\$43,787	\$1,647,648	\$44,067	\$4,781,917
Program Total:	\$1,691,435		\$4,825,984	
Program FTE	0.00	13.50	0.00	10.50
Program Revenues				
Fees, Permits & Charges	\$0	\$1,246,538	\$0	\$2,742,228
Other / Miscellaneous	\$0	\$0	\$0	\$1,700,000
Program Revenue for Admin	\$0	\$0	\$317	\$339,371
Total Revenue:	\$0	\$1,246,538	\$317	\$4,781,599

Explanation of Revenues

This program is paid for through the collection of base (maintenance) fees charged to County tenants based on the type and amount of space they occupy.

Significant Program Changes

Last year this program was: #72047, Facilities Building Operations

In FY 08 we added a supervisor to provide assistance and management of the Compliance and Property Management functions. This was done by converting an existing position vacated through attrition and the costs were absorbed within our constraint budget.

Priority: Accountability

Lead Agency: County Management

Program Offer Type: Support

Program Contact: John Lindenthal

Related Programs:

Program Characteristics: In Target

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.

Program Description

The Capital Program Section is mainly funded by the Capital Improvement Program (#72050) and the Asset Preservation (#72051) 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 Manager's 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.

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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Completed Projects (Program offers 72050 and 72051 combined)	86.3%	100.0%	71.0%	85.0%
Outcome	Portion of Primary Owned Buildings which are rated as Tier 1*	56.6%	60.0%	58.8%	58.8%
Outcome	Project Management Costs (\$/hr)	96	96	96	92

Performance Measure - Description

Completed projects (Program offers 72050 & 72051 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. There were two unplanned projects that have taken significant project manager resources which affected estimated FY08 project completions.

*A Tier I building is one which is designated for long-term retention and which meets current County standards.

There is a change in the FY09 project management rate calculation and the Program Manager is no longer in the calculation. Comparable project management costs at the City of Portland are \$100/hr in FY'08.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$1,299,416	\$0	\$1,321,411
Contracts	\$0	\$5,000	\$0	\$5,000
Materials & Supplies	\$0	\$24,550	\$0	\$22,550
Internal Services	\$0	\$59,008	\$0	\$60,322
Subtotal: Direct Exps:	\$0	\$1,387,974	\$0	\$1,409,283
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$1,387,974	\$0	\$1,409,283
Program Total:	\$1,387,974		\$1,409,283	
Program FTE	0.00	9.00	0.00	12.00
Program Revenues				
Fees, Permits & Charges	\$0	\$341,690	\$0	\$199,283
Other / Miscellaneous	\$0	\$0	\$0	\$1,210,000
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$341,690	\$0	\$1,409,283

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 addition to Asset Preservation and CIP fees.

Significant Program Changes

Last year this program was: #72048, Facilities Capital Operating Costs

In FY'08 we continue to look at ways to become more efficient and reduce costs. In late FY'07 and early FY'08, a major opportunity to reduce the County's building liability did not occur (Lincoln Building). We are looking at options to manage the ongoing liability until another opportunity can be found. The program continues to look at the long-term County benefits taking into account the following: program needs, building needs, flexibility, cost efficiencies, building operations and maintenance. Total staff includes one Program Manager, one Data Analyst Sr, seven CIP project managers and 3 MAC's (Moves, Adds and Changes) project managers.

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

Lead Agency: County Management
Program Contact: John Lindenthal

Program Characteristics: In Target

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 20 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 and improvements 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. Currently, the program is performing an estimate update that will more accurately project the required CIP fee rates over the next 30 years. This will better determine future funding potential and create a reliable device that can balance building requirements with program needs.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Completed CIP Projects	80.6%	100.0%	77.0%	85.0%
Outcome	Portion of Primary Owned Buildings which are rated as Tier I*	56.6%	60.0%	58.8%	58.8%
Outcome	Project Management Costs (\$/hr)	96	96	96	92

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 now set at 85%. This allows for flexibility in adjusting project schedules due to County needs and unforeseen circumstances. Three projects are delayed due to operating program needs. In addition, staff turn-over had some impact on project completions. Also, there were two unplanned projects that have taken significant project manager resources which has affected the estimated FY08 project completion.

*A Tier I building is one which is designated for long-term retention and which meets current County standards. There is a change in the FY09 project management rate calculation and the Program Manager is no longer in the calculation. Comparable project management costs at the City of Portland are \$100/hr in FY'08.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$161,349	\$0	\$0
Contracts	\$0	\$23,053,705	\$0	\$0
Materials & Supplies	\$0	\$250,000	\$0	\$0
Internal Services	\$0	\$25,000	\$0	\$25,000
Capital Outlay	\$0	\$36,880,167	\$0	\$28,459,986
Subtotal: Direct Exps:	\$0	\$60,370,221	\$0	\$28,484,986
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$470,828	\$0	\$634,177
Subtotal: Other Exps:	\$0	\$470,828	\$0	\$634,177
Total GF/non-GF:	\$0	\$60,841,049	\$0	\$29,119,163
Program Total:	\$60,841,049		\$29,119,163	
Program FTE	0.00	1.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$27,550,000	\$0	\$0
Intergovernmental	\$0	\$167,427	\$0	\$2,221,000
Other / Miscellaneous	\$0	\$32,652,794	\$0	\$16,456,941
Program Revenue for Admin	\$0	\$0	\$0	\$634,177
Total Revenue:	\$0	\$60,370,221	\$0	\$19,312,118

Explanation of Revenues

Revenues totaling \$6 million come from disposition & IGA initiatives and are programmed to pay for the disposition expenditures.

2507 Hansen \$2,000,000

2507 Kelly \$2,000,000

InterGovernmental Agreement (IGA) East County Justice Center (ECJC) 2507 City of Gresham \$2,000,000

CIP fees of \$2.55 per square foot of Tier II and III buildings.

FY09 fund 2507 cash transfer is \$3,033,777 is \$2.35 psf Note: the 8% increase this year (\$0.20/sq. ft.) will be paid for through One-Time-Only funding program offer 72057. The program will increase the AP rate to the required level in FY10 (2.75/sq. ft.) to maintain the 5-year projected funding

Additional Cash Transfer of \$15,584 for 1st year of Lincoln Bldg loan amortization repayment; program offer 702046

Significant Program Changes

Last year this program was: #72049, Facilities Capital Improvement Program (CIP)

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

Lead Agency: County Management
Program Contact: John Lindenthal

Program Characteristics: In Target

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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Completed Projects	100.0%	100.0%	63.0%	85.0%
Outcome	Portion of Primary Owned Buildings which are rated as Tier I	56.6%	60.0%	58.8%	58.8%
Outcome	Project Management Costs (\$/hr)	96	96	96	92

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. Six Election Bldg. projects that were combined into one project for execution. They missed the non-election window, i.e. no work during election. This accounts for 22% of the missed project completion target. There were two unplanned projects that have taken significant project manager resources which has affected the estimated FY08 project completion.

There is a change in the FY09 project management rate calculation and the Program Manager is no longer in the calculation. Comparable project management costs at the City of Portland are \$100/hr in FY'08.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Internal Services	\$0	\$25,000	\$0	\$25,000
Capital Outlay	\$0	\$5,410,110	\$0	\$6,587,240
Subtotal: Direct Exps:	\$0	\$5,435,110	\$0	\$6,612,240
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$575,456	\$0	\$775,106
Subtotal: Other Exps:	\$0	\$575,456	\$0	\$775,106
Total GF/non-GF:	\$0	\$6,010,566	\$0	\$7,387,346
Program Total:	\$6,010,566		\$7,387,346	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$5,435,110	\$0	\$6,612,240
Program Revenue for Admin	\$0	\$0	\$0	\$775,106
Total Revenue:	\$0	\$5,435,110	\$0	\$7,387,346

Explanation of Revenues

Beginning working capital from project carryover is \$4.4 million.

AP fees of \$2.55 per square foot of Tier I buildings.

FY09 fund 2509 cash transfer of \$1,967,592 is \$2.35 psf. The program will increase the AP rate to the required level in FY10 (2.75/sq.ft.) to maintain the 5-year projected funding. See note below

Additional Cash Transfer of \$7,372 for 1st year of Lincoln Bldg loan amortization repayment; program offer 702046

The Wapato AP fee has not been collected since the facility was completed in 2004. This negatively impacts the AP Fund balance (by \$1.3 million through FY 2008) and limits our ability to complete needed AP projects in the future.

Significant Program Changes

Last year this program was: #72051, Facilities Capital Asset Preservation (AP)

This years Program Offer should include 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. Note: the 8% increase this year (.20/sq.ft) will be paid for through One-Time-Only funding program offer 72057. \$560K for Facilities FY07 operating shortfall is also shown in program offer 72057.

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

Lead Agency: County Management
Program Contact: Doug Butler

Program Characteristics: In Target

Executive Summary

Facilities Asset Management supports and enhances the County's objectives for its real estate portfolio by developing the ideas, concepts, and strategies for a cost effective portfolio. This focus provides programs with efficient optimal space that meets spatial needs at a reduced cost.

Program Description

Asset Management is broken down into two sections: Special Projects and Real Estate. The two sections provide distinct expertise and direct a strategic focus that provides County Officials with the ability to make tactical and informed decisions regarding the County property portfolio. Collectively, Asset Management supports County programs by striving to complete the County's Consolidation and Disposition Strategy and fulfilling the focus set forth in the Facilities Strategic Plan of a well-sited, affordable, and high performance building portfolio which will lower operating costs when fully implemented.

Program Justification

Asset Management supports the Accountability Priority by managing the future direction of the County's portfolio of 135 buildings which is comprised of 3.2 million sq. ft. of owned and leased space.

Asset Management manages over 100 leases, permits, and agreements which total over \$4 million annually. It serves critical operational needs through lease representation, documentation, administration, legal support, and enforcement. The section's aggressive management of leases of the County in the market can result in savings of as much as 10%.

The Special Projects section completed a draft of a 2008 update to the Long Term Strategic Plan which evolved the original document from a philosophy to an actual plan that could be implemented. They have also produced a draft 2008 Space Utilization Approach which, when combined with the County space standard, gives the Board an additional tool with which to aid them in making proper spatial decisions. They have diligently worked on public partnerships with City of Gresham, City of Portland, State of Oregon, and PDC to combine new or existing development opportunities in order to combine functions which would save tax payer dollars by providing joint facilities.

Currently Asset Management has plans in place to reach all the goals within the Disposition Strategy in FY 09 which will lower operating costs by an estimated \$2.5 million, reduce overall square feet by 479,232, reduce deferred maintenance by \$21.6 million, and reduce the number of sites by 26. The section will then shift its focus toward full implementation of the Long Term Strategic Plan.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output		0	0	0	0
Outcome	90% of leases renewed or terminated 1 month prior to expiration	0.0%	0.0%	90.0%	90.0%
Outcome	Real Estate files updated 10 days after receipt of executed documents	0.0%	0.0%	90.0%	95.0%
Outcome	Approval of Strategic Plan update	0.0%	0.0%	0.0%	100.0%

Performance Measure - Description

 **Measure Changed**

Performance measures have been changed from 2008 program offer to reflect the inclusion of special projects. This modification creates a potential to add the approval of the strategic plan update as a measure and represents both sections work within the measures.

Legal/Contractual Obligation

No legal/contractual obligations. Real Estate Section does significant work with the County Attorney (saving them over 200 hours of estimated staff time per year).

