

Department of Business & Community Services

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Department of Business & Community Services

Department Services

The Department of Business and Community Services (DBCS) provides services in the following functional areas:

- Land use planning;
- Services and duties relating to special districts and boundary changes within the metropolitan service district;
- Services relating to county service districts and other agencies relating to the natural environment;
- Acquisition, management, and disposition of county facilities and lands;
- Services and duties prescribed by state law relating to the construction, maintenance, and operation of county roads and bridges;
- Surveys, examinations, inspections, and issuance of permits relating to construction and occupancy of buildings and other facilities;
- Animal control programs and facilities;
- The implementation of an environmental sustainability program;
- Fleet, records storage, and electronic and distribution services;
- Emergency management program and services;
- Preparation and monitoring of the budget;
- Accounting and treasury duties; financial reports, investment, and expenditure of funds; purchase of material and supplies as prescribed by state law; and administration of contracts;
- Risk management and insurance programs;
- Coordination of programs to enhance diversity and business opportunities for minorities, women, and emerging small businesses;
- Employee and human resource services;
- Collective bargaining and labor relations matters;
- Affirmative action;
- Assessor and tax collector duties prescribed by state law;
- Board of Property Tax Appeals prescribed by state law;
- Marriage license and domestic partner registration services;
- County recording duties prescribed by state law;
- County information technology services; and
- County elections and county clerk duties prescribed by state law.

Department of Business & Community Services

How the Department Delivers Its Services

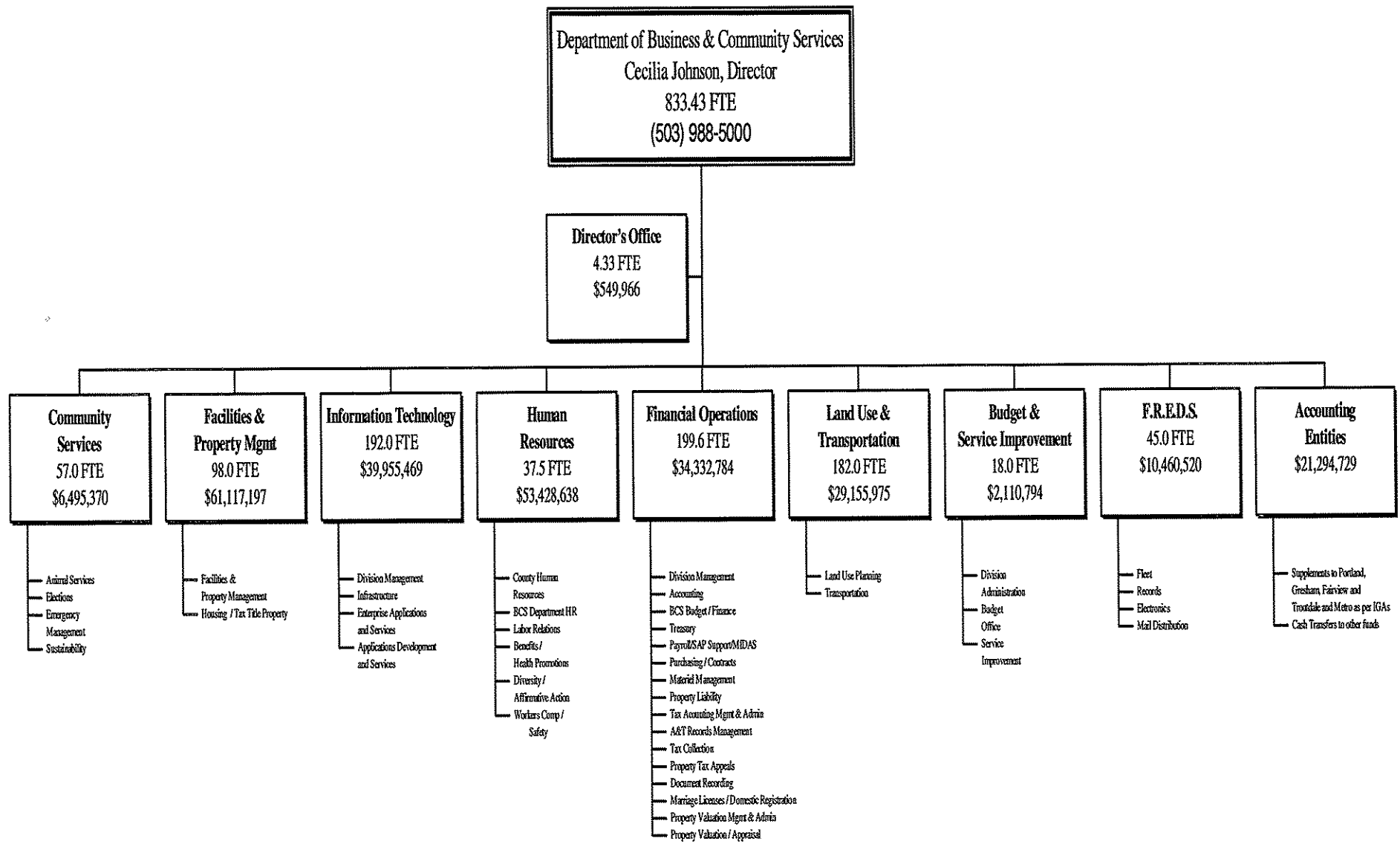
The Department seeks to continuously improve the quality and efficiency of its business services for internal customers and to provide excellence in its direct services to the community.

