

# Environmental Services

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## Vision

The DES Vision Statement is a picture of what the department would like to become, described in the present tense—as if it were happening now. It reveals where we want to go and what it will be like when we get there. It gives shape and direction to the organization's future.

The Department of Environmental Services plays a vital role in Multnomah County's efforts to achieve its vision for a safe, productive and healthy community, a livable environment, and accountable government.

### Mission

The department's Mission is three-fold:

Administer the County's state government responsibilities;

Provide operational infrastructure support to all County departments and offices;

Manage the County's role in the regional transportation system.

### General Government and Transportation Services

The public has a high degree of confidence in the state-mandated services administered by the Department of Environmental Services. Integrity is the hallmark of the electoral process. Property tax revenues authorized by voters are assessed and collected in an equitable and uniform way to provide funding for essential County services. Citizens consistently cite responsive customer service and prudent management of public resources as the characteristics of these government institutions. The County's valuable natural resources and neighborhood livability is preserved through accessible, effective land use planning and management. The regional economy is thriving due to the County's leadership role and expertise as a partner in the regional transportation system. Major East County arterioles, roads, bikeways, and the six County-owned Willamette River bridges are well and the public's capital investments preserved. The community consistently rates Animal Control services as responsive, humane and professional.

### Operational Infrastructure

The Department is a partner with the County's other direct service programs that contribute to the County Vision and Long-term benchmarks by providing operational infrastructure support. County programs that occupy department managed buildings and properties consistently rate their satisfaction level as very high. Space is safe, well maintained rents and facility charges are fair and competitive with other comparable property. New construction and capital improvement projects are on time, in or under budget and meet the expectations of customers and clients. County programs choose the department for their fleet, electronics and mail distribution services because of consistently high quality performance and cost effectiveness that is competitive with the private sector.

## *DES Values and Guiding Principles*

- *Teamwork*
- *Fiscal  
Responsibility*
- *Diversity*
- *Integrity*
- *Responsiveness*
- *Accountability*
- *Service  
Excellence*
- *Data Driven*

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## Strategic Planning

The Department of Environmental Services is a collection of eight unique County service divisions that work collaboratively towards the common goals of cost effectiveness, service excellence and accountable government. The individual operating divisions constitute the “strategic business units” of the department, and each division maintains its own strategic plan. Divisions have been given flexibility in how they approach the creation of their division strategic plans.

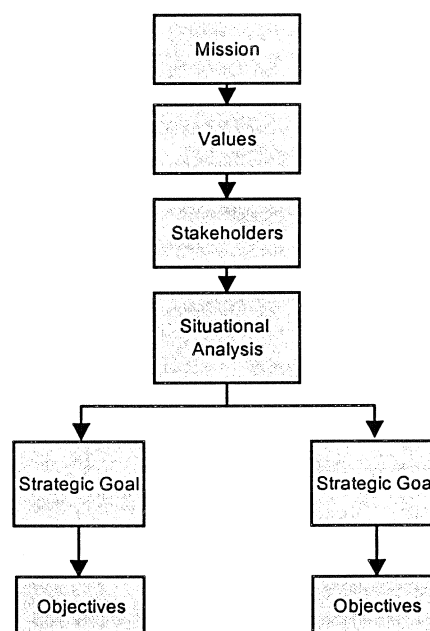
The role of department administration is to create and manage a “corporate strategic plan” that identifies overarching department management strategies to improve service. The corporate plan is designed to build a management environment in DES conducive to accomplishing our overall strategic agenda and create a sense of common purpose. Strategic planning is an ongoing management responsibility being incorporated into the way we do business in the department.

### Planning Horizon

The DES Strategic Plan is a three-year document aligned with the County’s fiscal year. The time span is from fiscal year 1999-2000 through 2001-2002. The first year of the three-year plan is linked to the FY1999-2000 budget. Plans will be updated on an annual basis.

### DES Strategic Planning Model

Division Strategic Plans may include the following additional components: Strategies; Implementation plan; Internal Communication plan; Resource Requirements; and Progress Reporting schedule.



### Strategic Planning Implementation

Divisions are scheduled to complete their Strategic Plans by the October 1999.



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## Department Services

The Department of Environmental Services offers the following services:

- Operate, manage and maintain all County owned and leased facilities and properties;
- Protect people and animals through promotion and enforcement of responsible animal ownership;
- Provide fleet services, records management, electronics services and mail distribution;
- Record public documents
- Develop and implement land use policy;
- Maintain the 400 miles of County owned roads and rights of way;
- Operate, maintain and preserve the County's six Willamette River bridges;
- Assess and collect property taxes;
- Perform all functions related to conducting all elections in Multnomah County.

Local policy discretion regarding many DES services is significantly limited by a variety of Federal and State mandates. For example, Property Valuation, Tax Collection, Elections, Transportation and Land Use Planning are mandated and regulated by State and Federal statutes. Expenditures of Transportation funds are largely controlled by constitutional requirements. Aspects of Animal Control and Facilities and Property Management are regulated by federal and state law, with some local discretion.

Several citizen groups and internal service user groups have advisory or oversight responsibilities for DES activities. The Animal Control Advisory Committee provides citizen input for their program. The Planning Commission provides oversight for Transportation and Land Use Planning issues. The Board of Equalization provides citizen review of property assessment appeals. Several internal committees provide management review of support services, including the Facilities Client Team, and the Fleet Users Committee. The Department's Citizen Budget Advisory Committee advises the County Chair, Board of County Commissioners and the Department on budget issues.

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## Budget Issues and Highlights

- 1) Urban Land Use Permitting Administration
- 2) Animal Control – Services Levels and Funding

### Urban Land Use Permitting Administration

Multnomah County has adopted a long-term goal to focus on rural land use planning outside the urban growth boundary. Last year, Land Use Planning contracted with the cities of Portland, Troutdale and Gresham to implement the Metro 2040 functional plan for the unincorporated urban areas. That is largely complete. Phase 2 involves transferring the current planning administration permitting to Portland, Troutdale and Gresham, for those same unincorporated pockets.

#### **Board Action:**

The Board has already entered into an intergovernmental agreement to transfer the permitting function to the City of Portland. Land Use Planning is working with the City to develop the financial agreement for services. When negotiations are complete, Land Use Planning will bring back to the board an amendment to the IGA.

The budget impact for FY99-2000 will be known at the conclusion of negotiations with city planning staff. Land use permitting activity is commonly more costly to administer than is recoverable by fees, particularly for single-family type structures in urban areas. We anticipate that the cities will not be able to fully recover the cost of permitting County applications with their fee structure, and a reasonable off-setting payment is anticipated.

### Animal Control Service Levels and Funding

Since 1972, Animal Control has been a Countywide, consolidated service responsibility of Multnomah County government. Funding for these services comes from two sources: 1) the County General Fund; and, 2) programs revenues—mostly, licensing fees, shelter fees, and fines. Over the past ten years, Animal Control has successfully reduced its General Fund support to the program through periodic fee adjustments.

Recently, the Animal Control Division has prepared an “*Operational Plan for 1999 and Beyond*,” as a roadmap for meeting the quality of service expectations of citizens and the Board. The plan describes four options for incremental service improvements:

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| Option | Service Level  | Staff Change | Costs       |
|--------|--|--------------|-------------|
| 1      | Current Service hours with enhanced staffing to improve telephone service, shelter service, and field service response.      | 9.9 FTE      | \$492,380   |
| 2      | The shelter would be open one additional day each week (six-days). Enhanced field services response.                         | 12.9 FTE     | \$600,680   |
| 3      | The shelter would be open six-days a week. Field services would be expanded from 12 hours/day to 16 hours/day, six days/week | 18.9 FTE     | \$741,480   |
| 4      | The shelter would be open seven-days a week. Field services would be expanded to seven-days a week .                         | 23.9 FTE     | \$1,084,580 |

There are four funding strategy alternatives for consideration:

1. Program revenues with off-setting General Fund support—current approach
2. New user-fee funding strategy – “Pet Food Licensing Fee.”
3. Intergovernmental Agreements with cities – cost sharing agreements.
4. Alternative funding sources – Animal Control Foundation

Various combinations of #1 through #4

## Board Action:

Efforts are underway to develop and establish a funding alternative for Animal Control, the Pet Food Licensing Fee. This fee, if implemented, is anticipated to be effective January 1, 2000. Animal Control shelter will be open one additional day each week (six days), and field services response will be enhanced. Animal Control has budgeted \$300,340 in anticipated Pet Food Licensing Fee revenue to fund these additional services.

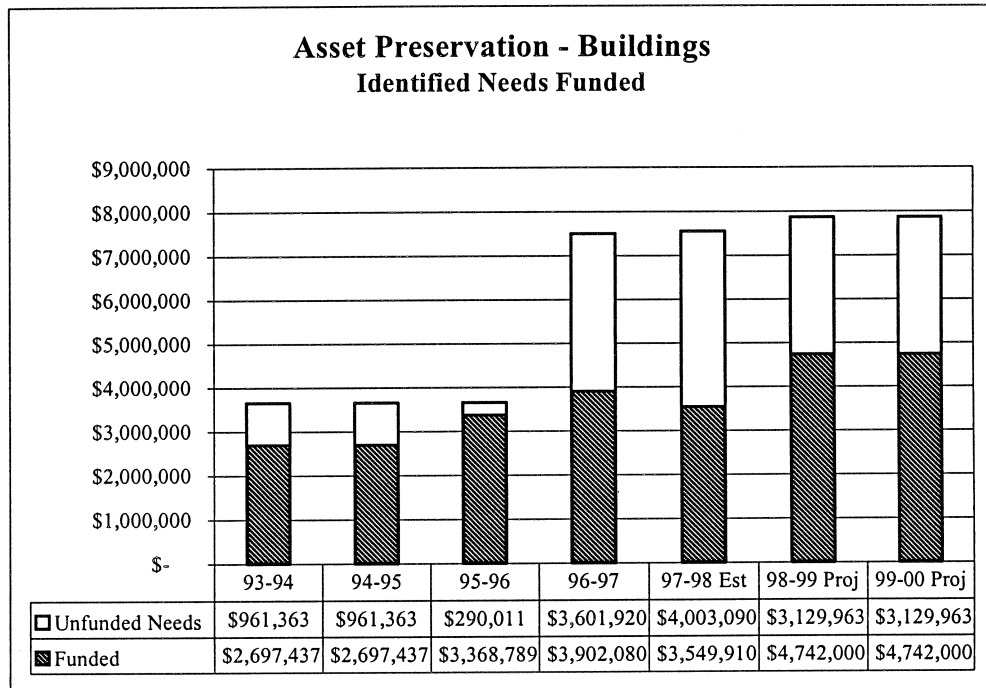
## Department Performance Trends

There are three Performance Trends:

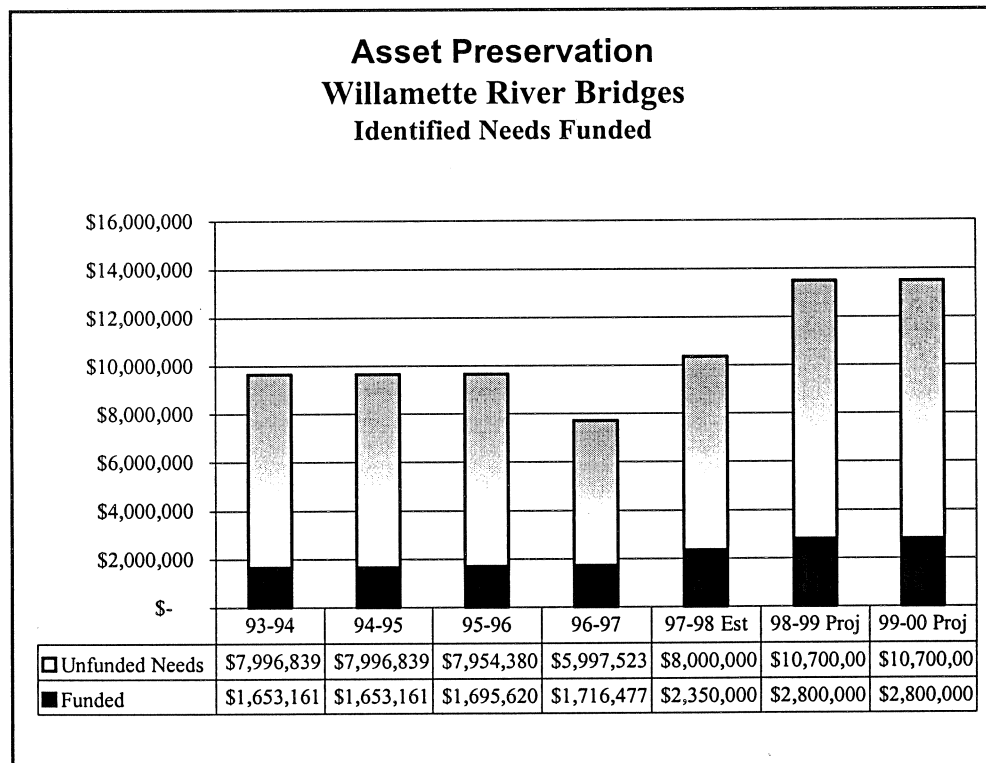
- 1) Asset Preservation: Buildings --Identified Needs Funded
- 2) Asset Preservation: Willamette River Bridges -- Identified Needs Funded
- 3) DES Employees vs. Availability in Job Market --Percent of Workforce Diversity Goal Achieved.