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$207,872	\$0	\$478,620
Contracts	\$0	\$10,000	\$0	\$20,000
Materials & Supplies	\$0	\$5,900	\$0	\$4,432,012
Internal Services	\$0	\$12,445	\$0	\$12,871
Subtotal: Direct Exps:	\$0	\$236,217	\$0	\$4,943,503
Administration	\$4,569	\$89,136	\$11,203	\$161,756
Program Support	\$5,161	\$0	\$9,781	\$0
Subtotal: Other Exps:	\$9,730	\$89,136	\$20,984	\$161,756
Total GF/non-GF:	\$9,730	\$325,353	\$20,984	\$5,105,259
Program Total:	\$335,083		\$5,126,243	
Program FTE	0.00	2.00	0.00	5.00
Program Revenues				
Fees, Permits & Charges	\$0	\$236,217	\$0	\$3,498,570
Intergovernmental	\$0	\$0	\$0	\$1,444,933
Program Revenue for Admin	\$0	\$0	\$151	\$161,605
Total Revenue:	\$0	\$236,217	\$151	\$5,105,108

Explanation of Revenues

Asset Management's main revenue source is the internal facilities charges to other Depts. Real Estate services are becoming more self-sustaining through in-house representation in major transactions including over \$18m in sales; saving over \$250,000 in outside commissions. In 2009 an anticipated sales volume of \$6m will result in cost avoidance of at least \$120,000.

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72046, Facilities Asset Management

Offer includes both Real Estate & Special Projects. Changes include:

* Adds a Property Management Specialist. (Reclass. of existing Fin. Spec. I which has been assigned to Real Estate for more than a year.)

* Eliminates a Project Manager in Special Projects; transfers and reclassifies a Limited Duration FS1 in Capital (PO#72053) to a permanent FS-3.

Changes create no net different to FTE count

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

Lead Agency: County Management
Program Contact: Doug Butler

Program Characteristics: In Target

Executive Summary

The County's historic courthouse remains a dilemma which the Board is dedicated to solve. This program offer is an update to the purchased 2008 program offer which set the ground work towards moving forward with a Courthouse solution.

Program Description

For over 40 years the County has known that no solution to the Courthouse dilemma will be quick or easy. The Board took the first step toward a solution in 2006 by approving a site for a new courthouse. In 2007 they took their second step by approving the East County Justice Center. Facilities has been working diligently to put in place the legal elements and the projects that will provide the Board a foundation upon which to build once they have a full funding source for construction of a new building.

\$1.923 Million cash transfer from the CIP Fund to Willamette River Bridge Fund is shown for services provided on the Hawthorne Bridge Ramp project (offer #91016).

Program Justification

The Board remains committed to providing safe, efficient, and high performance buildings within its portfolio. The Courthouse is the number one risk and the largest financial drain within the real estate portfolio. It has over \$54 million in deferred and seismic issues, is over crowded, and the fire/life safety issues are mounting daily. The building costs over \$3 million to operate on an annual basis and Facilities staff is required on premises daily in order to monitor building systems.

In 2007 Facilities was successful in obtaining \$9 m from PDC to unencumber the site for a Downtown Courthouse and laid out the game plan for implementing the rerouting of the bridge ramp on the North Hawthorne Bridgehead Block. They also negotiated legal documents to provide for a potential future tunnel through the Two Main Place Block which will provide safe and secure inmate circulation between the existing Justice Center and the new Courthouse. In addition, they began a \$3.6 million investment in the existing courthouse to keep the doors open until a replacement facility is built.

Actual work on an additional 7 projects including rezoning of the North Hawthorne Bridgehead Block; a conceptual design; disposition of two County properties; completing a public permit process; moving the motor pool; construction of the new courthouse; and seismic upgrade to the Justice Center are continuing. As stated there is no project associated with the Courthouse solution that is easy; they all come with their own set of constraints, challenges, and interlocking elements. It means the progress might be slow but it is steady.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Reroute of West Hawthorne Bridge Ramp	0.0%	50.0%	5.0%	60.0%
Outcome	Complete rezoning process on North Hawthorne Bridgehead Block	0.0%	100.0%	2.0%	95.0%
Output	Completion of \$3.6 m in historic courthouse projects	0.0%	75.0%	50.0%	100.0%
Output	Disposition of the Morrison Bridgehead Property	0.0%	75.0%	50.0%	100.0%

Performance Measure - Description

 **Measure Changed**

All primary measures are carried over from the 2008 program offer. They have been updated to reflect the most current estimated outcome but exact results are calculated upon preliminary planning elements that could change focus or timing of projects.

For example, work on the reroute of the ramp on the North Hawthorne Bridgehead site has been delayed due the addition of staging and storage space negotiated with the tunnel agreement. This pushed the potential for a rerouting start date from mid 2008 to beginning of 2009. But these are just modification to a plan that was created to be flexible and implemented when possible. Facility's is continuing along the path set by the Board and will continue to be pro active in completing courthouse elements when possible.

Legal/Contractual Obligation

The County is legally required to house the State's Fourth Judicial Circuit Court per ORS 1.180. The City of Portland has contracted with the State to perform their municipal functions with increases the County spatial obligations.

In addition the County has a contractual obligation per its charter and mission to provide the tax payers with basic public safety needs and the court system is a critical element to any public safety system.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2008	2008	2009	2009
Program Expenses				
Personnel	\$0	\$0	\$0	\$86,555
Contracts	\$0	\$0	\$0	\$19,199,039
Materials & Supplies	\$0	\$0	\$0	\$250,000
Capital Outlay	\$0	\$0	\$0	\$504,158
Cash Transfer	\$0	\$0	\$0	\$1,923,203
Subtotal: Direct Exps:	\$0	\$0	\$0	\$21,962,955
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$0	\$0	\$21,962,955
Program Total:	\$0		\$21,962,955	
Program FTE	0.00	1.00	0.00	1.00
Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$31,770,000
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$0	\$0	\$31,770,000

Explanation of Revenues

This Program Offer covers funding for initial projects only. Some combination of G.O. Bond and/or State/Federal assistance will be required in the future to actually construct the courthouse and seismically upgrade to the Justice Center.

\$8.8 million of revenue was invoiced to PDC in 2008. Another \$16 million is expected from the sale of the surplus property at the Morrison (\$11M) & Hawthorne Bridgeheads (\$5M)

Significant Program Changes

✔ Significantly Changed

Last year this program was: #72054, Facilities Courthouse Plan

Last years program offer included one limited duration Facility Specialist 1 position which was never filled. Facilities is transferring this position from capital to operating and reclassing it from a FS-1 to an FS-3 to maximize staffing on special projects such as the Courthouse.

Program # 72057A - DCM - Facilities OTO Establish Operating Contingency Funds **Version 3/31/2008 s**

Priority: Accountability **Lead Agency:** County Management
Program Offer Type: Internal Service **Program Contact:** Doug Butler
Related Programs:

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

Executive Summary

Facilities and Property Management, with support from the Chair and Budget Office is requesting \$1,200,000 in one-time-only funds to establish a 5% contingency for the Facilities Management Fund 3505.

This one-time offer is proposed for \$1,075,000 in the Executive Budget to reflect the savings anticipated to be captured from reduced Moves, Adds, and Changes (MACs) activity by departments in FY 2009.

Program Description

The County's Financial Policies mandate that internal services establish rates high enough to include a contingency or reserve not greater than 5% to ensure that service reimbursements charged to other departments are maintained at a relatively constant level. To achieve financial stability in the Facilities Management Fund managed by FPM we request OTO funding to establish an operating reserve to address unforeseen/unplanned events and emergencies.

Facilities therefore is requesting a 5% contingency to deal with the unforeseen and changing conditions (personnel, contracts and supplies) that have outstripped our ability to shrink the portfolio and reengineer operations to cut operational expenses.

Program Justification

Over the past 4 years Facilities has reduced its operating budget by \$4.2M. Facilities has used any past BWC to subsidize rates and absorb increases in both personnel and general operating costs. In FY07, Facilities reached the end of its BWC and was impacted by a \$560,000 shortfall. FY09 rates will include additional funds to ensure against another shortfall. This offer will establish a reserve for operations that should be sustainable in future years.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output		0	0	0	0
Outcome		0	0	0	0

Performance Measure - Description

Legal/Contractual Obligation

None.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2008	2008	2009	2009
Program Expenses				
Cash Transfer	\$0	\$0	\$1,075,000	\$0
Unappropriated & Contingency	\$0	\$2,422,864	\$0	\$1,075,000
Subtotal: Direct Exps:	\$0	\$2,422,864	\$1,075,000	\$1,075,000
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$2,422,864	\$1,075,000	\$1,075,000
Program Total:	\$2,422,864		\$2,150,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$1,075,000
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$0	\$0	\$1,075,000

Explanation of Revenues

This program offer would transfer a total of \$1,075,000 from General Fund to Facilities Management Fund 3505.

Significant Program Changes**Last year this program was:**

This is a new OTO program offer.

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

Lead Agency: County Management
Program Contact: Doug Butler

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

Executive Summary

Facilities and Property Management, with support from the Chair and Budget Office is requesting \$560,000 in one-time-only funds to repay the Asset Preservation Fund for revenue it did not receive in FY07 from the Facilities Management Fund.

Program Description

During FY07 Facilities experienced a \$560,000 operating shortfall in the Facilities Management Fund. This shortfall was largely due to building rates that were set below the amount needed to fully recover normal operating costs. In order to avoid a deficit fund balance in the Facilities Fund, a cash transfer of \$560,000 was withheld from the Asset Preservation Fund. This \$560,000 had been reserved for future years' capital repairs and would have been held in reserve until that time. This offer repays the Asset Preservation Fund for that revenue not received last fiscal year.

During the FY09 internal service rate setting process the Budget Office recommended that \$400,000 be added to prevent this type of underrecovery from customers in future years.

Program Justification

Over the past 4 years Facilities has reduced its operating budget by \$4.2M. Facilities has used any past BWC to subsidize rates and absorb increases in both personnel and general operating costs. In FY07, Facilities reached the end of its available BWC and was impacted by a \$560,000 shortfall. This offer repays the Asset Preservation Fund for this shortage of revenue during FY07 and helps to fund future capital repairs for tier 1 buildings.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output		0	0	0	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	2008	2008	2009	2009
Capital Outlay	\$0	\$0	\$0	\$560,000
Cash Transfer	\$0	\$0	\$560,000	\$0
Subtotal: Direct Exps:	\$0	\$0	\$560,000	\$560,000
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$0	\$560,000	\$560,000
Program Total:	\$0		\$1,120,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$560,000
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$0	\$0	\$560,000

Explanation of Revenues

This program offer transfers a total of \$560,000 from General Fund to the Asset Preservation Fund 2509.

Significant Program Changes

Last year this program was:

This is a new OTO program offer.

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

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 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 service program integration and performance measurement and reporting, leads technology development and process automation, provides budget and financial management, and ensures compliance with federal, State and local laws and regulations, and internal Personnel Work Rules and ten labor contracts.

Program Justification

Central HR Administration supports Accountability strategies by building strategic leadership and partnership with countywide HR professional 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. The HR Technology Initiative focuses on optimizing technology to automate and streamline HR processes, such as online, self-service access to employee information.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Countywide employee turnover rate.	10.9%	15.0%	11.0%	11.0%
Outcome	Countywide employee sick time rate.	4.2%	4.2%	4.1%	4.1%

Performance Measure - Description

These measures will be among several reported on a annual basis to provide performance information for decision-making. Fewer lay-offs occurred in FY07, and fewer are projected for FY08. Countywide sick time rate is percentage of annual work hours. Bureau of Labor Statistics turnover rate for local and state government = 14.7%

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	2008	2008	2009	2009
Personnel	\$864,948	\$0	\$915,645	\$0
Contracts	\$188,200	\$0	\$148,200	\$0
Materials & Supplies	\$91,689	\$0	\$86,577	\$0
Internal Services	\$205,618	\$0	\$161,025	\$0
Subtotal: Direct Exps:	\$1,350,455	\$0	\$1,311,447	\$0
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$1,350,455	\$0	\$1,311,447	\$0
Program Total:	\$1,350,455		\$1,311,447	
Program FTE	8.00	0.00	8.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$0
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: #72083, Central Human Resources Division - Administration

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

Executive Summary

Central Human Resources (HR) Services include classification and compensation, evaluation and analysis of pay job structures; countywide training; performance management development; succession planning and other special projects related to HR business process 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 ensure internal equity, provide external competitiveness, promote employee retention and support career growth. The Talent Development Unit provides training and other learning opportunities; and leads the Multnomah County Training Consortium (MCTC) to leverage the training expertise from all departments in planning and implementing learning options to meet the training needs at all levels of the organization. Talent Development also provides career planning and development structures; and performance feedback tools and processes, such as probationary review and exit interview systems. One HR Analyst Senior is added to Talent Development within DCM constraint. The new position will work with external partners on curriculum development, provide professional delivery for a variety of training courses and learning events, and increase organizational development capacity and activities in areas such as, performance management, diversity and leadership; and manage Facilitative Leadership Program.