The goals of the Department of Business and Community Services for FY 04 are extensive and varied. The Department seeks to:

1. Implement the County's Shared Services Plan, and measure and report performance to its customers in accord with the Shared Services Business Model. In doing so, the Department's guiding principles are that:
 - The County is a single integrated enterprise.
 - DBCS's primary focus is to improve the value received for tax dollars by delivering high quality and cost-effective services.
 - Its "core business" is to provide other County units with administrative infrastructure, services, and supports, thereby freeing them to focus on their primary missions and to place maximum resources into direct service delivery.
2. Develop BCS leadership and customer service skills.
3. Improve business processes, rate structures, and cost/pricing methodologies to achieve cost-efficient internal services to County customers.
4. Continue development of an effective M/W/ESB outreach and compliance program focusing on enhancing opportunities in procurement, construction, and professional services.
5. Coordinate and implement the Cultural Competency framework.
6. Improve Animal Services operations and enhance responsiveness to the community through the use of volunteers.
7. Continue to seek resources for bridge repair and construction and to enhance revenues and fees where appropriate.

Department of Business & Community Services

Department Organization



Department of Business & Community Services

Budget Issues and Highlights

Among County departments, DBCS is unique in that it is both a provider and a consumer of its own services. It is the primary provider of County business services, and also the workplace of the chief consultants to policymakers regarding finance, budget, human resources, information technology, and facilities. Its provision of direct service—in Elections, Animal Services, Property Appraisal and Tax Collection, and Land Use and Transportation—assures close and continued contact with County residents.

The Department FY 04 CGF request is \$44 million (including \$7 M for ITAX administration) – about 11% of the total proposed CGF budget. Where other funds (such as Risk and Road) could be leveraged, and/or revenue projections could be reasonably increased, this has been done. Midyear FY 03 reductions already resulted in a \$225,000 cut, and the Department began preparation of the FY 04 request with the mandate of an additional \$450,000 in reductions from the implementation of shared services. Almost every division has reduced its staff, with a total reduction of 37 FTE (from 870 in FY 03 to 833 in FY 04).

Program and service changes for FY 04 include:

General Fund Reductions

- **Animal Services** will provide six day per week shelter service, including Saturday and Sunday.
- Emergency and after-hours animal services are included in the budget as a result of an addition of \$255,000 over current service level.
- 1 FTE is added in FY 04 in anticipation of an IGA with the City of Portland.
- An aggressive action plan to increase revenue generation is in place.
- **Elections** reimbursements are projected to increase significantly as a result of a correction in allocation methodology; and expenditures will decrease from FY 03 due to it not being a General Election year; voters' pamphlet services and Birthday Card registration programs are maintained.
- The **Sustainability Program** will provide more services for the Facilities and Fleet Funds in FY 04.
- 1 FTE is funded to provide coordination of County housing activities.
- As mandated by the State, the **A&T** budget of \$11.9 million is the same as the FY 03 service level; the collection and distribution of property taxes, the recording of documents related to real estate transactions, and the valuation of property will continue at the current level. 1 FTE cartographer has been cut.
- **Finance** will focus its resources on administering and collecting the new County temporary personal income tax and implementation of the SAP upgrade and migration of software applications off the mainframe.
- **County Human Resources** will be a key component of the implementation of the Shared Services Business Model.
- The implementation of a corporate performance management system and a compensation philosophy, pay plan, and classification structure aligned with the needs of departments is a priority.

Department of Business & Community Services

- Reductions of approximately \$412,000 below the current service level will result in a 3.5 FTE reduction and impact the implementation of an online recruitment and application system, classification and compensation work, and much-needed capacity in our diversity efforts.
- The proposed CGF allocated to **FREDS Records** is \$357,000, a \$52,000 reduction from the FY03 Adopted Budget. Reduction in preservation supplies and a reduced volume of document destruction will result.
- **Budget and Service Improvement** has been significantly reduced; Service Improvement is cut by 4 FTE, eliminating capacity to deliver and support all computer and Countywide training activity. The remaining staff will continue to support the shared services strategy.
- In the **Director's Office** a reduction of \$70,000 is due mainly to a reclassification of a Program Manager Sr. vacancy to a Management Assistant. 4.33 FTE remains in the Director's office to lead and coordinate a department of 833 FTE.