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*There has been a historic pattern of underfunding facilities infrastructure. In 1996, Facilities and Property Management completed a more comprehensive building assessment and identified more than \$120 million in deferred maintenance needs. At current funding levels, the County is only able to fund approximately 63% of the needs on an annual basis.*

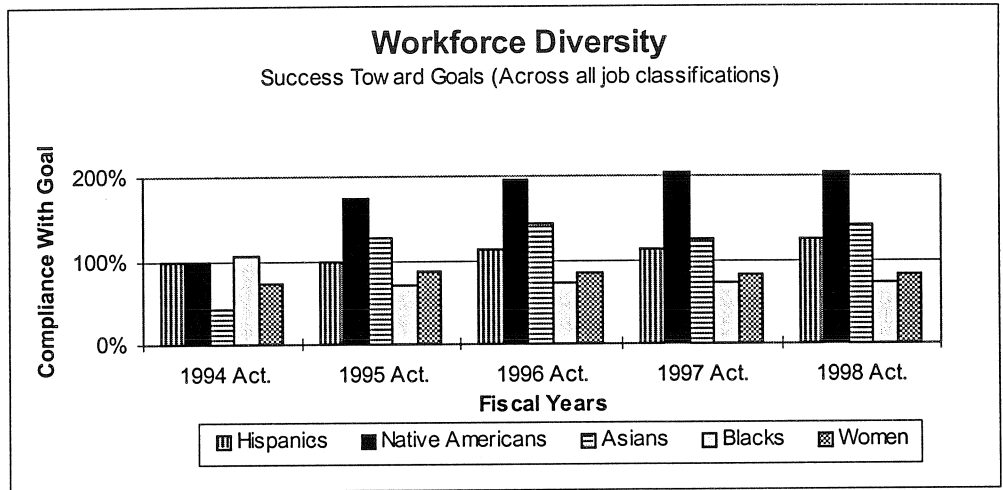


*There has been a constant pattern of underfunding bridge infrastructure. The current 20-year Bridge Capital Plan identifies \$260 million in capital need for the County's inventory of Willamette River Bridges. At current funding levels, the County is only able to fund approximately 20% of the needs on an annual basis.*



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*Actual hires meet or exceed Affirmative Actions goals for Hispanics, Native Americans and Asians. Strategic plans are in place to improve statistics for Blacks and Women.*



## How the Department Delivers its services

The Department of Environmental Services has adopted a long-term strategy to measure performance against the Oregon Quality Award criteria. In FY1996-97, the department conducted an extensive employee survey to assess employee perception of how well the department is aligned with the Oregon Quality Award criteria. Improvement opportunities identified in the survey were built in to action items for FY97-98.

### OQA Self-Assessment Approach in FY1998-99

In FY98-99, the County conducted an organizational performance assessment using the Oregon Quality Award. The Department of Environmental Services established five overarching goals for the department's self-assessment project:

1. Use external expertise and to provide objective perspectives;
2. Include broad organizational participation for diverse viewpoints;
3. Conduct assessment at the division level for distinct operational units, the DES divisions;
4. Provide feedback from OQA examiners relevant to each DES divisions, and the department as a whole;
5. Uniformity of work project.

The department formed two departmental teams:

1. Division Core Teams—Each division wrote its own self-assessment.
2. An Interview and Examiner Team—this team:
  - Reviewed completed division self-assessments.
  - Interviewed division teams and conducted site visits.
  - Produced the department application and an application for each division.
  - Produced a feedback report with strengths, improvement opportunities, and "Tips and Best Practices" for each division and

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one for the entire department.

## OQA Follow-up for FY1999-2000

The feedback reports included an extensive inventory of strengths and opportunities for improvement, both at the Department and Division Levels. In FY1999-2000, divisions and the department will prioritize the improvement opportunities and integrate them into the strategic planning process.

## Budget for FY 2000

The Department's budget is \$274,537,759 and it has 574.66 FTE's. Significant changes are noted by Division in the following pages.

| <b>Budget Trends</b> | <b>1997-98</b>       | <b>1998-99</b>          | <b>1998-99</b>        | <b>1999-00</b>        |                     |
|----------------------|----------------------|-------------------------|-----------------------|-----------------------|---------------------|
|                      | <b>Actual</b>        | <b>Current Estimate</b> | <b>Adopted Budget</b> | <b>Adopted Budget</b> | <b>Difference</b>   |
| Staffing FTE         | 496.70               | 562.50                  | 560.00                | 575.66                | 15.66               |
| Personal Services    | \$27,015,553         | \$29,960,223            | \$31,127,461          | \$33,221,694          | \$2,094,233         |
| Contractual Services | \$28,781,376         | \$33,493,837            | \$40,979,974          | \$40,749,734          | (\$230,240)         |
| Materials & Supplies | \$31,004,704         | \$31,714,148            | \$38,659,425          | \$41,646,971          | \$2,987,546         |
| Capital Outlay       | <u>\$35,815,859</u>  | <u>\$31,309,893</u>     | <u>\$149,538,572</u>  | <u>\$158,919,360</u>  | <u>\$9,380,788</u>  |
| <b>Total Costs</b>   | <b>\$122,617,492</b> | <b>\$126,478,101</b>    | <b>\$260,305,432</b>  | <b>\$274,537,759</b>  | <b>\$14,232,327</b> |
| Program Revenues     | \$110,844,123        | \$248,414,478           | \$245,676,407         | \$263,792,465         | \$18,116,058        |

| <b>Costs by Division</b> | <b>1997-98</b>       | <b>1998-99</b>          | <b>1998-99</b>        | <b>1999-00</b>        |                     |
|--------------------------|----------------------|-------------------------|-----------------------|-----------------------|---------------------|
|                          | <b>Actual</b>        | <b>Current Estimate</b> | <b>Adopted Budget</b> | <b>Adopted Budget</b> | <b>Difference</b>   |
| Director's Office        | \$416,558            | \$837,050               | \$874,143             | \$1,341,107           | \$466,964           |
| Facilities & Prop. Mgmt  | \$58,473,780         | \$55,487,063            | \$186,533,481         | \$196,014,950         | \$9,481,469         |
| Animal Control           | \$2,563,782          | \$2,806,671             | \$2,852,206           | \$3,349,159           | \$496,953           |
| FREDS                    | \$6,050,920          | \$6,629,922             | \$7,997,729           | \$8,100,874           | \$103,145           |
| Transportation           | \$20,736,519         | \$22,943,271            | \$24,818,614          | \$25,112,857          | \$294,243           |
| Land Use Planning        | \$1,001,284          | \$1,300,877             | \$1,408,167           | \$1,910,177           | \$502,010           |
| Tax Collection & Record  | \$3,539,149          | \$4,700,751             | \$4,831,835           | \$4,935,650           | \$103,815           |
| Property Valuation       | \$7,414,807          | \$7,499,490             | \$7,559,674           | \$7,456,034           | (\$103,640)         |
| Elections                | \$2,881,603          | \$3,109,277             | \$3,135,662           | \$3,272,141           | \$136,479           |
| Accounting Entities      | <u>\$19,539,090</u>  | <u>\$21,163,729</u>     | <u>\$20,293,921</u>   | <u>\$23,044,810</u>   | <u>\$2,750,889</u>  |
| <b>Total Costs</b>       | <b>\$122,617,492</b> | <b>\$126,478,101</b>    | <b>\$260,305,432</b>  | <b>\$274,537,759</b>  | <b>\$14,232,327</b> |

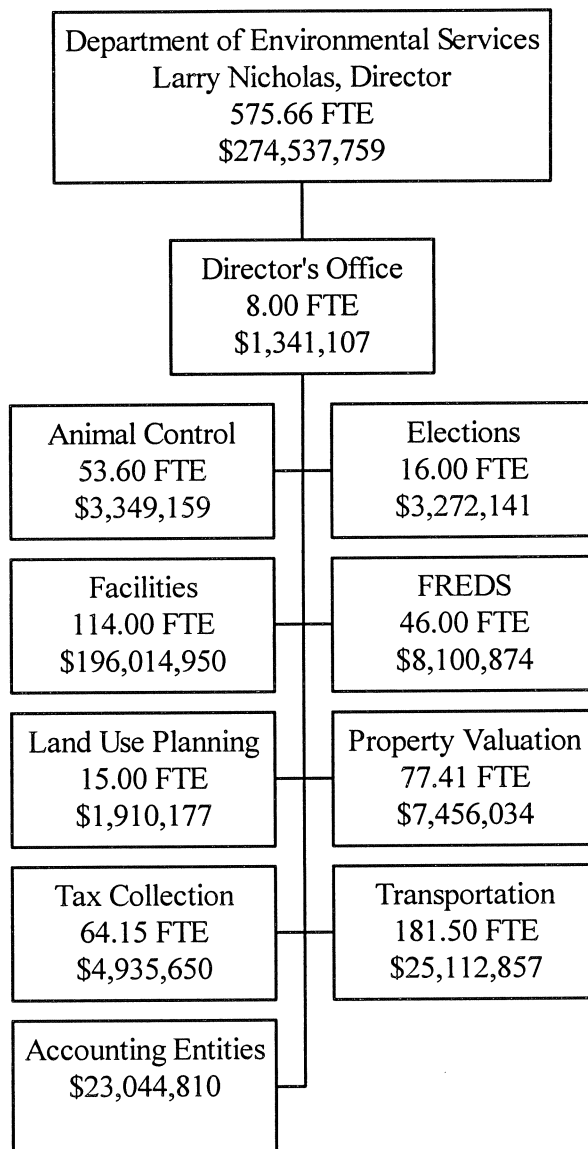
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| <b>Staffing by Division</b> | <b>1997-98</b> | <b>1998-99</b>  | <b>1998-99</b> | <b>1999-00</b> |                   |
|-----------------------------|----------------|-----------------|----------------|----------------|-------------------|
|                             | <b>Actual</b>  | <b>Current</b>  | <b>Adopted</b> | <b>Adopted</b> | <b>Difference</b> |
|                             |                | <b>Estimate</b> | <b>Budget</b>  | <b>Budget</b>  |                   |
| Director's Office           | 4.35           | 7.00            | 6.00           | 8.00           | 2.00              |
| Facilities & Prop. Mgmt     | 80.16          | 106.50          | 106.50         | 114.00         | 7.50              |
| Animal Control              | 41.59          | 45.60           | 44.60          | 53.60          | 9.00              |
| FREDS                       | 40.88          | 44.40           | 44.40          | 46.00          | 1.60              |
| Transportation              | 172.22         | 188.00          | 188.00         | 181.50         | (6.50)            |
| Land Use Planning           | 11.91          | 14.00           | 13.50          | 15.00          | 1.50              |
| Tax Collection & Recor      | 54.73          | 61.00           | 61.00          | 64.15          | 3.15              |
| Property Valuation          | 76.47          | 80.00           | 80.00          | 77.41          | (2.59)            |
| Elections                   | 14.39          | 16.00           | 16.00          | 16.00          | 0.00              |
| Accounting Entities         | <u>0.00</u>    | <u>0.00</u>     | <u>0.00</u>    | <u>0.00</u>    | <u>0.00</u>       |
| <b>Total Staffing FTE's</b> | <b>496.70</b>  | <b>562.50</b>   | <b>560.00</b>  | <b>575.66</b>  | <b>15.66</b>      |

# Environmental Services

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## Department Organization





## Director's Office

The mission of the Director's Office is to provide leadership, policy direction, coordination, community involvement and effective management support to the department's operating divisions to ensure the effective delivery of its diverse services. The Director's Office has department-wide responsibility for: budget and financial management, employee development and training, labor relations, contracts and purchasing administration, affirmative action, citizen involvement and intergovernmental relations. The Director's Office is also responsible for monitoring various Intergovernmental Agreements with local jurisdictions concerning transferred County facilities and programs.

### Action Plans:

- Successfully relocate County programs into the newly purchased Multnomah Building (formerly the U.S. Bank Bldg.).
- Develop a Countywide mixed-use development housing policy.
- County policy coordination of Endangered Species Act, Steelhead listing, and Clean Water Act.
- Submit a new revenue proposal for an increased Animal Control service level.
- Implement Facility Client Team recommendations for Countywide space allocation and office furniture standards.
- Adjust the Asset Preservation Fee to reflect completed building condition assessments.
- Complete disposition plans for vacating the Morrison and Hansen buildings.
- Develop and implement a comprehensive County Facilities policy.
- Implement department Information systems management plan.
- Develop a department approach for the Integrated Enterprise System plan.

| <b>Director's Office</b> | <b>1997-98</b>   | <b>1998-99</b>   | <b>1998-99</b>   | <b>1999-00</b>     |                   |
|--------------------------|------------------|------------------|------------------|--------------------|-------------------|
| <b>Budget Trends</b>     | <b>1997-98</b>   | <b>Current</b>   | <b>Adopted</b>   | <b>Adopted</b>     |                   |
|                          | <b>Actual</b>    | <b>Estimate</b>  | <b>Budget</b>    | <b>Budget</b>      | <b>Difference</b> |
| Staffing FTE             | 4.35             | 7.00             | 6.00             | 8.00               | 2.00              |
| Personal Services        | \$301,869        | \$515,388        | \$463,004        | \$635,509          | \$172,505         |
| Contractual Services     | \$8,128          | \$145,262        | \$232,696        | \$425,797          | \$193,101         |
| Materials & Supplies     | \$96,926         | \$171,000        | \$173,043        | \$273,801          | \$100,758         |
| Capital Outlay           | <u>\$9,635</u>   | <u>\$5,400</u>   | <u>\$5,400</u>   | <u>\$6,000</u>     | <u>\$600</u>      |
| <b>Total Costs</b>       | <b>\$416,558</b> | <b>\$837,050</b> | <b>\$874,143</b> | <b>\$1,341,107</b> | <b>\$466,964</b>  |
| Program Revenues         | \$183            | \$71,696         | \$71,696         | \$138,874          | \$67,178          |

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Director's Office

| Significant Budget Changes  | Program                  | FTE Changes | Expenditure Changes | Revenue Changes |
|---|--------------------------|-------------|---------------------|-----------------|
| Employee Services Specialist  | <i>Director's Office</i> | 1.00        | \$50,410            |                 |
| Management Assistant  | <i>Director's Office</i> | 1.00        | \$75,112            |                 |
| Centralized department tuition reimbursement  | <i>Director's Office</i> |             | \$53,000            |                 |
| Building Management increase due to move to Yeon Annex and assumption of debt service | <i>Director's Office</i> |             | \$56,816            |                 |
| Transferred GIS coordination to DSS   | <i>Director's Office</i> |             | (\$29,360)          |                 |
| Water Quality Management Unit moved from Transportation                               | <i>Director's Office</i> |             | \$291,457           |                 |

| Key Result Measure   | Program       | FY 96 Actual | FY 97 Actual | FY 98 Actual | FY 99 Estimate | FY 00 Estimate |
|--|---------------|--------------|--------------|--------------|----------------|----------------|
| Percent of Legally Mandated milestones and Deliverables Achieved on Time | Water Quality | 100%         | 100%         | 100%         | 100%           | 100%           |

## Animal Control

The mission of this division is to protect people and animals through the promotion and enforcement of responsible animal ownership. The division is responsible for the community's animal ownership ordinances that protect people and animals; operating a shelter for lost, stray and unwanted animals; administering a pet license identification system; and providing information, education and services in the area of responsible animal ownership. Animal Control operates the Pet Adoption Outreach Center at Clackamas Town Center.