Program Justification

Central HR Services contributes the Accountability 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. A shrinking qualified workforce combined with increasing 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 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 service integration by aligning performance management and succession planning with core competencies, and using core competencies as the basis for countywide training and employee development programs. This comprehensive system is essential for building and monitoring individual employee accountability, which in turn supports the achievement of program goals. 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of positions reviewed as a result of class/comp studies.	147	500	350	350
Outcome	Percent of total positions reclassified, revised, updated.	8.1%	16.0%	11.0%	11.0%
Output	Number of positions reviewed as a result of individual requests.	209	250	210	210
Output	Number of Countywide training class attendees	1,284	1,500	1,100	1,400

Performance Measure - Description

The percentage of all positions re-classed, revised, or updated as a result of classification or compensation review indicates County job positions better aligned to current competitive job market factors and information. Position reviews are initiated in two ways, individual requests by an employee or supervisor, or classification and compensation studies (affecting groups of positions) negotiated by labor agreement or determined by management. The number of positions reviewed as a result of a study was overestimated for FY08 Purchased due to variation in actual studies conducted.

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	2008	2008	2009	2009
Personnel	\$867,778	\$0	\$1,005,573	\$0
Contracts	\$435,000	\$0	\$434,149	\$0
Materials & Supplies	\$51,900	\$0	\$45,250	\$0
Internal Services	\$279,395	\$0	\$231,518	\$0
Subtotal: Direct Exps:	\$1,634,073	\$0	\$1,716,490	\$0
Administration	\$832,420	\$352	\$857,191	\$191
Program Support	\$15,130	\$0	\$19,352	\$0
Subtotal: Other Exps:	\$847,550	\$352	\$876,543	\$191
Total GF/non-GF:	\$2,481,623	\$352	\$2,593,033	\$191
Program Total:	\$2,481,975		\$2,593,224	
Program FTE	7.25	0.00	9.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$0	\$300,000	\$0
Program Revenue for Admin	\$352	\$0	\$191	\$0
Total Revenue:	\$352	\$0	\$300,191	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #72084A, Central Human Resources Division - Central HR Services
This offer is In Target and adds 1FTE HR Analyst Sr. to Talent Development Unit within DCM constraint.

Priority: Accountability **Lead Agency:** County Management
Program Offer Type: Innovative/New Program **Program Contact:** Travis Graves
Related Programs:
Program Characteristics: Out of Target

Executive Summary

This offer requests additional resources to develop, expand and provide ongoing management for Supervisory/Management Training; Leadership Training and other Employee Training programs, and increase Organizational Development (OD) capacity.

Program Description

This program will use a combination of external partners and consultants, along with internal subject matter experts to expand training opportunities on an ongoing basis. Talent Development has already explored working jointly with PCC to provide customized curriculum development and has also begun to identify a pool of external and internal experts to develop and deliver courses. This combination approach is important to balance costs, as partnering with PCC is the most costly component. The County will own any customized curriculum, which may also be delivered by Talent Development and other qualified County staff.

Program Justification

Since the county began experiencing budget shortfalls organizational development and training have suffered from budget cuts. Recently, the department directors identified supervisor/management training as a critical need across the organization. Many departments have offered department specific training, but have not had the resources to create a comprehensive program. While many training opportunities exist externally, they often lack the County perspective and are not tailored to fit our unique culture, rules and work performance priorities. Both the Countywide Employee Survey and the HR Focus Groups indicated that training and development opportunities for current staff, especially line staff, is lacking and has led to poor morale and turnover. This offer seeks a reinvestment in training and development at all levels, to affect organizational growth and build high-performing, culturally competent employees who provide excellent service quality.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	% of participants rate Supervisory/Mgmt courses as satisfactory or better	0.0%	0.0%	0.0%	95.0%
Outcome	Initial Supervisory/Management Training Program implemented	0	0	0	1

Performance Measure - Description

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	2008	2008	2009	2009
Contracts	\$0	\$0	\$200,000	\$0
Subtotal: Direct Exps:	\$0	\$0	\$200,000	\$0
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$0	\$200,000	\$0
Program Total:	\$0		\$200,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
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:

New offer.

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

Lead Agency: County Management
Program Contact: Travis Graves

Program Characteristics: In Target

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; information and data to union stewards, officers, and staff; and advocacy for fair, respectful treatment for 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; ensure 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 contributes to the Accountability Priority by providing 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 Board 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 spending priorities and long-term financial stability.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of labor disputes.	102	120	105	110
Outcome	Percentage of labor disputes settled cooperatively.	87.0%	97.0%	95.0%	95.0%

Performance Measure - Description

Disputes include formal and informal disagreements about the interpretation or application of labor contracts, Personnel Rules, practices or policies. Settling a 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 Re-employment 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	2008	2008	2009	2009
Personnel	\$583,426	\$0	\$632,402	\$0
Contracts	\$32,000	\$0	\$32,000	\$0
Materials & Supplies	\$44,441	\$0	\$30,703	\$0
Internal Services	\$85,938	\$0	\$97,161	\$0
Subtotal: Direct Exps:	\$745,805	\$0	\$792,266	\$0
Administration	\$528,156	\$223	\$461,931	\$103
Program Support	\$9,599	\$0	\$10,429	\$0
Subtotal: Other Exps:	\$537,755	\$223	\$472,360	\$103
Total GF/non-GF:	\$1,283,560	\$223	\$1,264,626	\$103
Program Total:	\$1,283,783		\$1,264,729	
Program FTE	4.60	0.00	4.85	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$0
Program Revenue for Admin	\$223	\$0	\$103	\$0
Total Revenue:	\$223	\$0	\$103	\$0

Explanation of Revenues

Significant Program Changes

Last year this program was: #72085, Central Human Resources Division - Labor Relations

Priority: Accountability
Program Offer Type: Existing Operating

Lead Agency: County Management
Program Contact: Travis Graves

Related Programs:

Program Characteristics: In Target

Executive Summary

The Unemployment Insurance Program provides unemployment benefits to eligible workers who are unemployed due to layoff or other discharge for reasons other than misconduct. Unemployment insurance replaces part of the income which 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 supports the Accountability strategies of managing resources and service delivery costs effectively, and decreasing 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of employee claims.	374	520	400	350
Outcome	Percentage of claim appeals found in the County's favor.	57.0%	70.0%	70.0%	70.0%
Output	Number of appeals.	14	10	10	10

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 County's favor means a lower expense and lower risk to the County. Fewer lay-offs are anticipated in FY09 than in previous years.

Legal/Contractual Obligation

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

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$17,875	\$0	\$18,860
Contracts	\$0	\$0	\$0	\$0
Materials & Supplies	\$0	\$1,971,099	\$0	\$1,971,057
Internal Services	\$0	\$1,931	\$0	\$2,879
Subtotal: Direct Exps:	\$0	\$1,990,905	\$0	\$1,992,796
Administration	\$17,222	\$7	\$14,287	\$3
Program Support	\$313	\$0	\$323	\$0
Subtotal: Other Exps:	\$17,535	\$7	\$14,610	\$3
Total GF/non-GF:	\$17,535	\$1,990,912	\$14,610	\$1,992,799
Program Total:	\$2,008,447		\$2,007,409	
Program FTE	0.00	0.15	0.00	0.15
Program Revenues				
Indirect for dep't Admin	\$0	\$0	\$0	\$0
Fees, Permits & Charges	\$0	\$1,335,341	\$0	\$0
Other / Miscellaneous	\$0	\$200,000	\$0	\$0
Program Revenue for Admin	\$7	\$0	\$3	\$0
Total Revenue:	\$7	\$1,535,341	\$3	\$0

Explanation of Revenues

Unemployment claims are funded by assessing a rate based on .8% of monthly payroll for each department.

Significant Program Changes

Last year this program was: #72086, Central Human Resources Division - Unemployment Insurance

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

Lead Agency: County Management
Program Contact: Becky Porter

Executive Summary

IT division management provides leadership, strategic direction, and operational accountability so that County employees, business partners, elected officials and citizens have information when & where they need it with high reliability and at a reasonable cost. Business controls are provided to ensure budget, contract, labor, travel & training and other policies are consistently followed. In FY08-FY09, Division Management is responsible for implementing Project & Portfolio Management (PPM) processes and tools to better manage IT resources.

Program Description

The IT division management office is accountable for leadership in the reliable delivery of IT services and spending that is aligned with county priorities. In addition, it also ensures the implementation, measurement and continuous improvement of IT service management processes, provides governance for delivering projects according to commitments, provides a roadmap for future technology and ensures a skilled and motivated IT workforce. IT division management also provides administrative services for all IT employees, including purchasing, coordination of travel & training events payroll processing and all other administrative functions. The group also coordinates the development and implementation of IT's budgets and service rates.

Program Justification

Consolidation of the County's technology provides an opportunity to deliver IT services, applications and resources in a more consistent and effective way across all departments and with external business partners. Multnomah County spends over 90% of the IT budget maintaining current services and less than 10% on new or innovative technologies. According to Gartner, a well respected IT research firm, that mix should be closer to 50%/50%. Enterprise wide technology standards, policies, governance and software lifecycle management could result in significant reductions in maintenance spending.

Division management ensures compliance of all county labor, procurement, contract and budget laws and policies. This program will ensure that leadership (vision, goals), resource management (a skilled and motivated staff focused on countywide priorities)), and results (measurable service outcomes) occur in IT.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	PPM Implemented by 12/2008	0	0	0	1
Outcome	Customer satisfaction survey	0	0	0	0
Output	Purchase orders processed	0	0	0	0
Output	Employee performance evaluations completed by June 30, 2009	0.0%	0.0%	0.0%	100.0%

Performance Measure - Description

 **Measure Changed**

Project & Portfolio management is a set of processes and tools to manage the business of IT. It includes demand management, capacity management (of people, hardware, software, and contracts), project management, application and service portfolio management. It is critical to ensuring that limited resources are applied to the highest priority business needs, and to increase accountability in delivery of projects and services. A baseline customer satisfaction assessment was done in 2007. The goal is to maintain that service level, even with funding reductions. IT purchases a significant number of assets and supplies to support over 5000 internal customers. IT is committed to ensuring that employees are given regular feedback on performance and development opportunities to ensure that skills remain relevant as technology changes. All IT managers are expected to give each employee a performance evaluation at least once every 12 months.

Legal/Contractual Obligation

None

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2008	2008	2009	2009
Program Expenses				
Personnel	\$0	\$850,951	\$0	\$1,002,917
Contracts	\$0	\$200,000	\$0	\$258,810
Materials & Supplies	\$0	\$351,602	\$0	\$494,059
Internal Services	\$0	\$1,054,466	\$0	\$945,265
Capital Outlay	\$0	\$2,475,561	\$0	\$0
Unappropriated & Contingency	\$0	\$1,400,000	\$0	\$0
Subtotal: Direct Exps:	\$0	\$6,332,580	\$0	\$2,701,051
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$6,332,580	\$0	\$2,701,051
Program Total:	\$6,332,580		\$2,701,051	
Program FTE	0.00	0.00	0.00	10.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,457,019	\$0	\$2,491,051
Other / Miscellaneous	\$0	\$7,478,430	\$0	\$210,000
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$9,935,449	\$0	\$2,701,051

Explanation of Revenues

The IT Division management is funded through allocations charged to our programs based on FTE

Significant Program ChangesLast year this program was: #72067, Information Technology -Division Management

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

Lead Agency: County Management
Program Contact: Becky Porter

Program Characteristics: In Target

Executive Summary

Most computer hardware and software has a useful life of 2-4 years. Equipment supporting networks, voice systems, business software applications and desktops must be upgraded or replaced periodically to ensure the reliability of services. It is also necessary to increase the data storage and information processing hardware because the amount of information retained in various systems continues to grow exponentially. This program offer is to ensure that funding is available to replace IT assets on a regular basis in order to ensure adequate capacity to sustain business operations. This program also includes funding for projects approved in a previous fiscal year that have not been completed.