The division provides State mandated services related to Rabies and nuisance enforcement, dog licensing and maintenance of an animal shelter (ORS 609 & 433).

Multnomah County is a high-density, metropolitan area with an estimated population of 250,000 dogs and cats, which create a myriad of animal-related problems and service needs. As the community grows, the demand for services expands.

In July 1998, the Board of County Commissioners passed a new Animal Control Ordinance that has been adopted by all jurisdictions within the County. Specific changes to the ordinance include the requirement of rabies vaccinations for cats and new exotic animal restrictions.

### Action Plan:

- Develop a diversion program that will provide a classroom environment for teaching pets owners the responsibilities of pet ownership, offered primarily to those whose pets have exhibited behavior characteristics of Potentially Dangerous Dogs, as classified by the Animal Control Ordinance.

| <b>Animal Control</b> | <b>1997-98</b>     | <b>1998-99</b>          | <b>1998-99</b>        | <b>1999-00</b>        |                   |
|-----------------------|--------------------|-------------------------|-----------------------|-----------------------|-------------------|
| <b>Budget Trends</b>  | <b>Actual</b>      | <b>Current Estimate</b> | <b>Adopted Budget</b> | <b>Adopted Budget</b> | <b>Difference</b> |
| Staffing FTE          | 41.59              | 45.60                   | 44.60                 | 53.60                 | 9.00              |
| Personal Services     | \$1,877,428        | \$1,986,962             | \$2,001,494           | \$2,461,881           | \$460,387         |
| Contractual Services  | \$135,046          | \$136,719               | \$136,719             | \$135,757             | (\$962)           |
| Materials & Supplies  | \$549,980          | \$682,990               | \$713,993             | \$751,521             | \$37,528          |
| Capital Outlay        | <u>\$1,328</u>     | <u>\$0</u>              | <u>\$0</u>            | <u>\$0</u>            | <u>\$0</u>        |
| <b>Total Costs</b>    | <b>\$2,563,782</b> | <b>\$2,806,671</b>      | <b>\$2,852,206</b>    | <b>\$3,349,159</b>    | <b>\$496,953</b>  |
| Program Revenues      | \$1,125,299        | \$1,615,840             | \$1,661,295           | \$1,961,621           | \$300,326         |

### Division Management and Community Education

Division Management and Community Education provides overall division management and programs to increase the public's awareness and commitment to responsible animal ownership. The major program responsibilities are to increase the community's awareness of Animal Control services and to motivate the community to responsible animal ownership through media and community presentations.

Each year, the division's services and programs are the focus of more than one hundred media stories. The division also receives requests from community and business organizations to provide presentations on responsible pet ownership and dangerous animal handling. As the population of the County grows, along with the popularity of pet ownership, requests for information are increasing.

The database migration from the County's ISD support system to the Animal Control LAN system was completed in fiscal 1998-99.

**FY 1999: 5.00 FTE      FY 2000: 7.00 FTE**

### Field Services

The Field Services program provides timely response and effective resolution to animal-related emergencies and neighborhood problems involving animal ownership. Major program responsibilities include 24-hour response to public safety emergencies involving dangerous dogs and rescue of animals involved in life-threatening emergencies, impounding of stray dogs, regulating the ownership of potentially dangerous dogs, removal of dead animals from all streets, and investigation and quarantine of animals that have bitten people or are suspected of having rabies.

Each year, the Field Services program responds to more than 20,000 calls for service 24-hours a day. The number of service calls has been stable over the past four years.

**FY 1999: 19.80 FTE      FY 2000: 21.30 FTE**

### Shelter Program

The Shelter Operations program provides humane, sanitary, temporary shelter and care for lost, stray, abandoned, injured, or mistreated animals. Major program responsibilities are: care for animals received at the shelter, reuniting found animals with their owners, adoption of unwanted animals into new homes, and provision of spay/neuter assistance to pet owners.

Each year, the Animal Care Services program houses and attempts to reunite or adopt approximately 12,000 animals into new homes. The number of animals received at the shelter has been stable over the past four years.

**FY 1999: 9.00 FTE      FY 2000: 12.50 FTE**

## Client Services

Client Services encompasses pet licensing services, which promotes and administers a County-wide animal identification system that associates all dogs, cats, and animal facilities with a responsible owner or keeper. The major program responsibilities are: assisting clients who call the shelter or visit for purposes of adopting or redeeming a lost animal; processing, maintaining, and updating all license applications, renewals, and records; selling licenses door-to-door and through business partnerships; and enforcing pet licensing ordinances.

Multnomah County has an estimated population of 250,000 dogs and cats that are required, by Ordinance, to be licensed at six months of age. The population of animals has been steadily increasing over the past ten years.  
**FY 1999: 10.80 FTE      FY 2000: 12.80 FTE**

| <b><u>Costs by Program</u></b> | <b>1997-98</b>       | <b>1998-99</b>               | <b>1999-00</b>               |                          |
|--------------------------------|----------------------|------------------------------|------------------------------|--------------------------|
|                                | <b><u>Actual</u></b> | <b><u>Adopted Budget</u></b> | <b><u>Adopted Budget</u></b> | <b><u>Difference</u></b> |
| Div. Mgmt & Comm. Ed.          | \$265,941            | \$330,074                    | \$466,709                    | \$136,635                |
| Field Services                 | \$1,065,860          | \$1,158,302                  | \$1,343,237                  | \$184,935                |
| Shelter Program                | \$598,958            | \$568,397                    | \$717,296                    | \$148,899                |
| Client Services                | <u>\$633,023</u>     | <u>\$795,433</u>             | <u>\$821,917</u>             | <u>\$26,484</u>          |
| <b>Total Costs</b>             | <b>\$2,563,782</b>   | <b>\$2,852,206</b>           | <b>\$3,349,159</b>           | <b>\$496,953</b>         |

# Environmental Services

# Animal Control

| Significant Budget Changes  | Program                    | FTE Changes | Expenditure Changes | Revenue Changes |
|---|----------------------------|-------------|---------------------|-----------------|
| Pet Food License revenue, proposed to be effective 1/1/2000   |                            |             |                     | \$300,340       |
| Information Systems Analyst due to migration of databases from DSS to LAN   | <i>Division Management</i> | 1.00        | \$48,186            |                 |
| Reclassified Public Relations Coordinator to Animal Control Public Relations Supervisor                                     | <i>Division Management</i> |             | \$0                 |                 |
| Operations Supervisor   | <i>Division Management</i> | 1.00        | \$62,355            |                 |
| Assistant County Counsel 1, funded by proposed Pet Food License revenue   | <i>Field Services</i>      | 0.50        | \$17,000            |                 |
| Animal Control Officer, funded by proposed Pet Food Licensing revenue   | <i>Field Services</i>      | 1.00        | \$44,000            |                 |
| Reclassified Animal Control Officer to Animal Control Officer Senior  | <i>Field Services</i>      |             | \$5,486             |                 |
| Animal Care Technician  | <i>Animal Care</i>         | 2.00        | \$70,000            |                 |
| Reclassified 1 FTE Animal Care Technician to Animal Care Aide, & added 1 FTE Aide   | <i>Animal Care</i>         | 1.50        | \$39,000            |                 |
| Data Processing decrease due to migration from mainframe to LAN information system  | <i>Client Services</i>     |             | (\$57,965)          |                 |
| Other Internal Services change due to final payment to the Capital Asset Acquisition Fund for mainframe migration equipment | <i>Client Services</i>     |             | (\$39,808)          |                 |
| Office Assistant 2, funded by proposed Pet Licensing revenue  | <i>Pet Licensing</i>       | 2.00        | \$59,000            |                 |

| Key Result Measures   | Program                    | FY 96 Actual | FY 97 Actual | FY 98 Actual | FY 99 Estimate | FY 00 Estimate |
|---|----------------------------|--------------|--------------|--------------|----------------|----------------|
| Revenues Generated vs. Operational Program Costs                | <i>Division Management</i> | 47.9%        | 44.5%        | 53.2%        | 56.4%          | 50.1%          |
| Percent of Customers that Rate Services Good or Better          | <i>Division Management</i> | 40%          | 50%          | 45%          | 45%            | 50%            |
| Alternative/Volunteer Labor Hours                               | <i>Division Management</i> | 7,109        | 8,000        | 6,500        | 7,500          | 8,000          |
| Percent of Emergency Responses in Less Than 30 Minutes          | <i>Field Services</i>      | 90%          | 90%          | 86%          | 80%            | 80%            |
| Percent of Problem Calls that Repeat within 1 Year              | <i>Field Services</i>      | 25%          | 30%          | 30%          | 30%            | 25%            |
| Percent of Live Dogs Reunited with owner/Adopted into New Homes | <i>Shelter Program</i>     | 71.9%        | 73%          | 83%          | 90%            | 75%            |
| Percent of Live Cats Reunited With Owner/Adopted into New Homes | <i>Shelter Program</i>     | 38.7%        | 41%          | 32%          | 35%            | 30%            |
| Percent Change in Annual Number of Pet Licenses Sold            | <i>Client Services</i>     | 9.9%         | 5%           | -32%         | 10%            | 8%             |

## Elections

The mission of the Elections Division is to serve all citizens and local governments of Multnomah County by providing excellence in the conduct of the electoral process. The law mandates the division to perform all functions relating to the conduct of all elections for governmental jurisdictions in Multnomah County.

The Elections Division establishes precinct boundaries; verifies signatures on petitions and vote-by-mail ballot envelopes; maintains the voter registration file; prints, issues and counts all ballots; audits contribution and expenditure reports; accepts candidate filings; and maintains precinct committee person records for the major political parties.

The law change requiring vote-by-mail for primary and general elections has increased the urgency for the Elections Division to increase its speed and efficiency by using the most up-to-date technology available. To that end, it is continuing to transition into a networked PC environment and leveraging technological opportunities presented by the Internet and GIS. CQI efforts regarding changing or adjusting work processes to take advantage of changing postal regulations has meant consistently getting the lowest cost and best service for mailings.

### Action Plans:

- Complete migration to PC network.
- Implement GIS-based precinct information system.
- Implement changes based on vote-by-mail and election certification requirements.

| <b>Elections</b>     | <b>1997-98</b>       | <b>1998-99</b>         | <b>1998-99</b>       | <b>1999-00</b>       |                          |
|----------------------|----------------------|------------------------|----------------------|----------------------|--------------------------|
| <b>Budget Trends</b> | <b>1997-98</b>       | <b>Current</b>         | <b>Adopted</b>       | <b>Adopted</b>       |                          |
|                      | <u><b>Actual</b></u> | <u><b>Estimate</b></u> | <u><b>Budget</b></u> | <u><b>Budget</b></u> | <u><b>Difference</b></u> |
| Staffing FTE         | 14.39                | 16.00                  | 16.00                | 16.00                | 0.00                     |
| Personal Services    | \$1,047,748          | \$1,194,241            | \$1,361,461          | \$1,007,969          | (\$353,492)              |
| Contractual Services | \$95,350             | \$119,286              | \$119,286            | \$135,637            | \$16,351                 |
| Materials & Supplies | \$1,538,204          | \$1,787,750            | \$1,646,915          | \$2,082,535          | \$435,620                |
| Capital Outlay       | <u>\$200,301</u>     | <u>\$8,000</u>         | <u>\$8,000</u>       | <u>\$46,000</u>      | <u>\$38,000</u>          |
| <b>Total Costs</b>   | <b>\$2,881,603</b>   | <b>\$3,109,277</b>     | <b>\$3,135,662</b>   | <b>\$3,272,141</b>   | <b>\$136,479</b>         |
| Program Revenues     | \$402,152            | \$1,043,926            | \$997,871            | \$1,125,330          | \$127,459                |

# Environmental Services

## Elections

| Significant Budget Changes   | Program          | FTE<br>Changes | Expenditure<br>Changes | Revenue<br>Changes |
|--|------------------|----------------|------------------------|--------------------|
| No General elections in FY 2000  | <i>Elections</i> |                | (\$984,271)            | (\$149,470)        |
| Primary election in FY 2000  | <i>Elections</i> |                | \$899,149              | \$116,830          |
| Carryover ADA required building improvements   | <i>Elections</i> |                | \$170,000              | \$170,000          |
| Carryover GIS  | <i>Elections</i> |                | \$57,000               | \$57,000           |
| Reclassify Elections Specialist to Clerical Unit Supervisor in response to vote by mail and elections certifications | <i>Elections</i> |                | (\$5,276)              |                    |

| Key Result Measure                                   | Program          | FY 96<br>Actual | FY 97<br>Actual | FY 98<br>Actual | FY 99<br>Estimate | FY 00<br>Estimate |
|--|------------------|-----------------|-----------------|-----------------|-------------------|-------------------|
| Average Cost per Ballot Issued for Special Elections | <i>Elections</i> | \$0.616         | \$0.665         | \$0.695         | \$0.727           | \$0.664           |



## Facilities and Property Management

The mission of the Facilities & Property Management Division is to proactively and aggressively plan, maintain, operate, and manage all County owned and leased properties in a safe, accessible, and cost effective manner. The division is responsible for facilities operations and maintenance, property management, tax foreclosed property maintenance and capital improvement projects. The division provides a variety of custodial, maintenance and construction services; manages the purchase, sale and leasing of buildings, parking lots and other County land holdings; monitors and pays County utility charges.

Multnomah County has over 120 owned and leased properties, with over 2 million square feet, which the division provides 24 hour, seven day per week services. New and expanded programs continue to increase the need for Facilities' services.

The services provided by the division are regulated by a multitude of local and state laws, building, fire-life-safety and health codes, as well as federal mandates regarding areas such as ADA requirements, elimination of chlorofluorocarbons, asbestos, PCB's, underground storage tanks, OSHA, OROSHA, and others.

Facilities and Property Management has completed a "benchmarking study process" which compares and shares best industry practices with 19 other private and public agencies. The division will be adopting industry best practices where possible, and plans to continue the partnerships established through this study.

### **Action Plans:**

- Complete individual building assessment for establishing building specific asset preservation fees.
- Implementation of year one of the Strategic Plan.
- Continue move in and remodel of Multnomah Building including other moves as necessitated.
- Analyze joint use possibilities with Portland Public Schools.
- Complete integration of Customer Service Program with focus on individual building managers in high use facilities.
- Further development of FMIS (Facilities Management Information System) to include space tracking, property management, with links to the Budget and Billing system.

## Environmental Services

## Facilities and Property Management

| <b>Facilities</b>    | <b>1997-98</b>       | <b>1998-99</b>         | <b>1998-99</b>       | <b>1999-00</b>       |                          |
|----------------------|----------------------|------------------------|----------------------|----------------------|--------------------------|
| <b>Budget Trends</b> | <b>1997-98</b>       | <b>Current</b>         | <b>Adopted</b>       | <b>Adopted</b>       |                          |
|                      | <b><u>Actual</u></b> | <b><u>Estimate</u></b> | <b><u>Budget</u></b> | <b><u>Budget</u></b> | <b><u>Difference</u></b> |
| Staffing FTE         | 80.16                | 106.50                 | 106.50               | 114.00               | 7.50                     |
| Personal Services    | \$4,836,882          | \$5,671,114            | \$6,166,160          | \$7,258,642          | \$1,092,482              |
| Contractual Services | \$6,710,200          | \$9,530,259            | \$18,068,987         | \$14,928,101         | (\$3,140,886)            |
| Materials & Supplies | \$17,737,769         | \$17,775,714           | \$21,840,070         | \$23,840,695         | \$2,000,625              |
| Capital Outlay       | <u>\$29,188,929</u>  | <u>\$22,509,976</u>    | <u>\$140,458,264</u> | <u>\$149,987,512</u> | <u>\$9,529,248</u>       |
| <b>Total Costs</b>   | <b>\$58,473,780</b>  | <b>\$55,487,063</b>    | <b>\$186,533,481</b> | <b>\$196,014,950</b> | <b>\$9,481,469</b>       |
| Program Revenues     | \$57,019,787         | \$189,997,078          | \$184,891,481        | \$194,246,408        | \$9,354,927              |

### Division Management

Division Management provides management administration and centralized support for Facilities and Property Management.

The responsibilities of Division Management are to oversee divisional compliance with established policies and procedures; purchase supplies and other commodities for Countywide facilities operations and maintenance; payroll; accounting; word processing and reception services.

**FY 1999: 13.50 FTE      FY 2000: 11.00 FTE**

### Facilities Utilities

Facilities Utilities monitors and pays utility costs and monitors energy consumption for County facilities and property.

**FY 1999: 1.00 FTE      FY 2000: 1.00 FTE**

### Facilities Maintenance

Facilities Maintenance provides for a safe, cost-effective environment conducive to the needs of all County, state and public programs utilizing County-owned and leased facilities and property. Program responsibilities are: mechanical, electrical and architectural maintenance; improvements, alterations and building repairs; 24 hours per day, 7 days per week availability for emergency building repairs; special services such as indoor air quality, asbestos abatement, environmental assessments and abatement in all County-owned and lease facilities and property. Facilities Maintenance is responsible for maintenance of over 2 million square feet of County owned and leased real property in approximately 120 facilities.

**FY 1999: 69.00 FTE      FY 2000: 80.00 FTE**

### Facilities Contracts

Facilities Contracts Assistance and Technical Support provides qualified technical assistance in the development and processing of all Division-wide contracting while measuring compliance with the Sheltered Market Contracting Program. Major program responsibilities are implementation of Disparity Study recommendations, contract development, and management of Facilities service contracts.

## Environmental Services

## Facilities and Property Management

The Facilities Contracts Assistance and Technical Support Section responds to the requirement to provide all people who use County facilities with clean, safe and sanitary conditions to assist in limiting the spread of disease and in providing an acceptable working environment for employees.

**FY 1999: 3.00 FTE      FY 2000: 3.00 FTE**

### Property Management

Property Management seeks to accomplish the acquisition of the highest quality real property suitable for County operations within available financial resources, and to achieve maximum revenue or other public benefit from sale or lease of surplus real property. It acquires real property suitable for use by various agencies of Multnomah County by purchase or lease; administers approximately 50 leases to tenants of County owned property and 80 leases of non-County owned property for use by County programs; and sells surplus real property.

This program acquires and manages approximately 2.3 million square feet of County owned and leased buildings plus additional land to provide appropriate facility space to County programs.

**FY 1999: 2.00 FTE      FY 2000: 2.00 FTE**

### Tax Title - Facilities

Tax Title is now budgeted with Tax Collections and Records Management Division.

### Capital Improvement Program

The Capital Improvements (CIP) Program is responsible for making County facilities efficient, structurally sound, and mechanically updated. Major program areas are major maintenance, remodeling and new construction. The Program plans, prioritizes, and manages capital projects for all County-owned buildings; manages building construction projects for all departments; and provides Countywide space planning services.

**FY 1999: 18.00 FTE      FY 2000: 17.00 FTE**

| <b>Costs by Program</b>     | <b>1997-98</b>      | <b>1998-99</b>        | <b>1999-00</b>        | <b>Difference</b>  |
|-----------------------------|---------------------|-----------------------|-----------------------|--------------------|
|                             | <b>Actual</b>       | <b>Adopted Budget</b> | <b>Adopted Budget</b> |                    |
| Division Management         | \$1,001,345         | \$1,140,792           | \$1,137,162           | (\$3,630)          |
| Facilities Utilities        | \$3,718,948         | \$4,532,943           | \$4,429,192           | (\$103,751)        |
| Facilities Maintenance      | \$6,987,677         | \$7,555,109           | \$11,657,691          | \$4,102,582        |
| Facilities Contracts        | \$3,388,735         | \$4,638,326           | \$4,860,977           | \$222,651          |
| Property Management         | \$9,108,559         | \$11,598,497          | \$10,934,489          | (\$664,008)        |
| Tax Title - Facilities      | \$280,086           | \$0                   | \$0                   | \$0                |
| Capital Improvement Program | \$33,988,430        | \$157,067,814         | \$162,995,439         | \$5,927,625        |
| Natural Areas Acquisition   | \$0                 | \$0                   | \$0                   | \$0                |
| <b>Total Costs</b>          | <b>\$58,473,780</b> | <b>\$186,533,481</b>  | <b>\$196,014,950</b>  | <b>\$9,481,469</b> |

# Environmental Services

# Facilities and Property Management

| Significant Budget Changes   | Program                                  | FTE Changes | Expenditure Changes | Revenue Changes |
|--|--|-------------|---------------------|-----------------|
| Office Assistant 2 replaced with 2 Program Development Technicians in Maintenance  | <i>Division Management</i>               | (1.00)      | (\$23,323)          |                 |
| Data Analyst reclassified to Information Systems Analyst 2, and increased to full-time due to move of Purchasing                             | <i>Division Management</i>               | 0.50        | \$21,116            |                 |
| Reclassified Data Analyst Senior to Information Systems Analyst Senior   | <i>Division Management</i>               |             | \$17,573            |                 |
| Office Assistant 2 reclassified to Facilities Maintenance Dispatch Scheduler and moved to Maintenance Section                                | <i>Division Management</i>               | (2.00)      | (\$62,000)          |                 |
| Reclassified Facilities Coordinator to Facilities Services Coordinator & Facilities Maintenance Supervisor to Facilities Services Supervisor | <i>Division Management</i>               |             | \$0                 |                 |
| Reclassified 5 FTE Program Development Specialists to Construction Project Specialist Seniors during FY 1998-99                              | <i>Facilities Maintenance</i>            |             | \$24,913            |                 |
| Reclassified 1 FTE Plant Maintenance Engineer to HVAC Engineer   | <i>Facilities Maintenance</i>            |             | \$1,790             |                 |
| Construction Project Specialist from Capital Improvement Program   | <i>Maintenance</i>                       | 1.00        | \$56,359            |                 |
| Program Development Technician for after hours dispatch program  | <i>Maintenance</i>                       | 2.00        | \$87,592            |                 |
| Fiscal Specialist 1 for cost tracking  | <i>Maintenance</i>                       | 1.00        | \$44,325            |                 |
| Facilities Maintenance Worker reclassified to Warehouse Worker   | <i>Maintenance</i>                       |             | \$0                 |                 |
| Office Assistant 2 reclassified to Facilities Maintenance Dispatch Scheduler and moved from Division Management                              | <i>Maintenance</i>                       | 2.00        | \$62,000            |                 |
| 4 HVAC Engineers due to workload   | <i>Maintenance</i>                       | 4.00        | \$265,000           |                 |
| Carpenter/Locksmith  | <i>Maintenance</i>                       | 1.00        | \$55,320            |                 |
| Reclassified 2 FTE Alarm Technician Assistants to Alarm Technicians  | <i>Facilities Maintenance</i>            |             | \$29,750            |                 |
| Reclassified Office Assistant Senior to Purchasing Specialist  | <i>Contracts &amp; Technical Support</i> |             | \$6,906             |                 |
| Construction Project Specialist to Facilities Maintenance  | <i>Capital Improvement</i>               | (1.00)      | (\$56,359)          |                 |
| Converted 1.00 FTE Construction Project Specialist Sr. to Fiscal Specialist 2  | <i>Capital Improvement</i>               |             | (\$4,766)           |                 |
| Reclassified Program Development Specialist to Construction Project Specialist   | <i>Facilities Utilities</i>              |             | \$7,371             |                 |
| General Fund amount increase due to anticipated COP retirement for the east County facility  |  |             | \$247,500           |                 |

# Environmental Services

# Facilities and Property Management

| Significant Budget Changes   | Program                        | FTE<br>Changes | Expenditure<br>Changes | Revenue<br>Changes |
|--|--------------------------------|----------------|------------------------|--------------------|
| <b>Fund 230</b> decreased revenues and expenditures due to partial completion of projects and lower carryover.                                 | <i>Capital<br/>Improvement</i> |                | (\$1,595,761)          | (\$1,595,761)      |
| <b>Fund 231</b> added two projects totaling \$4,000,000, and completed \$1,300,000   | <i>Capital<br/>Improvement</i> |                | \$2,740,000            | \$2,740,000        |
| <b>Fund 232</b> -- Lowered revenues anticipated from State Felon Impact payments, and resulting capital expenditures                           | <i>Capital<br/>Improvement</i> |                | (\$6,281,475)          | (\$6,281,475)      |
| <b>Fund 235</b> -- Increased lease-purchase projects, including improvements to Multnomah Building, and Library Construction.                  | <i>Capital<br/>Improvement</i> |                | \$14,449,822           | \$14,449,822       |
| <b>Fund 237</b> -- Completed projects in the previous year, lowering revenues and expenditures accordingly.                                    | <i>Capital<br/>Improvement</i> |                | (\$750,000)            | (\$750,000)        |
| <b>Fund 240</b> -- completed projects in the previous year resulting in lower carryover and expenditures                                       | <i>Capital<br/>Improvement</i> |                | (\$1,378,948)          | (\$1,378,948)      |
| <b>Fund 410</b>  |                                |                |                        |                    |
| Increased professional services due to increased custodial contract costs;   | <i>Facilities Fund</i>         |                | \$178,964              |                    |
| Decreased utilities due to energy savings  | <i>Facilities Fund</i>         |                | (\$101,100)            |                    |
| Decreased rentals due to reduction of the Old State Office Building rent in Property management  | <i>Facilities Fund</i>         |                | (\$970,837)            |                    |
| Increased repairs and maintenance \$106,122 and supplies \$515,736 due to higher maintenance activity,   | <i>Facilities Fund</i>         |                | \$621,858              |                    |
| Increased Telephone due to higher estimates from the Telephone office;   | <i>Facilities Fund</i>         |                | \$97,723               |                    |
| Lowered Electronic Services due to its allocation to construction projects rather than CIP administration;                                     | <i>Facilities Fund</i>         |                | (\$74,000)             |                    |
| Increased Service Reimbursement to Capital Lease Retirement Fund due to higher issues of Certificates of Participation for facilities projects | <i>Facilities Fund</i>         |                | \$244,766              |                    |