This program offer contains a \$175,000 transfer to the General Fund to reflect anticipated savings from reducing Moves, Adds, and Changes (MACs) activities in departments.

Program Description

This program offer is for the management of the committed "Beginning Working Capital" (BWC) portion of the Data Processing Fund. BWC is a critical component of the IT expense budget that allows for asset replacement, capacity adjustments and the completion of projects that carry over from one fiscal year to another. Examples of uses of this fund are new backup capabilities that minimize service downtime or increases in storage capacity to keep pace with the exponential increases in data stored by County employees (it triples annually). This fund includes a contingency value of \$1.4M for unplanned equipment replacement or emergency needs.

Program Justification

In order to ensure reliable IT services, it is necessary to have technology that is current, supported and compatible with existing hardware and software. IT supported technology must keep pace with changes in the business environment such as the need to store and retrieve information, and the need to connect to an ever increasing volume of partners, jurisdictions and citizens. This program provides a mechanism for ensuring that IT has the ability to replace or update technology per defined, multi-year schedules and to provide a source of funding for emergency purchases should the County suffer an emergency or catastrophic failure.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Innovation projects delivered to plan	0	0	0	0
Outcome	Actual vs. plan accuracy	0.0%	0.0%	0.0%	80.0%

Performance Measure - Description

Output measure is intended to ensure that projects approved for BWC funding meet commitments for budget, time and scope. FY06-07 was spent building project management capability and processes in IT, and FY08 will mature those skills even more. The 65% target is due to that fact that this skill is low in maturity. In FY07-08, tools will be implemented to collectively monitor and track projects.

Year to year BWC growth is a measure of IT's ability to accurately forecast and plan IT expenses, including a capital balance that will provide enough money to address emergencies or unplanned business growth. FY05-06 growth was due to combining fund balances.

Legal/Contractual Obligation

None

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2008	2008	2009	2009
Program Expenses				
Personnel	\$0	\$287,611	\$0	\$0
Contracts	\$0	\$1,431,200	\$0	\$1,934,987
Materials & Supplies	\$0	\$1,070,000	\$0	\$2,286,457
Internal Services	\$0	\$26,400	\$0	\$0
Capital Outlay	\$0	\$587,658	\$0	\$1,485,114
Cash Transfer	\$0	\$200,000	\$0	\$175,000
Unappropriated & Contingency	\$0	\$0	\$0	\$1,425,000
Subtotal: Direct Exps:	\$0	\$3,602,869	\$0	\$7,306,558
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$3,602,869	\$0	\$7,306,558
Program Total:	\$3,602,869		\$7,306,558	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$7,306,558
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$0	\$0	\$7,306,558

Explanation of Revenues

The revenue to fund our asset replacement and repair is obtained through our year end fund balance, or beginning working capital.

Significant Program Changes

Last year this program was: #72068, Information Technology -Technology Investment Fund
For FY09, a portion of IT's BWC value will be moved to program offer 72096 - IT Innovation Fund.

Priority: Accountability

Lead Agency: County Management

Program Offer Type: Support

Program Contact: Becky Porter

Related Programs:

Program Characteristics: In Target

Executive Summary

Data Center Operations provides the hardware, software and operational support for all County computing systems. These systems provide critical services to citizens and must be maintained in a highly available, secure and recoverable environment. This program includes 24x7 operations at the data center with staff to support resolution of problem and service disruptions that happen any time day or night.

Program Description

Data Center Operations provides software distribution and management, server hardware maintenance, upgrades, problem resolution, server and storage asset tracking, and after-hours support for all County business applications and IT services. This program also provides vendor management for data center hardware and software systems. This program coordinates with county resources for data center facility requests and activity for the computer room equipment and systems. Included in this service are the staff who provide software and hardware architecture planning, acquisition and installation. They also manage capital replacement for computer room hardware. Additional services provided by this program are data backup and restore services, storage management, emergency response and data center security.

Program Justification

Services provided in this program include data backup and restore services, storage management, emergency response and security for the data center facility. County business systems require high performance and availability, protected and secure data resources and compliance with legal requirements at a reasonable cost. A single county-wide data center enables efficient utilization of building space, better sharing of computing resources and increases the ability to protect the County's systems from security breaches. This offer also ensures that current service level assets can be replaced on a defined schedule and that technology is current and supportable.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Data backup jobs completed and output tapes sent to offsite storage daily	99.0%	100.0%	99.0%	100.0%
Outcome	Production system availability for hardware and operating systems	98.0%	98.0%	98.0%	98.0%

Performance Measure - Description

The output measure ensures that backup data is available on tape in the event of equipment failure or service disruption. The outcome measure reflects the availability of production systems that provide IT services and applications with the goal of uninterrupted business processes and services due to system outages.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$2,985,967	\$0	\$3,096,588
Materials & Supplies	\$0	\$1,580,037	\$0	\$2,055,863
Internal Services	\$0	\$84,179	\$0	\$72,607
Capital Outlay	\$0	\$235,000	\$0	\$235,000
Subtotal: Direct Exps:	\$0	\$4,885,183	\$0	\$5,460,058
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$4,885,183	\$0	\$5,460,058
Program Total:	\$4,885,183		\$5,460,058	
Program FTE	0.00	24.00	0.00	24.00
Program Revenues				
Fees, Permits & Charges	\$0	\$4,885,184	\$0	\$5,460,058
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$4,885,184	\$0	\$5,460,058

Explanation of Revenues

Significant Program Changes

Last year this program was: #72069, Information Technology -Data Center

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

Lead Agency: County Management
Program Contact: Becky Porter

Program Characteristics: In Target

Executive Summary

The Help Desk program offer provides a single point of contact to County staff for accessible and customer-focused technical assistance. It supports County staff in furthering their goals to serve the citizens of Multnomah County. Support is provided in a friendly and professional manner while service requests are tracked, questions are answered, informal instruction is offered, and problems are resolved or escalated to other IT teams.

Program Description

Help Desk Services provides support and proactive diagnosis of computer equipment and software for over 4500 employees and business partners. By focusing on first call solutions the Help Desk is able to minimize escalations to other IT teams. Services are provided 24*7, 365 days a year to ensure that needs are addressed in a timely manner so County employees can focus on their mission to serve the public. In addition to resolving specific issues, the Help Desk also provides ad hoc training for software and hardware in order to minimize future problems that hinder employees' ability to work effectively. Help Desk staff also provide support and help for internal IT functions such as the Applications, Desktop, Data Center and Administration groups.

Program Justification

The Help Desk program addresses the Accountability indicator of "Satisfaction with service quality, effectiveness and price" by providing access to efficient help desk services to resolve problems. The goal of the Help Desk is to increase staff productivity while facilitating better use of County technology.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of customer tickets created	32,022	32,000	35,100	36,000
Outcome	Abandonment rate	4.3%	5.0%	5.5%	5.0%
Outcome	Calls resolved at the Helpdesk	60.0%	60.0%	61.0%	60.0%

Performance Measure - Description

These measures are industry standards for Help Desk organizations. An analysis is done on data used to track the measures to determine ways to improve service and reduce downtime.

Calls Resolved @ Help Desk - 60% or more of the tickets entered by Help Desk staff into the call tracking database will be resolved by a Helpdesk agent without requiring escalation to other IT staff.

Abandonment rate -An abandoned call is when a customer calls the Helpdesk but then hangs up, typically due to extended hold times while waiting to talk to an agent. Caller abandonment rate will be less than or equal to 5%.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$735,049	\$0	\$785,875
Contracts	\$0	\$5,000	\$0	\$382,013
Materials & Supplies	\$0	\$34,005	\$0	\$34,005
Internal Services	\$0	\$24,179	\$0	\$24,179
Subtotal: Direct Exps:	\$0	\$798,233	\$0	\$1,226,072
Administration	\$10,089	\$161,367	\$10,121	\$197,775
Program Support	\$12,719	\$52,484	\$15,709	\$68,853
Subtotal: Other Exps:	\$22,808	\$213,851	\$25,830	\$266,628
Total GF/non-GF:	\$22,808	\$1,012,084	\$25,830	\$1,492,700
Program Total:	\$1,034,892		\$1,518,530	
Program FTE	0.00	8.00	0.00	9.00
Program Revenues				
Fees, Permits & Charges	\$0	\$798,233	\$0	\$1,294,585
Program Revenue for Admin	\$22,808	\$213,851	\$25,966	\$266,628
Total Revenue:	\$22,808	\$1,012,084	\$25,966	\$1,561,213

Explanation of Revenues

Significant Program Changes

Last year this program was: #72081, Information Technology -Helpdesk Services

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

Lead Agency: County Management
Program Contact: Becky Porter

Program Characteristics: In Target

Executive Summary

The Telecommunications program manages over 6600 telephones and 23 video conferencing units to facilitate voice communication with citizens, business partners and other employees. Telecom manages all phone system equipment, vendor service contracts, voice network design (how the phone network is designed to route phone calls), order fulfillment, customer billing and project management services for employee and facility relocations and new equipment installations. Telecom also maintains a link to the City of Portland Information & Referral service and will support large county initiatives including Voice Access, 311 (if approved), and Directory simplification.

Program Description

This program coordinates the installation and maintenance of the County's voice systems. These systems include all wiring, hardware, telephones, consoles and connections to the public telephone system. The program also purchases, deploys and supports over 6,600 telephones and 400 pagers distributed across 108 locations. Working with departments to address communication needs. This program supports automated attendants that route and manage incoming calls and provides technology support for 25 call centers such as the Mental Health Crisis line. This program manages the configuration and maintenance of the County's voice message system which includes over 3500 voice mail boxes and processes over 24,000 incoming calls daily. In addition to maintaining the phone systems, This program manages equipment moves, directory updates, and system programming to ensure telephone service is not interrupted when employees change location. Large, upcoming projects include office location moves due to the Facilities Strategic Plan. To facilitate efficient communication, This program manages the acquisition, configuration and maintenance of 23 video conferencing units at 14 locations. These are used heavily by the State Courts, Department of Community Justice and Public Defenders.

Program Justification

The Telecom program supports public perception of trust and confidence by providing reliable voice access to County services. This program fulfills the County's business communication needs by providing high quality, cost effective services to all buildings, departments and functions. The program also facilitates community access to County programs. The goals of the Telecom program are to increase employee productivity, facilitate better use of County resources, and consolidate services where possible. Telecom is instrumental in supporting the facilities building disposition plan by providing consultation and labor during property disposition.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Average Time to resolve High priority tickets	1	1	1	1
Outcome	High priority incidents resolved within 48 hours	0.0%	95.0%	95.0%	95.0%
Output	Customer work group service audits completed monthly	0	0	4	4

Performance Measure - Description

Average time to resolve will be the result of capturing new information that was not available in the past. Value represents hours to resolve.

Number of service audits completed each month and will report on results.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$1,045,559	\$0	\$1,093,303
Contracts	\$0	\$25,000	\$0	\$25,000
Materials & Supplies	\$0	\$2,404,886	\$0	\$2,753,654
Internal Services	\$0	\$14,651	\$0	\$14,651
Capital Outlay	\$0	\$135,775	\$0	\$135,775
Subtotal: Direct Exps:	\$0	\$3,625,871	\$0	\$4,022,383
Administration	\$12,611	\$201,709	\$11,245	\$219,750
Program Support	\$15,899	\$201,863	\$17,454	\$0
Subtotal: Other Exps:	\$28,510	\$403,572	\$28,699	\$219,750
Total GF/non-GF:	\$28,510	\$4,029,443	\$28,699	\$4,242,133
Program Total:	\$4,057,953		\$4,270,832	
Program FTE	0.00	10.00	0.00	10.00
Program Revenues				
Fees, Permits & Charges	\$0	\$3,625,871	\$0	\$4,022,381
Program Revenue for Admin	\$28,510	\$403,572	\$28,851	\$219,750
Total Revenue:	\$28,510	\$4,029,443	\$28,851	\$4,242,131

Explanation of Revenues

Significant Program Changes

Last year this program was: #72070, Information Technology -Telecommunications Services

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

Lead Agency: County Management
Program Contact: Becky Porter

Program Characteristics: In Target

Executive Summary

The wireless service within the Telecommunications group manages about 913 cell phones and 422 Blackberry devices to facilitate remote wireless communications with citizens, business partners and other employees. Wireless devices improve accessibility, streamlines communications, increases the safety of county employees, provides mobility and increases collaboration.