# Environmental Services

# Facilities and Property Management

| Key Result Measures   | Program                                    | FY 96<br>Actual | FY 97<br>Actual | FY 98<br>Actual | FY 99<br>Estimate | FY 00<br>Estimate |
|---|--|-----------------|-----------------|-----------------|-------------------|-------------------|
| Energy use within County facilities<br>(mBTUs Saved)  | <i>Facilities<br/>Utilities</i>            | NA              | NA              | NA              | 13,998            | 14,278            |
| Cost to Maintain County Facilities Per<br>Square Foot   | <i>Facilities<br/>Maintenance</i>          |                 |                 |                 |                   |                   |
| 1) Health Clinics   |  | NA              | \$3.44          | \$5.81          | \$5.81            | \$6.51            |
| 2) Detention  |  | NA              | \$3.00          | \$5.94          | \$5.94            | \$6.65            |
| 3) Office   |  | NA              | \$2.32          | \$4.21          | \$4.21            | \$4.72            |
| 4) Warehouse  |  | NA              | \$0.93          | \$1.48          | \$1.48            | \$1.66            |
| Cost/Benefit Rating for Routine<br>Custodial Services by Category of<br>Space, and Overall (5.00 maximum) | <i>Facilities<br/>Contracts</i>            |                 |                 |                 |                   |                   |
| Health Clinics  |  | NA              | 4.00            | 4.00            | 4.00              | 4.10              |
| Detention/Courts  |  | NA              | 4.25            | 4.25            | 4.25              | 4.00              |
| Reduced Service Areas   |  | NA              | 3.50            | 3.78            | 4.00              | 4.25              |
| Office/Library  |  | NA              | 4.00            | 3.40            | 3.38              | 4.00              |
| Overall   |  | NA              | 3.93            | 3.84            | 4.01              | 4.09              |
| % of Informal Facilities Mgmt<br>contracts awarded to M/W/ESB<br>Contractors \$2,500-\$50,000             | <i>Facilities<br/>Contracts</i>            |                 |                 |                 |                   |                   |
| % of contracts  |  | NA              | NA              | 70%             | 75%               | 85%               |
| % of dollars  |  | NA              | NA              | 76%             | 85%               | 85%               |
| Cost of Leased Facilities per square<br>foot  | <i>Property<br/>Management</i>             | NA              | NA              | \$10.69         | \$10.69           | \$11.12           |
| Project Management Cost as a % of<br>Total project Cost by Class of Project                               | <i>Capital<br/>Improvement<br/>Program</i> |                 |                 |                 |                   |                   |
| 1) \$25,000-\$100,000   |  | NA              | 15%             | 11%             | 15%               | 16%               |
| 2) \$100,000-\$1 million  |  | NA              | 2%              | 4%              | 3%                | 4%                |
| 3) \$1 million-\$5 million  |  | NA              | 0%              | 3%              | 2%                | 3%                |
| 4) Over \$5 million   |  | NA              | 1%              | 1%              | 1%                | 2%                |

## Fleet, Records, Electronics, and Distribution Services (F.R.E.D.S.)

The mission of the Fleet, Records, Electronic, and Distribution Services (F.R.E.D.S.) Division is to support County programs and other requesting government agencies in their delivery of services through the provision of cost effective operational support services. F.R.E.D.S. is responsible for providing operational support services in the areas of fleet services, records management, electronic equipment maintenance, interoffice mail and supplies delivery, and U.S. mail processing.

The division addresses the County's need for certain centralized and coordinated operational support services. The demand for F.R.E.D.S.' services directly relates to the size of the County's programs and the number and size of the other governments served by the Division's support service programs. The Division is growing to meet this increasing demand for support services.

### Action Plans:

- Explore the feasibility of developing an intergovernmental printing, mailing and distribution center to serve governments in the Portland area to improve customer service and or reduce costs.
- Develop improved internal systems for the Division's financial, budget, workload, and performance information systems by June, 2000 to improve the efficiency and effectiveness of data gathering and use.

| <b>FREDS</b>         |                    | <b>1998-99</b>     | <b>1998-99</b>     | <b>1999-00</b>     |                    |
|----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Budget Trends</b> | <b>1997-98</b>     | <b>Current</b>     | <b>Adopted</b>     | <b>Adopted</b>     |                    |
|                      | <b>Actual</b>      | <b>Estimate</b>    | <b>Budget</b>      | <b>Budget</b>      | <b>Difference</b>  |
| Staffing FTE         | 40.88              | 44.40              | 44.40              | 46.00              | 1.60               |
| Personal Services    | \$2,095,819        | \$2,277,426        | \$2,398,322        | \$2,638,820        | \$240,498          |
| Contractual Services | \$126,917          | \$170,935          | \$206,943          | \$146,635          | (\$60,308)         |
| Materials & Supplies | \$2,289,648        | \$2,281,561        | \$2,776,364        | \$3,145,039        | \$368,675          |
| Capital Outlay       | <u>\$1,538,536</u> | <u>\$1,900,000</u> | <u>\$2,616,100</u> | <u>\$2,170,380</u> | <u>(\$445,720)</u> |
| <b>Total Costs</b>   | <b>\$6,050,920</b> | <b>\$6,629,922</b> | <b>\$7,997,729</b> | <b>\$8,100,874</b> | <b>\$103,145</b>   |
| Program Revenues     | \$5,836,445        | \$6,267,653        | \$7,610,386        | \$10,159,625       | \$2,549,239        |

## Division Management

Fleet, Records, Electronic, and Distribution Services (F.R.E.D.S.) Division Management administers the activities of the Division. It is responsible for the administration of all aspects of Fleet Services, Records Management, Electronic Services, and Distribution Services. F.R.E.D.S. Division Management provides personnel management, budget preparation and control, capital purchasing, billing services, policy development, and other administrative functions required by the Division's programs.

The workload is growing as the County grows and more partnerships are developed with other agencies. The management needs of the Division are also changing with increased emphasis on continuing to improve customer service and the quality of management services through strategic planning, organizational assessments, and the increasing emphasis on data driven decision-making.

**FY 1999: 3.00 FTE      FY 2000: 4.00 FTE**

## Fleet Services

Fleet Services provides cost-effective fleet services. It is responsible for the administration of all aspects of the County's fleet and for providing specific fleet services to other governments. The section: specifies, acquires, and assigns vehicles and equipment; provides fuel and maintenance services; operates the downtown circulating motor pool and parking lot; and allocates program costs to County programs and other government agencies based on service usage.

While the demand for fleet services is growing with the expansion of County programs, improvement in equipment maintenance and repair methods, improved staff skills, and the purchasing of better equipment has allowed us to reduce the staff by one FTE.

**FY 1999: 22.00 FTE      FY 2000: 21.00 FTE**

## Records Management

Records Management provides cost-effective records management services. It is responsible for the maintenance of inactive records for County Departments in accordance with statute and management's needs for access, preservation, space, and security. The services provided include the development of retention schedules; and the receiving, coding, storing, retrieving, preserving, and destroying of records.

The need for services is increasing due to the transfer of various State programs to the County and the increased use of the Record Center by existing County programs to relieve their increased demand for office space.

**FY 1999: 4.00 FTE      FY 2000: 4.00 FTE**



## Electronic Services

Electronic Services provides cost effective electronic equipment maintenance and installation services. It is responsible for the installation and maintenance of the County's detention facilities' electronic equipment, two-way radio equipment, intercoms and other electronic equipment. The section designs, specifies, installs, maintains and repairs detention electronic equipment and systems, two-way radio equipment and systems, and other electronic equipment.

The need for Electronic Services has been increasing as the amount of electronic equipment owned by the County increases and additional governments request services.

**FY 1999: 7.40 FTE      FY 2000: 8.00 FTE**

## Distribution Services

Distribution Services provides cost effective mail processing and delivery services. It is responsible for providing all County programs with interoffice and U.S. mail processing and distribution, as well as routine Central Stores and Health Supply delivery services. The section: picks up and delivers interoffice mail; picks up, meters, and processes U.S. mail; folds and inserts mail items; delivers health supplies and lab samples; delivers limited amounts of central stores supplies; and allocates program costs to County programs based on service usage.

The need for distribution services has been growing as the County adds more programs, staff, and facilities. This growth has resulted in the need to add one FTE.

**FY 1999: 8.00 FTE      FY 2000: 9.00 FTE**

| <b>Costs by Program</b> | <b>1997-98<br/>Actual</b> | <b>1998-99<br/>Adopted<br/>Budget</b> | <b>1999-00<br/>Adopted<br/>Budget</b> | <b>Difference</b> |
|-------------------------|---------------------------|---------------------------------------|---------------------------------------|-------------------|
| Division Management     | \$2,044,776               | \$250,932                             | \$291,254                             | \$40,322          |
| Fleet Services          | \$2,070,047               | \$5,263,321                           | \$5,036,338                           | (\$226,983)       |
| Records Management      | \$273,669                 | \$387,343                             | \$423,331                             | \$35,988          |
| Electronic Services     | \$507,058                 | \$655,074                             | \$787,849                             | \$132,775         |
| Distribution Services   | <u>\$1,155,370</u>        | <u>\$1,441,059</u>                    | <u>\$1,562,102</u>                    | <u>\$121,043</u>  |
| <b>Total Costs</b>      | <b>\$6,050,920</b>        | <b>\$7,997,729</b>                    | <b>\$8,100,874</b>                    | <b>\$103,145</b>  |

# Environmental Services

FREDS

| Significant Budget Changes   | Program                    | FTE Changes | Expenditure Changes | Revenue Changes |
|--|----------------------------|-------------|---------------------|-----------------|
| Fiscal Specialist 2 increase due to workload   | <i>Division Management</i> | 1.00        | \$53,165            |                 |
| Professional Services reduction due to completion of information systems migration         | <i>Division Management</i> |             | (\$30,000)          |                 |
| Equipment decrease due to change in demand by the County for vehicles                      | <i>Fleet</i>               |             | (\$425,900)         |                 |
| Reclassified Operations Administrator to Administrative Services Officer                   | <i>Fleet</i>               |             | \$4,467             |                 |
| Blacksmith reduction due to workload   | <i>Fleet</i>               | (1.00)      | (\$47,147)          |                 |
| Electronic Technician Assistant increase due to workload                                   | <i>Electronic Services</i> | 1.00        | \$47,092            |                 |
| Electronic Technician decrease due to workload   | <i>Electronic Services</i> | (0.40)      | (\$26,998)          |                 |
| Equipment increase due to equipment replacement and anticipating set aside for contingency | <i>Distribution</i>        |             | \$344,568           |                 |
| Postage decrease   | <i>Distribution</i>        |             | (\$125,022)         |                 |
| Driver increase due to workload  | <i>Distribution</i>        | 1.00        | \$37,551            |                 |
| New Shelving for expanded space, funded by Capital Improvement Fund                        | <i>Records</i>             |             | \$27,000            |                 |

| Key Result Measures                         | Program             | FY 96 Actual | FY 97 Actual | FY 98 Actual | FY 99 Estimate | FY 00 Estimate |
|---|---------------------|--------------|--------------|--------------|----------------|----------------|
| Average Charge to User (Subcompact Car)     | <i>Fleet</i>        | \$ .0436     | \$ .0376     | \$ .0382     | \$ .0382       | \$ .0388       |
| Motor Pool Vehicle Availability             | <i>Fleet</i>        | 100%         | 100%         | 100%         | 99.90%         | 100%           |
| On Time Retrieval Percentage                | <i>Records</i>      | 96%          | 96%          | 97%          | 95%            | 95%            |
| Average Unit Cost per Record Action         | <i>Records</i>      | \$1.19       | \$1.30       | \$1.57       | \$1.54         | \$1.58         |
| Average Maintenance Cost Per Portable Radio | <i>Electronics</i>  | \$33.30      | \$49.82      | \$29.57      | \$48.00        | \$48.00        |
| Percent of Mail Receiving Postage Discounts | <i>Distribution</i> | 95.94%       | 74.15%       | 78.03%       | 85%            | 85%            |

## Land Use Planning

The purpose of Land Use Planning is to conserve the natural resources of Multnomah County through the development and implementation of land use plans and ordinances. The Division's four major activity areas are: Long Range Planning for the rural areas, including the Columbia River Gorge National Scenic Area; Current Planning and development permitting; and Code Enforcement, which responds to citizens complaints regarding zoning code violations.

There are approximately 258 square miles (approximately 60% of the total County area) in the rural incorporated portion of Multnomah County. Land Development continues to convert rural resource lands to non-resource uses. These land development pressures have increased in the past few years and will continue to in the foreseeable future.

Multnomah County must comply with both state and federal land use laws. Oregon Revised Statute (ORS), Chapter 197, ORS Chapter 215, ORS Chapter 92 and Public Law 99-663 all regulate the planning activities of Multnomah County.

Changes in notice requirements have increased administrative and mailing costs.