Program Description

Wireless devices improve accessibility, streamline communications and increase collaboration. This leads to increased employee productivity and customer satisfaction. Cellular phones are used primarily by mobile employees whose position requires they be available to customers or coworkers immediately and for those whose job duties require them to be away from their desks often. Enhanced phones provide radio, pager and cellular service via one device. These devices are used mostly by work groups whose job functions allow for immediate contact within defined groups allowing for efficient coordination of work teams. The "push to talk" method of communications costs less than the airtime for cellular service. The BlackBerry is a device that provides radio, pager, cellular, and data network access to email via one device. This device is typically, used by employees who are directly providing essential services. This device increases overall productivity, provides users with access to information, helping them make informed decisions and maintain communications while away from the office. Blackberry devices can mobilize core business processes to increase operational efficiencies.

Program Justification

The Wireless program supports public perception of trust and confidence by fulfilling the County's business communications needs with high quality, cost effective services. The purchase of this program provides the tools that improve staff productivity and efficiency.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Average time to resolve problem tickets	0	80	80	80
Outcome	Monthly Report by Device Type	0	1	1	1
Outcome	Monthly report of expenses by device	0	1	1	1

Performance Measure - Description

- 1) This measure tracks the average time to resolve repair calls for wireless devices. The current estimate and next year value is .80 hours per call.
- 2) Each device is tracked by this program. one report is generated monthly to track the inventory.
- 3) One monthly report of expenses for each device is received from the vendor and is distributed to each department. the reports track cost and usage and allow departments to analyze wireless usage costs.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2008	2008	2009	2009
Program Expenses				
Materials & Supplies	\$0	\$638,017	\$0	\$638,017
Subtotal: Direct Exps:	\$0	\$638,017	\$0	\$638,017
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$638,017	\$0	\$638,017
Program Total:	\$638,017		\$638,017	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$638,017	\$0	\$638,017
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$638,017	\$0	\$638,017

Explanation of Revenues

Significant Program Changes

Last year this program was: #72071, Information Technology - Telecommunications Services Wireless

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

Lead Agency: County Management
Program Contact: Becky Porter

Program Characteristics: In Target

Executive Summary

The Wide Area Network (WAN) Services program provides a stable and secure network for data communications between county buildings and to external networks. The WAN program also facilitates public access to the county by offering Internet access at the libraries, connections to the Internet for the county's web site and secure links to partners such as the Oregon Community Health Information Network (OCHIN), the City of Portland and the State of Oregon. Within the County, the WAN connects over 90 buildings and complies with security standards such as HIPAA, CJIS and payment card industry standards.

Program Description

WAN Services designs, implements and manages a secure data network infrastructure that connects County buildings and provides access to the Internet. WAN Services implements and manages remote access providing a way for County employees to securely access internal County data from any location that has Internet connectivity. WAN works closely with external partners such as the City of Portland to create secure network links in order to share vital data.

Program Justification

The WAN Services program directly addresses managing resources and service delivery costs effectively. This is done by leveraging technology such as Virtual Private Network (VPN) appliances that allows employees and external business partners to connect to the County network from any PC with an Internet connection. This program also links to the indicator "Satisfaction with service quality, effectiveness and price" by ensuring that critical network connections are available 99.99% of the time.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of WAN outage incidents per year	0	20	20	20
Outcome	Number of business hours the wide area network is down per year	0	40	40	40

Performance Measure - Description

The performance measures for WAN (Wide Area Network) focus on maintaining or improving the availability of the county wide area network.

Availability of the WAN allows other county programs to gain access to valuable data key to the success of their programs. We measure how quickly we can respond to an outage, but more importantly, we work to improve the availability of the WAN by reducing the number of outages and the number of business hours the WAN is down per year.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$831,369	\$0	\$725,254
Materials & Supplies	\$0	\$1,228,689	\$0	\$1,240,007
Internal Services	\$0	\$12,317	\$0	\$0
Capital Outlay	\$0	\$30,000	\$0	\$30,000
Subtotal: Direct Exps:	\$0	\$2,102,375	\$0	\$1,995,261
Administration	\$7,566	\$121,025	\$5,623	\$109,875
Program Support	\$9,540	\$280,365	\$8,727	\$625,428
Subtotal: Other Exps:	\$17,106	\$401,390	\$14,350	\$735,303
Total GF/non-GF:	\$17,106	\$2,503,765	\$14,350	\$2,730,564
Program Total:	\$2,520,871		\$2,744,914	
Program FTE	0.00	6.00	0.00	5.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,102,375	\$0	\$1,995,261
Program Revenue for Admin	\$17,106	\$401,390	\$14,426	\$735,303
Total Revenue:	\$17,106	\$2,503,765	\$14,426	\$2,730,564

Explanation of Revenues

Significant Program Changes

Last year this program was: #72074, Information Technology -Wide Area Network

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

Lead Agency: County Management
Program Contact: Becky Porter

Program Characteristics: In Target

Executive Summary

All County departments rely on computers to provide service to their customers. The Desktop Services program offer provides Information Technology (IT) support staff to ensure problems are resolved in a timely manner so County employees can focus on their mission to serve the public. Personal Computers (PCs) are also provided at public access points for citizens. PC hardware and software require procurement, installation, maintenance, proper disposal and support while ensuring satisfaction with service quality and price. Remote and on-site repair and support are provided to improve user productivity.

Program Description

Desktop Services provides Helpdesk ticket resolution, proactive diagnosis, and on-site support for desktop and laptop computers and software to over 4500 employees and business partners. Support for the County's computer training rooms is performed by the team. PCs are also provided for public use in the libraries, assessment & taxation, and land use planning to provide citizens with access to information and the ability to view public records online. Desktop services is responsible for managing print, file and email services.

Program Justification

The Desktop Services program addresses the Accountability indicator of "Satisfaction with service quality, effectiveness and price" by providing a stable computing environment, access to efficient help desk services to resolve problems and utilizing new technology to reduce prices.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	High Priority problem tickets resolved within two days	95.0%	95.0%	95.0%	95.0%
Outcome	Medium Priority problem tickets resolved in four or fewer days	90.0%	85.0%	89.0%	90.0%

Performance Measure - Description

These measures are industry standards for Desktop organizations. An analysis is done on data used to track these measures to determine ways to improve service and reduce downtime.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$2,602,293	\$0	\$2,728,478
Materials & Supplies	\$0	\$421,169	\$0	\$185,171
Internal Services	\$0	\$64,077	\$0	\$82,031
Capital Outlay	\$0	\$50,000	\$0	\$50,000
Subtotal: Direct Exps:	\$0	\$3,137,539	\$0	\$3,045,680
Administration	\$32,788	\$524,443	\$28,113	\$549,370
Program Support	\$41,338	\$1,061,127	\$43,635	\$1,703,118
Subtotal: Other Exps:	\$74,126	\$1,585,570	\$71,748	\$2,252,488
Total GF/non-GF:	\$74,126	\$4,723,109	\$71,748	\$5,298,168
Program Total:	\$4,797,235		\$5,369,916	
Program FTE	0.00	26.00	0.00	25.00
Program Revenues				
Fees, Permits & Charges	\$0	\$3,137,538	\$0	\$2,939,431
Program Revenue for Admin	\$74,126	\$1,585,570	\$68,306	\$2,252,490
Total Revenue:	\$74,126	\$4,723,108	\$68,306	\$5,191,921

Explanation of Revenues

Significant Program Changes

Last year this program was: #72072, Information Technology -Desktop Services

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

Lead Agency: County Management
Program Contact: Becky Porter

Program Characteristics: In Target

Executive Summary

Multnomah County staff and business partners utilize over 4,300 computers and 700 printers and other output devices to run internal operations and provide service to the public. Personal Computers (PCs) are also provided for citizens use at public access points located at libraries, Assessment and Taxation and Land Use Planning. This program provides PC hardware and software procurement, installation, maintenance, software license tracking, proper disposal and support while ensuring satisfaction with service quality and price.

Program Description

Desktop asset replacement provides desktop and laptop computers and software to over 4500 employees and business partners. PCs are also provided for public use in the libraries, Assessment and Taxation, and Land Use Planning, to provide citizens with access to information and the ability to view public records online. IT Desktop Services maintains desktop assets which includes life-cycle management from procurement through disposal of County standard desktop computer hardware, software and other peripherals and associated software licenses. This program supports the donation of decommissioned hardware to no-profit agencies and recycling of unusable devices.

Program Justification

The Desktop assets program addresses the Accountability indicator of "Satisfaction with service quality, effectiveness and price" by providing a stable computing environment and leveraging new technology to reduce prices. Desktop assets are a critical part of the County/Public relationship.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of devices replaced according to published schedule	0.0%	25.0%	25.0%	95.0%
Outcome	Percentage of software used in compliance with purchased licenses.	95.0%	100.0%	99.0%	100.0%
Efficiency	Percentage of software licenses re-deployed as hardware is retired.	75.0%	85.0%	85.0%	85.0%
Efficiency	Percent of County-wide technology devices managed by system.	0.0%	90.0%	90.0%	90.0%

Performance Measure - Description

 **Measure Changed**

1. This measure tracks how many devices are replaced according to the published schedule. FY06, FY07 and FY08 values vary widely due to the Thin Client project implementation in FY06.
2. This measure reports license compliance for all software in use.
3. This measure tracks licenses reused instead of purchasing new ones.
4. This measure tracks the scope of Desktop assets managed by automated tools since not all computers are on the network.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$87,957	\$0	\$93,870
Materials & Supplies	\$0	\$4,501,186	\$0	\$2,411,589
Internal Services	\$0	\$450	\$0	\$0
Cash Transfer	\$0	\$1,495,486	\$0	\$0
Subtotal: Direct Exps:	\$0	\$6,085,079	\$0	\$2,505,459
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$6,085,079	\$0	\$2,505,459
Program Total:	\$6,085,079		\$2,505,459	
Program FTE	0.00	1.00	0.00	1.00
Program Revenues				
Fees, Permits & Charges	\$0	\$1,316,075	\$0	\$5,114,200
Other / Miscellaneous	\$0	\$3,784,299	\$0	\$0
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$5,100,374	\$0	\$5,114,200

Explanation of Revenues

Significant Program Changes

Last year this program was: #72073, Information Technology -Desktop Assets

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

Lead Agency: County Management
Program Contact: Becky Porter

Program Characteristics: In Target

Executive Summary

Customer Advocacy and Application Services provide reliable, effective software systems for the Health Dept. and County Human Services. Services include managing customer relationships; capturing and ranking IT service requests; understanding and defining business needs; designing, building, and implementing innovative software and reporting systems. Improves the delivery of County services through automating business operations and providing easy access to information.

Program Description

Services include managing requests for IT services and ensuring that requests are well-defined, prioritized and scheduled in alignment with department and County priorities; understanding and defining operational needs and recommending effective, innovative technology solutions; and designing, building, testing, and implementing the selected solutions while sustaining existing systems.

Strategies include: 1) freeing up IT resource hours to focus on new project requests by tracking hours and analyzing data, evaluating existing application and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests. 2) leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using Total Cost of Ownership to make informed IT investment decisions; Strategies will result in increase in IT resources available for higher value projects that will move County business strategies forward.