### Action Plans:

- Implement Permit Process Improvement Team recommendations on Public Information material.
- Negotiate phase 2 of transfer of urban land use planning activity to cities per IGA.

| <b>Land Use Planning</b> |                      | <b>1998-99</b>         | <b>1998-99</b>       | <b>1999-00</b>       |                          |
|--------------------------|----------------------|------------------------|----------------------|----------------------|--------------------------|
| <b>Budget Trends</b>     | <b>1997-98</b>       | <b>Current</b>         | <b>Adopted</b>       | <b>Adopted</b>       |                          |
|                          | <u><b>Actual</b></u> | <u><b>Estimate</b></u> | <u><b>Budget</b></u> | <u><b>Budget</b></u> | <u><b>Difference</b></u> |
| Staffing FTE             | 11.91                | 14.00                  | 13.50                | 15.00                | 1.50                     |
| Personal Services        | \$685,173            | \$810,760              | \$848,686            | \$962,636            | \$113,950                |
| Contractual Services     | \$104,354            | \$204,207              | \$388,463            | \$612,861            | \$224,398                |
| Materials & Supplies     | \$198,401            | \$267,310              | \$166,018            | \$294,905            | \$128,887                |
| Capital Outlay           | <u>\$13,356</u>      | <u>\$18,600</u>        | <u>\$5,000</u>       | <u>\$39,775</u>      | <u>\$34,775</u>          |
| <b>Total Costs</b>       | <b>\$1,001,284</b>   | <b>\$1,300,877</b>     | <b>\$1,408,167</b>   | <b>\$1,910,177</b>   | <b>\$502,010</b>         |
| Program Revenues         | \$183,891            | \$405,768              | \$446,522            | \$560,350            | \$113,828                |

# Environmental Services

## Land Use Planning

| Significant Budget Changes   | Program                  | FTE<br>Changes | Expenditure<br>Changes | Revenue<br>Changes |
|--|--------------------------|----------------|------------------------|--------------------|
| Lower revenue from zoning actions due to delinquencies and refunds             | <i>Land Use Planning</i> |                |                        | (\$40,000)         |
| Beginning Working Capital increase due to carryover of contracts and equipment | <i>Land Use Planning</i> |                |                        | \$120,381          |
| Forest Service revenue increase due to carryover                               | <i>Land Use Planning</i> |                |                        | \$41,898           |
| Code enforcement increase, on flexible hours                                   | <i>Land Use Planning</i> | 1.00           | \$58,930               |                    |
| Increase for FEMA and endangered species                                       | <i>Land Use Planning</i> |                | \$75,000               |                    |
| Increased facilities management costs due to move to new building              | <i>Land Use Planning</i> |                | \$102,131              |                    |
| Reclassified and increase of 0.50 FTE Sanitarian to Planner                    | <i>Land Use Planning</i> | 0.50           | \$23,944               |                    |

| Key Result Measures   | Program                  | FY 96<br>Actual | FY 97<br>Actual | FY 98<br>Actual | FY 99<br>Estimate | FY 00<br>Estimate |
|---|--------------------------|-----------------|-----------------|-----------------|-------------------|-------------------|
| % of Zoning Violation Complaints Processed Within 30 Working Days | <i>Land Use Planning</i> | 100%            | 100%            | 90%             | 100%              | 90%               |
| % of cases meeting the 120 Day Rule                               | <i>Land Use Planning</i> | 100%            | 100%            | 100%            | 100%              | 100%              |
| % of Rural Area Plans Completed to Codification                   | <i>Land Use Planning</i> | 0%              | 0%              | 0%              | 20%               | 40%               |

## Transportation

The mission of the Transportation Division is to create and maintain a quality transportation system, promoting a balance of options to support regional livability and economic vitality. The division is responsible for planning cooperatively for future transportation needs, developing improvements in the system and maintaining the County Surface Street System and the Willamette River Bridges as part of a balanced regional transportation network.

The division's programs address the changing needs and demands of all users of the County's surface street system and a growing bikeway system.

The division provides state mandated services for County roads and bridges as prescribed by Oregon State law (ORS Ch. 382 and 368). The division is under great financial pressure with no increases in revenue from the State Legislature in recent years and increasing operational needs and capital liabilities.

### Action Plans:

- Develop and implement a plan of action to address recommendations from the 1999 County Audit on the Transportation Capital Program
- Continue to seek state and federal funding for the major capital liabilities of the Willamette River Bridges to preserve the facilities beyond their expected service life and find local match to complete authorized projects.
- Seek additional state and local funding to provide adequate maintenance, preservation and modernization of the County's transportation system to accommodate regional growth.

| <b>Transportation</b> |                      | <b>1998-99</b>         | <b>1998-99</b>       | <b>1999-00</b>       |                          |
|-----------------------|----------------------|------------------------|----------------------|----------------------|--------------------------|
| <b>Budget Trends</b>  | <b>1997-98</b>       | <b>Current</b>         | <b>Adopted</b>       | <b>Adopted</b>       |                          |
|                       | <u><b>Actual</b></u> | <u><b>Estimate</b></u> | <u><b>Budget</b></u> | <u><b>Budget</b></u> | <u><b>Difference</b></u> |
| Staffing FTE          | 172.22               | 188.00                 | 188.00               | 181.50               | (6.50)                   |
| Personal Services     | \$9,501,039          | \$10,465,143           | \$10,660,213         | \$10,775,167         | \$114,954                |
| Contractual Services  | \$940,438            | \$1,251,765            | \$1,005,879          | \$737,337            | (\$268,542)              |
| Materials & Supplies  | \$5,546,190          | \$4,851,498            | \$7,140,914          | \$7,009,165          | (\$131,749)              |
| Capital Outlay        | <u>\$4,748,852</u>   | <u>\$6,374,865</u>     | <u>\$6,011,608</u>   | <u>\$6,591,188</u>   | <u>\$579,580</u>         |
| <b>Total Costs</b>    | <b>\$20,736,519</b>  | <b>\$22,943,271</b>    | <b>\$24,818,614</b>  | <b>\$25,112,857</b>  | <b>\$294,243</b>         |
| Program Revenues      | \$20,619,128         | \$22,823,271           | \$24,688,565         | \$26,693,068         | \$2,004,503              |

## Division Management

Division Management and Administrative Services coordinates policy for the Division and provides administrative support for the Transportation and Fleet Services Divisions. Administrative Services provides word processing, accounting, contract administration, controls inventories of Fleet, Traffic, and Road Maintenance, maintains the County property lists, and manages the Division's Safety Program, purchasing and the Yeon warehouse. It is also responsible for computer support of the division's specialized information needs; and develops and maintains a Local Area Network of personal computers, a Computer Aided Drafting system, and software programs to manage pavement, bridge, and inventory management. This unit also provides LAN Administration for FREDs, DES Administration, Animal Control, Elections and Land Use Planning.

**FY 1999: 23.00 FTE      FY 2000: 21.00 FTE**

## Program Development and Planning

Program Development and Planning manages the Division's Strategic and Transportation Planning processes. Major responsibilities are: developing transportation system and capital plans for approximately 400 miles of County roads and bikeways; coordinating meaningful citizen involvement in the Capital Improvement Plan and Program; and, developing an integrated regional transportation system with partners in transportation agencies. It also tracks federal revenue to apply to capital projects and administers the Bike Path fund and projects.

Transportation systems plans must comply with federal, state and regional requirements for mobility, efficiency, Americans with Disabilities Act, and land use. System plans determine priority locations for capital projects.

**FY 1999: 3.00 FTE      FY 2000: 3.00 FTE**

## Right of Way

Right of Way manages the County Right of Way in order to facilitate development, and preserve and enhance the public's investment. It is responsible for authorizing the use of County right of way by others. It also coordinates with other jurisdictions' planning divisions to determine the impact a development has on the public transportation system and establishes requirements to mitigate the impact. It issues permits, inspects construction, prepares right of way deeds, issues Hillside Development Permits, and approves development plans within the right of way and oversees construction to ensure compliance with County standards.

Coordination between Right of Way Administration and citizens, developers, contractors, utilities and others is becoming more important as construction activities increase within the County right of way.

In addition to State mandates that guide County road management (ORS 368), Right of Way Administration also must comply with additional laws

in regards to permits and utilities (ORS 374.305 and ORS 750.010).

**FY 1999: 10.00 FTE**

**FY 2000: 9.00 FTE**

## County Surveyor

The County Surveyor's Office performs State and County mandated services including all surveying related activities in response to the needs of the public and other agencies. It provides field surveying for transportation capital improvement projects, maintains public survey records and provides copies as requested, maintains the Public Land Corner Program, reviews and approves subdivision, condominium and partition plats, and provides surveying services to maintain the County road system.

The County Surveyor's Office reviews approximately 350 subdivision, condominium and partition plats yearly and responds to public questions and requests regarding boundary concerns, records of real property and general survey information. Demand for these services has increased recently.

The County Surveyor's Office is directed by the State (ORS Chs. 92, 100, 209, 271 and 368) to perform its mandated services.

**FY 1999: 18.00 FTE**

**FY 2000: 21.00 FTE**

## Road Maintenance

Road Maintenance manages and preserves the County's investment in its surface street system. It is responsible for maintaining approximately 346 miles of County roads and right of way. It also assists the cities of Fairview, Maywood Park, Troutdale and Wood Village, Gresham, and other County departments in the development and implementation of their maintenance programs. Road Maintenance also participates in implementing best management practices for NPDES (National Pollutant Discharge Elimination System) Stormwater Permit Co-applications and other environmental projects. Major activities include surface maintenance, drainage maintenance, rock crushing, street sweeping, shoulder maintenance, right of way maintenance and emergency services for snow, ice and slides. A new community Adopt-A-Road Program will aid in the right of way maintenance of the Vegetation Management Program.

Demands placed upon the system include changing traffic loads; expectations of high user satisfaction; and deterioration caused by weather and aging. In addition, development and utility construction increase maintenance costs of the street system.

Road Maintenance is mandated by State law (ORS Ch.368) to provide services to County roads.

**FY 1999: 48.00 FTE**

**FY 2000: 47.50 FTE**

## Traffic Signs

Traffic Signs and Signals is responsible for designing, installing, and

## and Signals

maintaining traffic improvements for the County road system and providing building and grounds maintenance for the Yeon Shops. The Traffic Signs Section manufactures, installs and maintains traffic signs and barricades, and provides signs for other departments; the Striping Section paints lane lines and other pavement markings; and the Signal Section installs and maintains traffic signals for the County and maintains signals for the City of Gresham; and provides electrical maintenance for the Yeon Shops and Annex, Road District Shops and Metro park facilities.

Most traffic safety principles are derived from the Manual of Uniform Traffic Control Devices, which has been adopted by the Oregon Transportation Commission as the set of standards within the state.

**FY 1999: 18.00 FTE      FY 2000: 18.00 FTE**

## Engineering Services

The Engineering Services Section carries out the Division's Capital Improvement Plan. It is responsible for administering the development and construction of specific transportation improvement projects identified in the long-range plan and scheduled for completion in the short-range program. Engineering Services produces project designs and plans, prepares contracts, specifications and estimates for competitive bidding, provides project management and engineering during construction, furnishes technical support to other County units when asked, and by agreement, makes available project development, contracting and/or project management services to cities and utilities.

Growth in the use of the County's road and street system places continual pressure upon this program. Increasingly, project development and construction must respond to more complicated technical, social, environmental, and economic needs and problems.

Engineering Services must comply with statutory requirements for improvements to County roads (ORS Ch. 368), with federal, state and local design standards (Multnomah County Street Standards), and with state and federal funding regulations.

**FY 1999: 20.00 FTE      FY 2000: 19.00 FTE**

## Bridge Operations and Maintenance

Willamette River Bridges Operations and Maintenance is responsible for maintaining the County's 6 Willamette River Bridge crossings and 21 other bridges within Multnomah County. The program incorporates the Preventative Maintenance Program into its regular work schedule and makes mechanical, structural, electrical and corrosion protection repairs to bridges to insure functional reliability.

A number of mandates dictate the level of service by the program, including: the River and Highway Act of 1894, federal regulations (USC



# Environmental Services

## Transportation

117.750), U.S. Coast Guard regulations and State law (ORS 382.305-382.315).

**FY 1999: 27.00 FTE      FY 2000: 27.00 FTE**

### Bridge Engineering

Willamette River Bridges Engineering is responsible for developing and implementing its 20-year Willamette River Bridge Capital Improvement Program. Bridge Engineering provides complete engineering services, including planning, design and preparation of contract documents, and administering construction projects for rehabilitation and improvement to structural, mechanical, electrical and corrosion protection (painting).

The program is required to comply with a number of mandates, which include the River and Harbor Act of 1984, federal regulations (USC 117.750), U.S. Coast Guard regulations, State law (ORS 382.305-382.315) and also federal design guidelines.