Program Justification

Supports and aligns with Accountability strategies through improved service delivery, leverage of existing technologies, & wise IT investing.
 Current resources are focused primarily on "lights on" activities to keep current systems available with little time to implement technology projects that provide higher business value. Through focus on application life-cycle planning, project governance and prioritization, and resource accountability, program shifts service delivery to focus on technology that can provide higher business value to departments and constituents.
 Supported by IT industry research leader, Gartner Group, a strong proponent of formal software project portfolio management which includes life-cycle planning for all business application, transparency and accountability for IT investment decisions, and IT resource tracking and monitoring.
 Supports new processes for IT investment decisions via The IT Advisory Board sponsored by Ops Council.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Employee hours spent on new project requests vs maintenance requests	0	0	6,020	10,400
Outcome	Increase in employee hours spent on new project requests vs maintenance requests	0.0%	0.0%	15.0%	25.0%
Quality	Percent of IT customers ranking IT services satisfactory or higher	0.0%	80.0%	79.0%	85.0%

Performance Measure - Description

 **Measure Changed**

Output-number of employee hours spent on maintenance requests vs new project requests, benchmark: Standard Hours, 20 FTE (Apps & CA)
 Outcome-% increase in number of employee hours spent on new project requests
 Target is 10% annual increase in 09
 Quality-% of IT customers ranking IT services satisfactory or above

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$2,608,865	\$0	\$2,839,462
Contracts	\$0	\$25,400	\$0	\$25,400
Materials & Supplies	\$0	\$83,929	\$0	\$70,436
Internal Services	\$0	\$23,822	\$0	\$0
Subtotal: Direct Exps:	\$0	\$2,742,016	\$0	\$2,935,298
Administration	\$29,004	\$463,931	\$26,989	\$527,399
Program Support	\$36,569	\$734,108	\$41,890	\$418,972
Subtotal: Other Exps:	\$65,573	\$1,198,039	\$68,879	\$946,371
Total GF/non-GF:	\$65,573	\$3,940,055	\$68,879	\$3,881,669
Program Total:	\$4,005,628		\$3,950,548	
Program FTE	0.00	23.00	0.00	24.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,742,016	\$0	\$2,921,395
Program Revenue for Admin	\$65,573	\$1,198,039	\$69,243	\$946,371
Total Revenue:	\$65,573	\$3,940,055	\$69,243	\$3,867,766

Explanation of Revenues

Significant Program Changes

Last year this program was: #72075, Information Technology -Health & Human Services Application Services

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

Lead Agency: County Management
Program Contact: Becky Porter

Program Characteristics: In Target

Executive Summary

Customer Advocacy & Application Services provide reliable, effective software systems used by Community Justice, DSS Justice & Sheriff's Office. Services include managing customer relationships; capturing and ranking IT service requests; understanding & defining business needs; designing, building, and implementing innovative software and reporting systems. Systems improve delivery of County services through automating business operations & providing easy access to information.

Program Description

Services include managing requests for IT services and ensuring that requests are well-defined, prioritized & scheduled in alignment with department & County priorities; understanding and defining operational needs and recommending effective, innovative technology solutions; & designing, building, testing, & implementing the selected solutions while sustaining existing systems.

Strategies include: 1) freeing up IT resource hours to focus on new project requests by tracking hours & analyzing data, evaluating existing application and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests. 2) leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, & using Total Cost of Ownership to make informed IT investment decisions; Strategies will result in increase in IT resources available for higher value projects that will move County business strategies forward.

Program Justification

Supports & aligns with Accountability strategies through improved service delivery, leverage of existing technologies, & wise IT investing.

Current resources focused primarily on "lights on" activities to keep current systems available with little time to implement "new" technology projects that provide higher business value. Through focus on application life-cycle planning, project governance & prioritization, & resource accountability, program shifts service delivery to focus on technology that can provide higher business value to departments & constituents.

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Supports new processes for IT investment decisions via The IT Advisory Board sponsored by Ops Council.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Employee hours spent on new project requests vs maintenance requests	0	0	4,990	8,320
Outcome	Increase in employee hours spent on new project requests vs maintenance requests	0.0%	0.0%	15.0%	25.0%
Quality	Percent of IT customers ranking IT services satisfactory or higher	0.0%	80.0%	79.0%	85.0%

Performance Measure - Description

Output-number of employee hours spent on maintenance requests vs new project requests, benchmark: Standard Hours, 16 FTE (Apps & CA)

Outcome-% increase in number of employee hours spent on new project requests
Target: 10% annual inc. in 09

Quality-% of IT customers ranking IT services satisfactory or higher

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$1,967,092	\$0	\$2,090,223
Contracts	\$0	\$215,000	\$0	\$108,038
Materials & Supplies	\$0	\$58,492	\$0	\$65,985
Internal Services	\$0	\$15,768	\$0	\$0
Subtotal: Direct Exps:	\$0	\$2,256,352	\$0	\$2,264,246
Administration	\$21,438	\$342,906	\$20,242	\$395,550
Program Support	\$27,029	\$801,790	\$31,417	\$976,614
Subtotal: Other Exps:	\$48,467	\$1,144,696	\$51,659	\$1,372,164
Total GF/non-GF:	\$48,467	\$3,401,048	\$51,659	\$3,636,410
Program Total:	\$3,449,515		\$3,688,069	
Program FTE	0.00	17.00	0.00	18.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,256,352	\$0	\$2,264,246
Program Revenue for Admin	\$48,467	\$1,144,696	\$51,933	\$1,372,164
Total Revenue:	\$48,467	\$3,401,048	\$51,933	\$3,636,410

Explanation of Revenues

Significant Program Changes

Last year this program was: #72076, Information Technology -Public Safety Application Services

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

Lead Agency: County Management
Program Contact: Becky Porter

Program Characteristics: In Target

Executive Summary

Customer Advocacy and Application Services provide and support reliable, effective software systems used by County Management, Library, Community Services, Chair and Commissioners, and related groups. Services include managing customer relationships; capturing and prioritizing IT service requests; understanding and defining business needs; designing, building, and implementing innovative software and reporting systems. Systems improve the delivery of County services through automating business operations and providing easy access to information.

Program Description

Services include managing requests for IT services and ensuring that requests are well-defined, prioritized and scheduled in alignment with department and County priorities; understanding and defining operational needs and recommending effective, innovative technology solutions; and designing, building, testing, and implementing the selected solutions while sustaining existing systems.

Strategies include: 1) freeing up IT resource hours to focus on new project requests by tracking hours and analyzing data, evaluating existing application and identifying opportunities for consolidation, retirement, and other means of reducing maintenance requests. 2) leveraging County resources by reusing existing systems, evaluating departmental needs across the enterprise to leverage systems and prevent redundancy, and using Total Cost of Ownership to make informed IT investment decisions; Strategies will result in increase in IT resources available for higher value projects that will move County business strategies forward.

Program Justification

Supports and aligns with Accountability strategies through improved service delivery, leverage of existing technologies, and wise IT investing.

Current resources are focused primarily on "lights on" activities to keep current systems available with little time to implement "new" technology projects that provide higher business value. Through focus on application life-cycle planning, project governance and prioritization, and resource accountability, program shifts service delivery to focus on technology that can provide higher business value to departments and constituents.

Supported by IT industry research leader, Gartner Group, a strong proponent of formal project portfolio management which includes life-cycle planning for all business application, transparency and accountability for IT investment decisions, and IT resource tracking and monitoring.

Supports new processes for IT investment decisions via The IT Advisory Board sponsored by the Ops Council.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Employee hours spent on new project requests vs maintenance requests	0	0	2,810	4,680
Outcome	Increase in employee hours spent on new project requests vs maintenance requests	0.0%	0.0%	15.0%	25.0%
Quality	Percent of IT customers ranking IT services satisfactory or higher	0.0%	80.0%	79.0%	85.0%

Performance Measure - Description

✔ Measure Changed

Output-number of employee hours spent on maintenance requests vs new project requests

Benchmark: Standard Hours, 9 FTE (Apps & CA)

Outcome-% increase in number of employee hours spent on new project requests

Target is 10% annual increase in 09

Quality-% of IT customers ranking IT services satisfactory or greater

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$1,816,214	\$0	\$1,729,152
Contracts	\$0	\$30,200	\$0	\$30,200
Materials & Supplies	\$0	\$266,081	\$0	\$309,481
Internal Services	\$0	\$10,208	\$0	\$10,400
Subtotal: Direct Exps:	\$0	\$2,122,703	\$0	\$2,079,233
Administration	\$18,916	\$222,006	\$15,743	\$219,811
Program Support	\$23,849	\$1,162,663	\$24,436	\$1,017,650
Subtotal: Other Exps:	\$42,765	\$1,384,669	\$40,179	\$1,237,461
Total GF/non-GF:	\$42,765	\$3,507,372	\$40,179	\$3,316,694
Program Total:	\$3,550,137		\$3,356,873	
Program FTE	0.00	15.00	0.00	14.00
Program Revenues				
Fees, Permits & Charges	\$0	\$2,122,703	\$0	\$2,079,233
Program Revenue for Admin	\$42,765	\$1,384,669	\$40,392	\$1,237,461
Total Revenue:	\$42,765	\$3,507,372	\$40,392	\$3,316,694

Explanation of Revenues

Significant Program Changes

Last year this program was: #72077, Information Technology -General Government Application Services

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

Lead Agency: County Management
Program Contact: Becky Porter

Program Characteristics: In Target

Executive Summary

Enterprise Applications provide and support reliable software systems that are used across departmental boundaries and serve more than one or all County lines of business. Services include geographic maps, Web(internet)-based data access and transaction processing, and support for data bases and reporting tools used for decision making and results measurement. Specific service areas include Geographical Information Systems(GIS); Web Services, Data Base Services, reporting Services and related customer service management.

Program Description

GIS services include taxation mapping and tax collection analysis, land use planning, bridge and road planning, crime tracking, law enforcement planning, demographic/population analysis and emergency management and mitigation. Web Services provide technology platform and systems to enable access via the internet to County program information, direct access to County services, and electronic transaction processing, e.g. tax payments. Data Base and Reporting services provide the data storage and reporting structure and tools to allow information access and sharing with the public, county departments, and external business partners.

Specific services include managing requests for enterprise IT services and ensuring that the requests are defined, staffed, and scheduled in alignment with County priorities; understanding and defining enterprise business needs; and recommending effective, progressive technology solutions to meet the needs, e.g. to solve operational problems and/or improve productivity.

Key to effectively providing these services is identifying common needs and opportunities to share technologies across department boundaries and promoting informed decisions about IT investments using business and financial analysis, e.g. total cost of ownership.

Program Justification

Supports Accountability marquee indicators through improved service delivery and increased productivity. Current resource focus is primarily on "lights on" activities to keep current systems available with little time to implement technology projects that provide higher business value. Through focus on application life-cycle planning, project governance and prioritization, and resource accountability, program shifts service delivery to focus on technology that can provide higher business value to departments and constituents.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Employee hours spent on new project requests vs maintenance requests	0	0	4,680	7,800
Outcome	Increase in employee hours spent on new project requests	0.0%	0.0%	15.0%	25.0%
Quality	Percent of customers ranking IT service "Satisfactory" or better	0.0%	80.0%	79.0%	85.0%
Efficiency		0	0	0	0

Performance Measure - Description

✔ **Measure Changed**

Output-Number of employee hours spent on maintenance requests vs new project requests,benchmark: Standard Hours, 15 FTE

Outcome-% increase in number of employee hours spent on new project requests
Target is 10% annual increase in 09

Quality-% of IT customers ranking IT services 85% or greater, 5% inc

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$2,648,898	\$0	\$2,845,011
Contracts	\$0	\$39,525	\$0	\$85,759
Materials & Supplies	\$0	\$826,531	\$0	\$777,611
Internal Services	\$0	\$13,987	\$0	\$62,831
Subtotal: Direct Exps:	\$0	\$3,528,941	\$0	\$3,771,212
Administration	\$26,482	\$423,589	\$24,740	\$483,451
Program Support	\$33,389	\$590,785	\$38,399	\$649,423
Subtotal: Other Exps:	\$59,871	\$1,014,374	\$63,139	\$1,132,874
Total GF/non-GF:	\$59,871	\$4,543,315	\$63,139	\$4,904,086
Program Total:	\$4,603,186		\$4,967,225	
Program FTE	0.00	21.00	0.00	22.00
Program Revenues				
Fees, Permits & Charges	\$0	\$3,528,941	\$0	\$3,771,212
Program Revenue for Admin	\$59,871	\$1,014,374	\$63,473	\$1,132,873
Total Revenue:	\$59,871	\$4,543,315	\$63,473	\$4,904,085

Explanation of Revenues

Significant Program Changes

Last year this program was: #72078, Information Technology -Enterprise Applications

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

Lead Agency: County Management
Program Contact: Becky Porter

Program Characteristics: In Target

Executive Summary

Defines and implements processes and governance for selecting and monitoring technology investment projects across all Multnomah County departments. Identifies total cost of ownership for selected projects and provides the initial, one time only funding source for acquisition and implementation as well as ensuring on-going operational funding impacts.