**FY 1999: 21.00 FTE      FY 2000: 16.00 FTE**

### Water Quality

Water Quality is now budgeted with Department Administration.

| <b><u>Costs by Program</u></b>  | <b>1997-98</b>       | <b>1998-99</b>               | <b>1999-00</b>               |                          |
|---------------------------------|----------------------|------------------------------|------------------------------|--------------------------|
|                                 | <b><u>Actual</u></b> | <b><u>Adopted Budget</u></b> | <b><u>Adopted Budget</u></b> | <b><u>Difference</u></b> |
| Division Management             | \$1,277,751          | \$1,954,599                  | \$1,558,259                  | (\$396,340)              |
| Program Development & Planning  | \$455,358            | \$627,947                    | \$675,089                    | \$47,142                 |
| Right of Way                    | \$583,794            | \$666,176                    | \$693,961                    | \$27,785                 |
| Water Quality                   | \$143,001            | \$286,874                    | \$0                          | (\$286,874)              |
| County Surveyor                 | \$1,506,295          | \$1,600,118                  | \$2,151,226                  | \$551,108                |
| Road Maintenance                | \$4,728,932          | \$5,359,598                  | \$5,221,674                  | (\$137,924)              |
| Traffic Signs & Signals         | \$1,906,277          | \$2,139,329                  | \$2,164,995                  | \$25,666                 |
| Engineering Services            | \$5,744,824          | \$7,011,957                  | \$7,342,840                  | \$330,883                |
| Bridge Operations & Maintenance | \$1,932,432          | \$1,966,477                  | \$2,072,849                  | \$106,372                |
| Bridge Engineering              | <u>\$2,457,855</u>   | <u>\$3,205,539</u>           | <u>\$3,231,964</u>           | <u>\$26,425</u>          |
| <b>Total Costs</b>              | <b>\$20,736,519</b>  | <b>\$24,818,614</b>          | <b>\$25,112,857</b>          | <b>\$294,243</b>         |

# Environmental Services

# Transportation

| Significant Budget Changes   | Program                            | FTE Changes | Expenditure Changes | Revenue Changes |
|--|------------------------------------|-------------|---------------------|-----------------|
| Eliminated 1 FTE each Office Assistant 1 and Programmer Analyst Senior   | <i>Division Management</i>         | (2.00)      | (\$98,712)          |                 |
| Reclassified 5 FTE Data Analysts to 2 FTE Info Systems Analyst 3, 2 FTE Info Systems Analyst 2, and 1 FTE Info Systems Supervisor  | <i>Division Management</i>         |             | \$112,129           |                 |
| Motor Vehicle Fee revenue  | <i>Division Management</i>         |             |                     | \$2,062,224     |
| Eliminated 1 FTE Engineer Technician Assistant   | <i>Right of Way Administration</i> | (1.00)      | (\$51,550)          |                 |
| Corner Preservation Fund service reimbursement revenue increase, funds staff and other changes   | <i>County Surveyor</i>             | 3.00        | \$151,000           | \$213,317       |
| Engineer Technician Associate  | <i>Road Maintenance</i>            | (0.50)      | (\$28,909)          |                 |
| Program Development Technician   | <i>Transportation Engineering</i>  | 1.00        | \$51,525            |                 |
| Engineer Technician Aide   | <i>Transportation Engineering</i>  | (1.00)      | (\$53,512)          |                 |
| Engineer Technician Associate  | <i>Transportation Engineering</i>  | (1.00)      | (\$58,211)          |                 |
| Office Assistant 2   | <i>Bridge Engineering</i>          | (1.00)      | (\$29,656)          |                 |
| Community Information  | <i>Bridge Engineering</i>          | (1.00)      | (\$39,565)          |                 |
| Engineer Technician Aide   | <i>Bridge Engineering</i>          | (1.00)      | (\$40,853)          |                 |
| Engineer Technician Associate  | <i>Bridge Engineering</i>          | (2.00)      | (\$95,020)          |                 |
| Beginning Working Capital revenue decrease due to less carryover   |                                    |             |                     | (\$698,108)     |
| State Motor Vehicle Sharing Revenue increase   |                                    |             |                     | \$1,254,835     |
| Maintenance Contracts decrease due to lower cost for Portland contract to maintain County roads in unincorporated western Multnomah County and lower pavement contract maintenance on other County roads |                                    |             | (\$241,982)         |                 |
| Service Reimbursement to Cap Lease Ret Fund increase due to Hawthorne Bridge COP and issuing cost for capital COP  |                                    |             | \$552,735           |                 |
| Certificates of Participation increase to finance project at SE 257th & Orient Drive   |                                    |             |                     | \$2,057,007     |
| Professional Services decrease due to completion of Hawthorne Bridge project   | <i>Bridge</i>                      |             | (\$39,600)          |                 |
| Buildings increase due to improvements for the Bridge Shop   | <i>Bridge</i>                      |             | \$227,417           |                 |
| Payments to Capital Lease Retirement Fund now paid by the Road Fund  | <i>Bridge</i>                      |             | (\$530,000)         |                 |
| Department of Transportation Bridge Replacement reduction due to completion of Hawthorne Bridge Project  | <i>Bridge</i>                      |             |                     | (\$698,503)     |
| Water Quality is now budgeted with Department Director's Office  | <i>Water Quality</i>               |             | (\$286,874)         |                 |

# Environmental Services

# Transportation

| Key Result Measures   | Program                                  | FY 96<br>Actual | FY 97<br>Actual | FY 98<br>Actual | FY 99<br>Estimate | FY 00<br>Estimate |
|---|--|-----------------|-----------------|-----------------|-------------------|-------------------|
| Percentage of Transportation Systems Plans Completed                          | <i>Program Development and Planning</i>  | NA              | 20%             | 30%             | 50%               | 50%               |
| Percentage of Master Bike Plan Update Completed                               | <i>Program Development and Planning</i>  | 0%              | 0%              | 20%             | 80%               | 100%              |
| Right of Way Permits Turnaround Time (days)                                   | <i>Right of Way</i>                      | 3               | 3               | 3               | 3                 | 3                 |
| Plat Review Turnaround Time   | <i>County Surveyor</i>                   |                 |                 |                 |                   |                   |
| 1) Partitions   |  | NA              | NA              | NA              | 17 days           | 14 days           |
| 2) Subdivisions   |  | NA              | NA              | NA              | 20 days           | 18 days           |
| Comparison of Revenue Generated to Program Costs                              | <i>County Surveyor</i>                   | 100%            | 100%            | 100%            | 100%              | 100%              |
| Percent of Major Annual Maintenance Program Goals Achieved During Fiscal Year | <i>Road Maintenance</i>                  | NA              | 100%            | 100%            | 100%              | 100%              |
| Percent of County roads that are in 'Good' Condition or Better                | <i>Road Maintenance</i>                  | NA              | 98.3%           | 98.9%           | 94%               | 96.5%             |
| Percent of Intersections with Improved Level of Service (Degree of Delay)     | <i>Traffic Signs and Signals</i>         | 3%              | 3%              | 3%              | 2%                | 11%               |
| Percent of Identified Safety Improvements Implemented                         | <i>Traffic Signs and Signals</i>         | 66%             | 66%             | 55%             | 60%               | 60%               |
| Comparison of Final Project Cost to Contract Award Price                      | <i>Engineering Services</i>              | 1.01            | 1.01            | 0.90            | 1.05              | 1.00              |
| Comparison of Contract Bids Received to Project Engineer's Estimate           | <i>Engineering Services</i>              | 1.00            | 1.01            | 0.96            | 1.00              | 1.10              |
| Percent of Scheduled Preventative Maintenance Programs Completed              | <i>Bridge Operations and Maintenance</i> | 96%             | 90%             | 97%             | 90%               | 97%               |
| Comparison of Final Project Cost to Contract Award Price                      | <i>Bridge Engineering</i>                | 1.05            | 1.05            | 1.05            | 1.05              | 1.05              |
| Comparison of Contract Bids Received to Project Engineer's Estimate           | <i>Bridge Engineering</i>                | 1.10            | 1.10            | 1.17            | 1.10              | 1.05              |

## Property Valuation

The Property Valuation Division provides mandated services related to the assessment of property as specified in the Oregon Revised Statutes and Department of Revenue administrative rules covering revenue and taxation (Chapter 300 of the Oregon Revised Statutes). All Assessment and Taxation methods, procedures and staffing levels are conducted under the general supervision of the Oregon Department of Revenue

The Division is responsible for maintaining Real Market Value and Maximum Assessed Value for all real property and taxable personal property accounts; processing exemptions and computing special assessment values for farm and forest property. The Division calculates and extends taxes annually in addition to providing technical support services to both the Property Valuation Division and the Tax Collection and Records Management Division.

The Division expects to convert to their new computer system in March of 1999. The process of reviewing and revising business processes and data cleanup is expected to occupy all the Division resources that are not involved in normal appraisal activities such as valuing new construction, responding to appeals, etc.

### Action Plans:

- Continue project of converting to a new computer system that is expected to improve the cost effectiveness of the operation, in addition to saving funds needed for Year 2000 remediation of the old system.
- Continue to revise business procedures to comply with Measure 50 requirements and to adapt processes to the functionality of the new computer software system for appraisal.

| <b>Property Valuation</b> | <b>1997-98</b>     | <b>1998-99</b>     | <b>1998-99</b>     | <b>1999-00</b>     |                    |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Budget Trends</b>      | <b>1997-98</b>     | <b>Current</b>     | <b>Adopted</b>     | <b>Adopted</b>     |                    |
|                           | <b>Actual</b>      | <b>Estimate</b>    | <b>Budget</b>      | <b>Budget</b>      | <b>Difference</b>  |
| Staffing FTE              | 76.47              | 80.00              | 80.00              | 77.41              | (2.59)             |
| Personal Services         | \$4,255,496        | \$4,405,930        | \$4,538,475        | \$4,530,585        | (\$7,890)          |
| Contractual Services      | \$1,155,756        | \$447,391          | \$79,650           | \$279,633          | \$199,983          |
| Materials & Supplies      | \$1,891,083        | \$2,466,617        | \$2,820,849        | \$2,612,766        | (\$208,083)        |
| Capital Outlay            | <u>\$112,472</u>   | <u>\$179,552</u>   | <u>\$120,700</u>   | <u>\$33,050</u>    | <u>(\$87,650)</u>  |
| <b>Total Costs</b>        | <b>\$7,414,807</b> | <b>\$7,499,490</b> | <b>\$7,559,674</b> | <b>\$7,456,034</b> | <b>(\$103,640)</b> |
| Program Revenues          | \$188              | \$1,960,292        | \$1,965,655        | \$1,914,576        | (\$51,079)         |

## Appraisal Section

Appraises 4-5000 properties with building permits, and 900-1500 other properties evidencing large value changes with no record of our receiving notice of permit, annually in order to value Measure 50 "exceptions" and to maintain Real Market Value on the Assessment roll. Processes 25-30,000 personal property returns including "exception" value. Provides clerical support and public information for the appraisal section.

**FY 1999: 57.00 FTE      FY 2000: 57.00 FTE**

## Technical Support

Manages the installation, operation, maintenance and user support for local computer network. Compiles tax levies, calculates tax rates and extends taxes on accounts for all taxable property. Provides data entry support for the appraisal and the tax collection and records management divisions. In this fiscal year will assume administration of the new RS6000 computer system acquired for the operation of A & T Software.

**FY 1999: 16.00 FTE      FY 2000: 13.41 FTE**

## Property Valuation Administration

Directs and coordinates the work of the division, including strategic direction, budget and work plans. Adjusts all non-appraised property values by "trending" to adjust to current Real Market Value. Processes applications for new and continuing exemptions of charitable, literary, benevolent organizations along with 6400 annual veterans' exemptions.

**FY 1999: 7.00 FTE      FY 2000: 7.00 FTE**

| <b><u>Costs by Program</u></b>    | <b>1997-98</b>       | <b>1998-99</b>        | <b>1999-00</b>        |                          |
|-----------------------------------|----------------------|-----------------------|-----------------------|--------------------------|
|                                   | <b><u>Actual</u></b> | <b><u>Adopted</u></b> | <b><u>Adopted</u></b> | <b><u>Difference</u></b> |
|                                   |                      | <b><u>Budget</u></b>  | <b><u>Budget</u></b>  |                          |
| Appraisal Section                 | \$3,759,337          | \$3,735,118           | \$3,863,950           | \$128,832                |
| Technical Support                 | \$3,243,962          | \$3,244,962           | \$3,001,250           | (\$243,712)              |
| Property Valuation Administration | \$411,508            | \$579,594             | \$590,834             | \$11,240                 |
| <b>Total Costs</b>                | <b>\$7,414,807</b>   | <b>\$7,559,674</b>    | <b>\$7,456,034</b>    | <b>(\$103,640)</b>       |

# Environmental Services

# Property Valuation

| Significant Budget Changes   | Program                  | FTE Changes | Expenditure Changes | Revenue Changes |
|--|--------------------------|-------------|---------------------|-----------------|
| Word Processing Operator reclassified to Office Assistant 2  | <i>Appraisal Section</i> |             |                     |                 |
| Data Analyst Senior reduction  | <i>Technical Support</i> | (0.59)      | (\$48,000)          |                 |
| Systems Administrator deletion   | <i>Technical Support</i> | (1.00)      | (\$77,000)          |                 |
| Professional Services increase due to contracts  | <i>Technical Support</i> |             | \$40,840            |                 |
| Maintenance Contracts increase due to migration from ISD mainframe   | <i>Technical Support</i> |             | \$101,873           |                 |
| Data Processing decrease due to migration from ISD mainframe   | <i>Technical Support</i> |             | (\$427,544)         |                 |
| Flat Fee increase due to more PCs being covered and rates  | <i>Technical Support</i> |             | \$33,828            |                 |
| Service Reimbursement to Capital Lease Retirement Fund increase due to transfer of charges from Tax Collection Division  | <i>Technical Support</i> |             | \$43,500            |                 |
| Computer Systems Operator Lead reclassified to Computer Systems Operator, Data Analyst reclassified to Info Systems Analyst 2, Assessment Info Resource Mgr reclassified to Info Systems Manager | <i>Technical Support</i> |             | \$217,071           |                 |

| Key Result Measures  | Program                  | FY 96 Actual | FY 97 Actual | FY 98 Actual | FY 99 Estimate | FY 00 Estimate |
|--|--------------------------|--------------|--------------|--------------|----------------|----------------|
| Appraisal districts meeting the State standard for coefficient of Dispersion (sales to Real Market Value). | <i>Appraisal</i>         |              |              |              |                |                |
| Commercial: 15 or lower  |                          | NA           | 5 of 7       | 2 of 7       | 3 of 7         | 3 of 7         |
| Apartments: 12 or lower  |                          | NA           | 7 of 7       | 7 of 7       | 7 of 7         | 7 of 7         |
| Residential: 10 or lower   |                          | NA           | 149 of 149   | 149 of 149   | 149 of 149     | 149 of 149     |
| Percent of all Known Property on Assessment Roll Annually  | <i>Appraisal</i>         | NA           | 100%         | 100%         | 100%           | 100%           |
| Percent of Measure 50 Exceptions Valued Annually   | <i>Appraisal</i>         | NA           | 100%         | 100%         | 100%           | 100%           |
| Tax Rate Extension Reconciliation Error % (Accuracy of initial tax calculation)                            | <i>Technical Support</i> | NA           | <0.01        | <0.0005      | <0.0005        | <0.01          |

## Tax Collection and Records Management

The mission of the Tax Collection and Records Management Division is to carry out all mandated functions within prescribed time frames with integrity, effectiveness, and excellent customer service, while prudently managing public resources. It is responsible for property tax collection, recording, property records management including assessment maps, property foreclosure, clerical support of the property tax appeals process, and Tax Title fund management. The Division also issues marriage licenses and passport applications.