Program Description

Establishes IT Advisory Board (subset of Ops Council) that governs the County's investments in technology. The charter: defines process and criteria for making technology investment decisions, reviews technology investment proposals from departments and associated business objectives and total cost of ownership, selects and prioritizes projects to fund, provides initial, one time only funding for acquisition and implementation, and regularly monitors funded projects to ensure projects are delivered appropriately and meet stated objectives and measurable outcomes.

Program Justification

Overall Goals: Provide transparency to county-wide technology projects, provide consistent process and a view of technology investment projects across departments, identify projects with highest overall County benefit, identify county-wide leverage opportunities, provide early identification of project issues, and clearly define project accountability. Aligns with marquee indicator by promoting improved service delivery and wise investing. Supports strategy #3 by utilizing standard processes and criteria. Supports strategies #2 & #4 by promoting transparency, consistency and communication across departments.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output		0	0	0	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	2008	2008	2009	2009
Capital Outlay	\$0	\$0	\$0	\$4,000,000
Unappropriated & Contingency	\$0	\$1,700,000	\$0	\$0
Subtotal: Direct Exps:	\$0	\$1,700,000	\$0	\$4,000,000
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$1,700,000	\$0	\$4,000,000
Program Total:	\$1,700,000		\$4,000,000	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$1,700,000	\$0	\$4,000,000
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$1,700,000	\$0	\$4,000,000

Explanation of Revenues

Significant Program Changes

Last year this program was: #72068, Information Technology -Technology Investment Fund

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

Lead Agency: County Management
Program Contact: Rich Swift

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. FREDS' sections share assets and skills by providing services to over 60 non-County agencies. FREDS Division Management helps the sections generate \$1,002,626 (FY07 Actual) in outside revenue which lowers overall service delivery costs and provides the community with quality service, cost effectively.
- FREDS has continually worked to effectively communicate within and across the county via electronic communication tools; standardized service and charge descriptions, service level agreements, performance measures, administrative procedures, mail pickup/delivery schedules, Records retention schedules, and the Central Stores catalog are published on the MINT; billing information is e-mailed to customers; and electronic surveys are being implemented.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of other government jurisdictions served by FREDS programs	75	75	75	75
Outcome	External Revenue Received by FREDS Programs	1,002,626	1,313,120	1,094,957	1,072,564
Quality	Percentage of Program Offers Outcome Measures meeting their target	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

- Output measure reflects a reduction from FY06's # in the # of small, one time only, sales to some other governments.
- % of programs with outcome measures was changed to % of program offers outcome measures meeting their target. The quality measure of time cards was 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	2008	2008	2009	2009
Personnel	\$0	\$415,593	\$0	\$414,157
Contracts	\$0	\$32	\$0	\$53,655
Materials & Supplies	\$0	\$3,415	\$0	\$8,465
Internal Services	\$0	\$339,644	\$0	\$31,407
Subtotal: Direct Exps:	\$0	\$758,684	\$0	\$507,684
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$758,684	\$0	\$507,684
Program Total:	\$758,684		\$507,684	
Program FTE	0.00	4.00	0.00	4.00
Program Revenues				
Fees, Permits & Charges	\$0	\$302,504	\$0	\$293,122
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$302,504	\$0	\$293,122

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: #72059, FREDS Admin

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

Lead Agency: County Management
Program Contact: Rich Swift

Program Characteristics: In Target

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); tire repair/replacement (onsite/offsite); accident claims management. Fleet Services is interdependent upon 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 effective solutions are made 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 FY07 was \$773,926 or 16% which results in some County fixed costs being shared by other organizations.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Revenue from outside agencies	0	0	789,672	657,360
Outcome	% of outside revenue to overall revenue	0.0%	0.0%	16.0%	16.0%
Quality	Customer satisfaction on individual jobs	99.2%	95.0%	99.9%	97.0%
Output	Total cost of ownership per mile for sedans (averaged/in cents)	0	0	68	70

Performance Measure - Description

✔ **Measure Changed**

Removed Output measure from last year: Work Orders Completed. Many workorders are void, parts only, or administrative in nature.
 Removed Outcome measure from last year: Vehicle Availability. Not able to measure in current system set up. Further work will have to be done to acheive this.
 Removed Efficiency measure from last year. 60% didn't seem like a valid target. More research will be done on a viable measure of efficiency.
 Redefined Quality measure of Customer Satisfaction. It is a measure on individual workorders (jobs) as reported on our customer cards.
 Added Output measure of total cost of ownership to show how well we are able to maintain costs to customers, for FY07 this was 64.
 Added Revenue from outside agencies and percent of outside revenue overall, which for FY07 was \$693,974 or 18% of total Fleet Services revenue.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$1,331,941	\$0	\$1,381,178
Contracts	\$0	\$8,981	\$0	\$9,026
Materials & Supplies	\$0	\$2,125,214	\$0	\$2,679,817
Internal Services	\$0	\$702,469	\$0	\$720,528
Unappropriated & Contingency	\$0	\$494,971	\$0	\$0
Subtotal: Direct Exps:	\$0	\$4,663,576	\$0	\$4,790,549
Administration	\$19,221	\$318,403	\$18,956	\$208,870
Program Support	\$21,669	\$0	\$30,096	\$0
Subtotal: Other Exps:	\$40,890	\$318,403	\$49,052	\$208,870
Total GF/non-GF:	\$40,890	\$4,981,979	\$49,052	\$4,999,419
Program Total:	\$5,022,869		\$5,048,471	
Program FTE	0.00	16.00	0.00	16.00
Program Revenues				
Fees, Permits & Charges	\$0	\$3,116,931	\$0	\$2,874,197
Intergovernmental	\$0	\$643,214	\$0	\$655,854
Other / Miscellaneous	\$0	\$661,555	\$0	\$1,332,597
Program Revenue for Admin	\$478	\$302,504	\$257	\$0
Total Revenue:	\$478	\$4,724,204	\$257	\$4,862,648

Explanation of Revenues

Significant Program Changes

Last year this program was: #72060A, FREDS - Fleet Services

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

Lead Agency: County Management
Program Contact: Rich Swift

Program Characteristics: In Target

Executive Summary

Vehicle Replacement Planning is provided as a symbiotic function within Fleet Services (72099). 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.

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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	% of vehicles due that are on delayed replacement	0.0%	0.0%	37.9%	22.5%
Outcome	Surplus sales revenue as % of purchase price	0.0%	10.0%	9.4%	10.0%
Quality	Customer satisfaction with delivered vehicles	0.0%	95.0%	80.0%	90.0%

Performance Measure - Description

 **Measure Changed**

Removed Output measure from last year: # of units sold. Vehicles sold are dependant on workload.
 Removed Outcome measure from last year: County inventory on replacement plan and replaced it with an output measure of % of vehicles dues that are on delayed replacement. This will help us monitor our back-log of replacement vehicles and associated liability to maximize investment return.
 Added Percent of vehicles due that are on delay and for FY07 it was 63.7%.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Contracts	\$0	\$10,696	\$0	\$2,725
Materials & Supplies	\$0	\$0	\$0	\$296,372
Internal Services	\$0	\$0	\$0	\$100,000
Capital Outlay	\$0	\$5,150,546	\$0	\$3,580,038
Unappropriated & Contingency	\$0	\$0	\$0	\$160,990
Subtotal: Direct Exps:	\$0	\$5,161,242	\$0	\$4,140,125
Administration	\$0	\$32,791	\$2,896	\$31,909
Program Support	\$0	\$0	\$4,598	\$0
Subtotal: Other Exps:	\$0	\$32,791	\$7,494	\$31,909
Total GF/non-GF:	\$0	\$5,194,033	\$7,494	\$4,172,034
Program Total:	\$5,194,033		\$4,179,528	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Fees, Permits & Charges	\$0	\$1,309,267	\$0	\$1,483,245
Intergovernmental	\$0	\$116,335	\$0	\$419,992
Other / Miscellaneous	\$0	\$3,748,369	\$0	\$2,282,888
Program Revenue for Admin	\$0	\$0	\$39	\$0
Total Revenue:	\$0	\$5,173,971	\$39	\$4,186,125

Explanation of Revenues

Significant Program Changes

Last year this program was: #72061A, FREDS - Fleet Vehicle Replacement

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

Lead Agency: County Management
Program Contact: Rich Swift

Program Characteristics: In Target

Executive Summary

Records Management supports County agencies and the public in maintaining public records in accordance with operation, 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 public records legal requirements and departmental operational needs while lowering costs; maintaining over 111 million documents in a centralized Records Center; maintaining the County's historic archives back to 1855; recycling large volumes (60 tons in FY07) 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, 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": (a) by reducing retention requirements whenever possible to lower records maintenance costs, including recent Sheriff's Office reductions which will lower their storage needs by an estimated 900 boxes (25%); (b) by centralizing records-keeping processes to create economies of scale. For example, the Records Center's industrial scale recycling costs 75% less than dispersed services, saving approximately \$18,000 in FY07, while Records Center storage reduced the use of expensive office space for records storage by over 49,000 square feet; (c) by maintaining extensive web tools, training, and regular consultation to communicate to employees their public records obligations; (d) by removing barriers to public access through archival preservation processing, reference assistance, and improved finding aids, including recent significant improvements to access to over 22,000 rolls of historic microfilm; and (e) by protecting records from loss or obsolescence, for example by maintaining microfilm backup services for long term retention electronic records in accordance with public records requirements.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Retrievals, Refiles and Interfiles (Record Actions) Performed	16,143	15,000	16,000	16,000
Outcome	% Current Retention Schedules (Updated within the last 5 years)	85.0%	90.0%	90.0%	90.0%
Output	Boxes, Microfilm Rolls, Maps and Plans Maintained in the Records Center	88,994	89,900	92,000	93,000
Quality	% of Records Retrievals Delivered to Customer Within 1 Business Day	98.0%	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	2008	2008	2009	2009
Personnel	\$0	\$334,411	\$0	\$341,250
Contracts	\$0	\$15,800	\$0	\$17,000
Materials & Supplies	\$0	\$17,746	\$0	\$24,091
Internal Services	\$0	\$278,368	\$0	\$349,137
Unappropriated & Contingency	\$0	\$0	\$0	\$47,263
Subtotal: Direct Exps:	\$0	\$646,325	\$0	\$778,741
Administration	\$4,805	\$23,611	\$1,165	\$12,834
Program Support	\$5,417	\$0	\$1,849	\$0
Subtotal: Other Exps:	\$10,222	\$23,611	\$3,014	\$12,834
Total GF/non-GF:	\$10,222	\$669,936	\$3,014	\$791,575
Program Total:	\$680,158		\$794,589	
Program FTE	0.00	4.00	0.00	4.00
Program Revenues				
Fees, Permits & Charges	\$0	\$677,937	\$0	\$741,034
Intergovernmental	\$0	\$10,427	\$0	\$7,742
Other / Miscellaneous	\$0	\$0	\$0	\$42,279
Program Revenue for Admin	\$120	\$0	\$16	\$0
Total Revenue:	\$120	\$688,364	\$16	\$791,055

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: #72062, FREDS - Records Section
#72062 - FREDS - Records Section