The Division provides State mandated services related to property taxation statutes and Department of Revenue administrative rules covering revenue and taxation (Chapter 300 of the Oregon Revised Statutes). All Tax Collection and Records Management methods, procedures and staffing levels covered by Chapter 300 are regulated by the Department of Revenue.

The Division expects to convert to the new computer system in April of 1999. The process of reviewing and revising business processes and data cleanup will be the primary focus of Division resources that are not already involved in customer service or mandated functions.

### Action Plans:

- Continue conversion to the new computer system that is expected to improve the cost effectiveness of the operation, in addition to saving funds needed for Year 2000 remediation of the old system.
- Replace the recording system to make it Y2K compliant.
- Continue to revise business procedures to comply with Measure 50 requirements and to adapt processes to the functionality of the new computer software system.

| <b>Tax Collection and Recording</b> |                    | <b>1998-99</b>     | <b>1998-99</b>     | <b>1999-00</b>     |                    |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Budget Trends</b>                | <b>1997-98</b>     | <b>Current</b>     | <b>Adopted</b>     | <b>Adopted</b>     |                    |
|                                     | <b>Actual</b>      | <b>Estimate</b>    | <b>Budget</b>      | <b>Budget</b>      | <b>Difference</b>  |
| Staffing FTE                        | 54.73              | 61.00              | 61.00              | 64.15              | 3.15               |
| Personal Services                   | \$2,414,099        | \$2,633,259        | \$2,689,646        | \$2,950,485        | \$260,839          |
| Contractual Services                | \$101,711          | \$471,400          | \$588,500          | \$463,359          | (\$125,141)        |
| Materials & Supplies                | \$1,020,889        | \$1,282,592        | \$1,240,189        | \$1,476,351        | \$236,162          |
| Capital Outlay                      | <u>\$2,450</u>     | <u>\$313,500</u>   | <u>\$313,500</u>   | <u>\$45,455</u>    | <u>(\$268,045)</u> |
| <b>Total Costs</b>                  | <b>\$3,539,149</b> | <b>\$4,700,751</b> | <b>\$4,831,835</b> | <b>\$4,935,650</b> | <b>\$103,815</b>   |
| Program Revenues                    | \$6,128,260        | \$3,075,525        | \$3,059,315        | \$5,596,320        | \$2,537,005        |

## Environmental Services

## Tax Collection and Records Management

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### Division Administration

Directs and coordinates the work of the division, including strategic direction, budget, work plans, and Continuous Quality Improvement. Performs all personnel-related activities; handles grievances; manages purchasing, contracts, accounting; and foreclosed properties; is responsible for those portions of the County Clerk function defined by statute.

**FY 1999: 2.90 FTE      FY 2000: 2.90 FTE**

### Records Management

Maintains: tax roll descriptions; recorded and filed documents; street lighting and fire patrol rolls; official maps for Assessment and Taxation; consolidate properties; and record and process subdivision, condominium, and partition plats; process annexations; process County road filings; monitor government exemptions; respond to inquiries.

Annually updates 50,000 tax roll descriptions, 2,000 filed streetlight and fire patrol roll changes, 1,700 map changes, 2,000 accounts canceled, and 250 new subdivisions. Handles approximately 18,000 telephone inquiries and 10,000 walk-in customers.

**FY 1999: 19.00 FTE      FY 2000: 22.15 FTE**

### Tax Collections

Provides timely, accurate tax bills; collects property taxes, including all delinquent real and personal property taxes; processes tax foreclosures; distributes taxes; respond to inquiries and maintain computer files on tax accounts; and manage tax foreclosed properties (Tax Title Fund).

Mails over 400,000 tax statements/notices, collects approximately \$700 million and distributes it to 66 levy districts, answers approximately 180,000 telephone inquiries and assists 25,000 walk-in customers.

**FY 1999: 24.00 FTE      FY 2000: 24.45 FTE**

### Board of Property Tax Appeals

Accepts and processes property tax appeals and board decisions, schedules hearings and provides administrative support for the Board. A combination of existing clerical staff, temporary help and an Operation Supervisor (.3 FTE) take over the day to day operations from December to April. The rest of the year the staff assists in Tax Collection/Records Management Sections duties/customer service.

**FY 1999: 0.50 FTE      FY 2000: 0.30 FTE**

### Document Recording

Document Recording records documents and maintains public records; maintains computer files; records subdivisions and condominiums; responds to inquiries; and maintains hard copy records.

Records over 240,000 documents; responds to approximately 55,000 telephone inquiries, and assists 35,000 walk-in customers.

**FY 1999: 9.00 FTE      FY 2000: 9.00 FTE**



## Environmental Services

## Tax Collection and Records Management

### Marriage Licenses and Passports

Process and issue marriage licenses and to process passport applications. Annually, this unit processes approximately 6,000 marriage licenses, 5,000 passport applications and receives over 45,000 telephone inquiries.  
**FY 1999: 2.00 FTE      FY 2000: 2.00 FTE**

### Tax Title

Manages the disposition of all tax-foreclosed properties: transferring to other government agencies, non-profit housing and environmental agencies; and sale to the public through auction.  
**FY 1999: 3.60 FTE      FY 2000: 3.35 FTE**

| <u>Costs by Program</u>       | 1997-98            | 1998-99                   | 1999-00                   | <u>Difference</u>  |
|-------------------------------|--------------------|---------------------------|---------------------------|--------------------|
|                               | <u>Actual</u>      | <u>Adopted<br/>Budget</u> | <u>Adopted<br/>Budget</u> |                    |
| Division Administration       | \$173,237          | \$222,552                 | \$264,764                 | \$42,212           |
| Records Management            | \$943,622          | \$1,101,965               | \$1,328,617               | \$226,652          |
| Tax Collections               | \$1,454,919        | \$1,833,149               | \$1,651,521               | (\$181,628)        |
| Board of Property Tax Appeals | \$166,196          | \$129,036                 | \$86,452                  | (\$42,584)         |
| Document Recording            | \$539,771          | \$649,114                 | \$804,022                 | \$154,908          |
| Marriage Licenses & Passports | \$79,542           | \$96,019                  | \$100,274                 | \$4,255            |
| Tax Title                     | <u>\$181,862</u>   | <u>\$800,000</u>          | <u>\$700,000</u>          | <u>(\$100,000)</u> |
| <b>Total Costs</b>            | <b>\$3,539,149</b> | <b>\$4,831,835</b>        | <b>\$4,935,650</b>        | <b>\$103,815</b>   |

# Environmental Services

## Tax Collection and Records Management

| Significant Budget Changes  | Program                     | FTE Changes | Expenditure Changes | Revenue Changes |
|---|-----------------------------|-------------|---------------------|-----------------|
| Building Management not budgeted in 1998-99   | <i>Administration</i>       |             | \$20,702            |                 |
| Reclassified Fiscal Assistant to Fiscal Assistant Senior  | <i>Tax Collections</i>      |             | \$1,245             |                 |
| Service Reimbursement to Capital Lease Retirement Fund transferred to Property Valuation Division | <i>Tax Collections</i>      |             | (\$43,500)          |                 |
| Payment Processing Equipment purchased in 1998-99   | <i>Tax Collections</i>      |             | (\$275,000)         |                 |
| Operations Supervisor from Property Tax Appeals   |                             | 0.20        | \$8,034             |                 |
| Office Assistant 2 from Tax Title   |                             | 0.25        | \$8,759             |                 |
| Office Assistant 2 increase due to workload   | <i>Records Management</i>   | 2.00        | \$59,000            |                 |
| Cartographer increase due to workload   | <i>Records Management</i>   | 1.15        | \$49,000            |                 |
| Operations Supervisor moved to Tax Collections  | <i>Property Tax Appeals</i> | (0.20)      | (\$8,034)           |                 |
| Office Assistant 2 moved to Tax Collections   | <i>Tax Title</i>            | (0.25)      | (\$8,759)           |                 |
| Contractual Services reduction due to declining number of tax title properties                    | <i>Tax Title</i>            |             | (\$113,000)         |                 |
| Service Reimbursement to Capital Lease Retirement Fund for replacement of the Smith Norris system | <i>Document Recording</i>   |             | \$155,000           |                 |

# Environmental Services

# Tax Collection and Records Management

| Key Result Measures  | Program                              | FY 96<br>Actual | FY 97<br>Actual | FY 98<br>Actual | FY 99<br>Estimate | FY 00<br>Estimate |
|--|--------------------------------------|-----------------|-----------------|-----------------|-------------------|-------------------|
| Days Required to Review Documents and Identify Title Changes                 | <i>Records Management</i>            |                 | 90              | 25              | 30                | 25                |
| Percent of Tax Payments Processed and Deposited Daily                        | <i>Tax Collection</i>                | 99.9%           | 98%             | 98.5%           | 98%               | 99%               |
| Percent of Valid Petitions Processed Within Mandated Time Frame              | <i>Board of Property Tax Appeals</i> | 100%            | 100%            | 100%            | 100%              | 100%              |
| Percent of Documents Recorded within Statutory Time Frame                    | <i>Document Recording</i>            | 80%             | 100%            | 100%            | 100%              | 100%              |
| Percent of Documents Returned to Customer Within 10 Day Statutory Time Frame | <i>Document Recording</i>            | 0%              | 0%              | 15%             | 50%               | 75%               |
| Percent of Accurately Processed  | <i>Marriage</i>                      |                 |                 |                 |                   |                   |
| 1) Marriage Licenses   | <i>Licenses and</i>                  | 95.6%           | 95%             | 98.6%           | 97%               | 98%               |
| 2) Passports   | <i>Passports</i>                     | 96.5%           | 95%             | 95.5%           | 97%               | 96%               |
| Number of Foreclosed Properties  | <i>Tax Title</i>                     | 74              | 43              | 56              | 35                | 50                |
| Number of Properties Sold Back to Owner                                      | <i>Tax Title</i>                     | 19              | 3               | 7               | 8                 | 8                 |
| Number of Properties Sold at Auction   | <i>Tax Title</i>                     | 4               | 5               | 0               | 10                | 10                |
| Cost per Parcel of Tax Title Real Property Maintenance                       | <i>Tax Title</i>                     | \$210           | \$247           | \$165           | \$240             | \$170             |

# Environmental Services

## Accounting Entities

### Accounting Entities

This section accounts for the following funds, or portions of funds:  
 Road Fund Special Appropriations: Used to distribute certain Road Fund revenues to the Cities of Portland, Gresham, Troutdale and Fairview per the Intergovernmental Agreements regarding the transfer of urban services.

Recreation Fund: The entire Parks Services and Expo Center operations were transferred to Metro in FY 1993-94. The County retains responsibility for the collection and disbursements of certain revenues in this fund.

| Accounting Entities  | 1997-98             | 1998-99             | 1998-99             | 1999-00             |                    |
|----------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| Budget Trends        | Actual              | Current Estimate    | Adopted Budget      | Adopted Budget      | Difference         |
| Staffing FTE         | 0.00                | 0.00                | 0.00                | 0.00                | 0.00               |
| Personal Services    | \$0                 | \$0                 | \$0                 | \$0                 | \$0                |
| Contractual Services | \$19,403,476        | \$21,016,613        | \$20,152,851        | \$22,884,617        | \$2,731,766        |
| Materials & Supplies | \$135,614           | \$147,116           | \$141,070           | \$160,193           | \$19,123           |
| Capital Outlay       | \$0                 | \$0                 | \$0                 | \$0                 | \$0                |
| <b>Total Costs</b>   | <b>\$19,539,090</b> | <b>\$21,163,729</b> | <b>\$20,293,921</b> | <b>\$23,044,810</b> | <b>\$2,750,889</b> |
| Program Revenues     | \$19,528,790        | \$21,153,429        | \$20,283,621        | \$21,396,293        | \$1,112,672        |

| Significant Budget Changes  | Program             | FTE Changes | Expenditure Changes | Revenue Changes |
|---|---------------------|-------------|---------------------|-----------------|
| County Supplements increased in the Road Fund due to increases in revenues covered in the Urban Services Agreement with the City of Portland and smaller Cities' IGAs. Revenues in this program increased the same amount to cover the increased expenditure. | Accounting Entities |             | \$1,095,003         | \$1,095,003     |