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

Lead Agency: County Management
Program Contact: Rich Swift

Program Characteristics: In Target

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 FY07, revenue from other governments was \$173,958 or 20% 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Work Orders Completed	1,940	1,800	1,800	1,850
Outcome	Hours in a year(8736) radio network is unavailable	5	9	4	8
Efficiency	Repair Turnaround Time - Work Orders completed in 48 hours	80.0%	90.0%	90.0%	92.0%
Quality	Overall Customer Satisfaction	100.0%	100.0%	100.0%	100.0%

Performance Measure - Description

 **Measure Changed**

Repair turn around % meets the target and the program continues to maintain a high % of customer satisfaction. We anticipate increasing the turnaround time % in FY08 as result of filling our vacant tech position. Anticipated increase in outside agency sales will increase # of work orders completed over FY08's current estimate. 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	2008	2008	2009	2009
Personnel	\$0	\$609,527	\$0	\$662,041
Contracts	\$0	\$68	\$0	\$68
Materials & Supplies	\$0	\$180,818	\$0	\$767,212
Internal Services	\$0	\$59,111	\$0	\$66,572
Unappropriated & Contingency	\$0	\$36,397	\$0	\$182,217
Subtotal: Direct Exps:	\$0	\$885,921	\$0	\$1,678,110
Administration	\$7,208	\$51,943	\$2,325	\$25,618
Program Support	\$826	\$0	\$3,691	\$0
Subtotal: Other Exps:	\$8,034	\$51,943	\$6,016	\$25,618
Total GF/non-GF:	\$8,034	\$937,864	\$6,016	\$1,703,728
Program Total:	\$945,898		\$1,709,744	
Program FTE	0.00	6.00	0.00	6.00
Program Revenues				
Fees, Permits & Charges	\$0	\$711,556	\$0	\$1,254,222
Intergovernmental	\$0	\$242,691	\$0	\$231,138
Other / Miscellaneous	\$0	\$36,397	\$0	\$187,750
Program Revenue for Admin	\$179	\$0	\$31	\$0
Total Revenue:	\$179	\$990,644	\$31	\$1,673,110

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, plus additional revenue for anticipated projects.

Significant Program Changes

Last year this program was: #72063, FREDS - Electronic Services

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

Lead Agency: County Management
Program Contact: Rich Swift

Program Characteristics: In Target

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 125 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.

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 125 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 facilitating 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 (1,151,569 pieces in FY07) 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	# of pieces of mail processed	1,151,569	1,071,483	1,081,780	1,095,500
Outcome	Pre-Sort discount over full postage	16.0%	15.0%	22.0%	22.0%
Quality	US Mail delivered to USPS same day as pickup	98.0%	100.0%	100.0%	100.0%
Input	Number of mail stops receiving delivery services	125	125	126	127

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	2008	2008	2009	2009
Personnel	\$0	\$546,495	\$0	\$569,470
Contracts	\$0	\$64	\$0	\$10,064
Materials & Supplies	\$0	\$822,517	\$0	\$1,134,048
Internal Services	\$0	\$112,331	\$0	\$217,159
Unappropriated & Contingency	\$0	\$1,257,453	\$0	\$278,747
Subtotal: Direct Exps:	\$0	\$2,738,860	\$0	\$2,209,488
Administration	\$10,091	\$98,362	\$6,445	\$71,016
Program Support	\$11,376	\$0	\$10,233	\$0
Subtotal: Other Exps:	\$21,467	\$98,362	\$16,678	\$71,016
Total GF/non-GF:	\$21,467	\$2,837,222	\$16,678	\$2,280,504
Program Total:	\$2,858,689		\$2,297,182	
Program FTE	0.00	8.40	0.00	8.40
Program Revenues				
Fees, Permits & Charges	\$0	\$1,439,040	\$0	\$1,329,814
Intergovernmental	\$0	\$38,593	\$0	\$49,505
Other / Miscellaneous	\$0	\$1,419,642	\$0	\$892,585
Program Revenue for Admin	\$251	\$0	\$87	\$0
Total Revenue:	\$251	\$2,897,275	\$87	\$2,271,904

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: #72064, FREDS - Distribution Services

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

Lead Agency: County Management
Program Contact: Rich Swift

Program Characteristics: In Target

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.

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 - FY07 \$9,094,608 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 – FY07 1,103,055 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, centralized 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 4,573/yr, goods requests 16,225, goods issues 56,560 and purchase orders executed 2,205.
- 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of material items issued in fiscal year	1,103,055	1,110,000	1,180,000	1,195,000
Outcome	External revenue	280,517	262,000	270,254	300,000
Efficiency	Number of inventory turns within FY	6	5	9	6
Quality	Customers receive ordered goods within 24 hrs	89	90	85	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	2008	2008	2009	2009
Personnel	\$0	\$972,209	\$0	\$994,837
Contracts	\$0	\$714	\$0	\$732
Materials & Supplies	\$0	\$3,037,594	\$0	\$3,661,257
Internal Services	\$0	\$279,733	\$0	\$418,661
Unappropriated & Contingency	\$0	\$0	\$0	\$71,099
Subtotal: Direct Exps:	\$0	\$4,290,250	\$0	\$5,146,586
Administration	\$15,136	\$181,279	\$8,437	\$92,960
Program Support	\$17,064	\$0	\$13,395	\$0
Subtotal: Other Exps:	\$32,200	\$181,279	\$21,832	\$92,960
Total GF/non-GF:	\$32,200	\$4,471,529	\$21,832	\$5,239,546
Program Total:	\$4,503,729		\$5,261,378	
Program FTE	0.00	12.60	0.00	12.60
Program Revenues				
Fees, Permits & Charges	\$0	\$4,360,300	\$0	\$4,387,565
Other / Miscellaneous	\$0	\$32,000	\$0	\$684,291
Program Revenue for Admin	\$377	\$0	\$114	\$0
Total Revenue:	\$377	\$4,392,300	\$114	\$5,071,856

Explanation of Revenues

Materiel Management is funded by an allocation system through the Distribution Fund. Total program costs for FY08 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 FY06. As required by County Code charges to other governments are set as a 10% surcharge of product cost and are estimated at \$270,254 for FY08. More revenues than planned enabled Materiel Management to keep its cost allocation to the County for FY09 at FY08 levels.

Significant Program Changes

Last year this program was: #72065, FREDS - Materiel Management

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

Lead Agency: County Management
Program Contact: Rich Swift

Program Characteristics: In Target

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 reimbursement 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	Number of motor pool trips provided	14,921	15,000	13,000	14,000
Outcome	Vehicle availability at Downtown & Mult Bldg pools	99.9%	99.0%	99.0%	99.0%

Performance Measure - Description

Removed Efficiency measure from last year: Number of rental cars needed to supplement pools(days of availability). We'll analyze a different way to measure the right sizing of the Downtown and Multnomah Building pools by counting unused pool cars on a daily basis. In this way the program can determine measure effectiveness.

Legal/Contractual Obligation

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2008	2008	2009	2009
Personnel	\$0	\$119,740	\$0	\$122,113
Contracts	\$0	\$36	\$0	\$16
Materials & Supplies	\$0	\$9,344	\$0	\$9,788
Internal Services	\$0	\$33,502	\$0	\$18,621
Unappropriated & Contingency	\$0	\$0	\$0	\$217,115
Subtotal: Direct Exps:	\$0	\$162,622	\$0	\$367,653
Administration	\$2,403	\$53,760	\$5,454	\$60,094
Program Support	\$2,709	\$0	\$8,659	\$0
Subtotal: Other Exps:	\$5,112	\$53,760	\$14,113	\$60,094
Total GF/non-GF:	\$5,112	\$216,382	\$14,113	\$427,747
Program Total:	\$221,494		\$441,860	
Program FTE	0.00	2.00	0.00	2.00
Program Revenues				
Fees, Permits & Charges	\$0	\$440,462	\$0	\$467,610
Intergovernmental	\$0	\$260	\$0	\$1,506
Program Revenue for Admin	\$60	\$0	\$74	\$0
Total Revenue:	\$60	\$440,722	\$74	\$469,116

Explanation of Revenues

Significant Program Changes

Last year this program was: #72066, FREDS- Motor Pool

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

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

Executive Summary

The Fleet Fund consists of Fleet, Motor Pool and Electronic Services, FREDS Administration and the Fleet Replacement fund. The purpose of this one time only program offer is to establish a prudent reserve to the fund. The reserve was used up in an effort to smooth out rates for our customers while carefully managing the fund.

Program Description

The reserve is set up to hedge against unexpected increases in costs especially important due to volatile fuel prices. It also helps keep costs down to our customers and stabilizes rates. The Fleet Fund has been managed very carefully over the last several years in an effort to smooth out rates causing the reserves to be used up in FY09. One time only funding is a good and prudent way of replenishing the reserve during a budget reduction year without creating an adverse impact to the County or our customers.

Program Justification

The Fleet Fund supports the Accountability priority of resource management through these centrally managed programs. County policy requires all funds maintain a 5% reserve. The reserve is set up to hedge against unanticipated increases in costs. The Chair's Officer recommended the use of one time only as a way of replenishing the funds without adversely impacting customers in a year where budget reductions are being made.

Performance Measures

Measure Type	Primary Measure	Previous Year Actual (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output		0	0	0	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	2008	2008	2009	2009
Cash Transfer	\$0	\$0	\$299,901	\$0
Unappropriated & Contingency	\$0	\$0	\$0	\$299,901
Subtotal: Direct Exps:	\$0	\$0	\$299,901	\$299,901
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$0	\$0	\$299,901	\$299,901
Program Total:	\$0		\$599,802	
Program FTE	0.00	0.00	0.00	0.00
Program Revenues				
Other / Miscellaneous	\$0	\$0	\$0	\$299,901
Program Revenue for Admin	\$0	\$0	\$0	\$0
Total Revenue:	\$0	\$0	\$0	\$299,901

Explanation of Revenues

Significant Program Changes

Last year this program was:

Priority: Vibrant Communities

Lead Agency: County Management

Program Offer Type: Existing Operating

Program Contact: Bob Thomas

Related Programs:

Program Characteristics: In Target

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 3% cuts to all programs across the board.

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 1.33% 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 of 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 nationally and globally 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 (FY06-07)	Current Year Purchased (FY07-08)	Current Year Estimate (FY07-08)	Next Year Offer (FY08-09)
Output	County children served with integrated arts education through Arts Partners	0	0	0	5,000
Outcome	Economic impact of nonprofit arts & culture activities in the Tri-County region	318,200,000	328,400,000	328,400,000	344,000,000
Input	Multnomah County \$\$ invested in arts & culture	141,847	188,000	188,000	187,831
Efficiency	\$\$ leveraged by RACC from other public & private partners	5,121,200	5,487,000	6,071,524	7,611,000

Performance Measure - Description

RACC provides extraordinary returns on the County's limited investment. Last year's support from the County helped RACC and the arts community secure funding increases from the federal government (up 16%), the state (up 45%), the City of Portland (up 12%), Clackamas County (up 43%) and Washington County (up 21%). Private funding was up as well, with gifts to Work for Art up 925% and gifts to the Oregon Cultural Trust up 20%. Artists, arts organizations, neighborhoods, schoolchildren, and the regional economy all benefit from these increases.

RACC is leading a coalition of "Arts Partners" to equitably deliver integrated arts education activities for every K-8 student in the region by 2012. In FY09, a County investment of \$38,000 will help leverage over \$1 million from other sources to serve 5,000 students in 10 pilot schools in Multnomah County.

Legal/Contractual Obligation

None.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2008	2008	2009	2009
Program Expenses				
Contracts	\$188,000	\$0	\$187,831	\$0
Subtotal: Direct Exps:	\$188,000	\$0	\$187,831	\$0
Administration	\$0	\$0	\$0	\$0
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$0
Total GF/non-GF:	\$188,000	\$0	\$187,831	\$0
Program Total:	\$188,000		\$187,831	
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: #10016, Regional Arts & Culture Council

In FY09, RACC will generate more leverage than ever before – an estimated \$7.6 million from other sources. Through outreach efforts and translation assistance funded by the City of Portland, RACC will provide more services for residents in East County and other underserved citizens throughout the County.

For FY 2009, this program was moved from the Nondepartmental budget into the Department of County Management to provide for better contract oversight on the County's part.