Department of Business & Community Services

Budget for FY 2004

<u>Budget Trends</u>	2001-02	2002-03	2002-03	2003-04	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	751.13	865.90	869.90	833.43	(36.47)
Personal Services	\$55,743,465	\$52,387,225	\$61,878,394	\$62,417,790	\$539,396
Contractual Services	34,266,298	36,397,440	39,106,363	42,137,036	3,030,673
Materials & Supplies	99,831,833	101,739,918	113,779,681	114,133,012	353,331
Capital Outlay	<u>23,957,892</u>	<u>12,020,299</u>	<u>48,556,686</u>	<u>40,213,604</u>	(8,343,082)
Total Costs	\$213,799,488	\$202,544,882	\$263,321,124	\$258,901,442	(\$4,419,682)

<u>Costs by Division</u>	2001-02	2002-03	2002-03	2003-04	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Director's Office	\$1,119,777	\$745,890	\$731,755	\$549,966	(\$181,789)
Human Resources	\$39,287,393	\$42,536,443	\$49,837,918	\$53,428,638	\$3,590,720
Budget & Svc Improvement	\$2,336,049	\$2,336,598	\$2,314,466	\$2,110,794	(\$203,672)
Information Technology	\$34,389,715	\$28,712,030	\$45,306,311	\$39,955,469	(\$5,350,842)
Finance	\$24,069,531	\$22,991,405	\$27,683,603	\$34,332,784	\$6,649,181
Facilities	\$59,939,400	\$48,039,519	\$73,985,957	\$61,117,197	(\$12,868,760)
FREDs	\$6,807,328	\$6,968,030	\$10,233,585	\$10,460,520	\$226,935
Community Services	\$5,886,753	\$6,720,517	\$6,770,283	\$6,495,370	(\$274,913)
LUP & Transportation	\$18,603,068	\$22,398,693	\$25,948,186	\$29,155,975	\$3,207,789
Accounting Entities	<u>\$21,360,474</u>	<u>\$21,095,757</u>	<u>\$20,509,060</u>	<u>\$21,294,729</u>	<u>\$785,669</u>
Total Costs	\$192,439,014	\$181,449,125	\$242,812,064	\$258,901,442	(\$4,419,682)

Department of Business & Community Services

<u>Staffing by Division</u>	2001-02	2002-03	2002-03	2003-04	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	
Director's Office	8.48	4.50	4.50	4.33	(0.17)
Human Resources	33.28	40.00	40.00	37.50	(2.50)
Budget & Svc Improvement	20.67	22.00	22.00	18.00	(4.00)
Information Technology	119.33	196.60	196.60	192.00	(4.60)
Finance	183.44	199.30	200.30	199.60	(0.70)
Facilities	105.66	111.50	111.50	98.00	(13.50)
FREDS	47.27	49.00	49.00	45.00	(4.00)
Community Services	60.26	56.00	59.00	57.00	(2.00)
LUP & Transportation	172.74	187.00	187.00	182.00	(5.00)
Accounting Entities	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Staffing FTE's	751.13	865.90	869.90	833.43	(36.47)

<u>Resources by Division</u>	<u>Fees, Permits</u>			<u>Other/</u>	
	<u>General Fund</u>	<u>& Charges</u>	<u>Federal</u>	<u>State & Local</u>	<u>Miscellaneous</u>
Director's Office	\$549,966	\$0	\$0	\$0	\$0
Human Resources	2,005,777	2,182,438	28,135	0	43,867,312
Budget & Service Improv	2,110,794	0	0	0	0
Info. Technology	2,535,683	1,560,585	0	0	30,661,113
Finance	28,314,633	1,410,027	350,000	100,000	5,507,015
Facilities	104,300	3,449,425	1,538,748	0	54,778,274
FREDS	357,377	267,708	822,444	0	10,732,305
Community Services	6,370,370	1,186,500	65,000	60,000	0
LUP & Transportation	1,473,237	10,618,878	2,039,895	27,434,233	6,900,177
Accounting Entities	<u>154,817</u>	<u>116,000</u>	<u>0</u>	<u>0</u>	<u>154,817</u>
Total Resources	\$43,976,954	\$20,791,561	\$4,844,222	\$27,594,233	\$152,601,013

Director's Office

The mission of the Director's Office is to provide leadership, management, policy development, and direction to the Department, as well as to ensure the integration of services and the optimization of resources. It supports the implementation of major business and organizational change initiatives and is frequently called upon to coordinate the implementation of enterprise projects. The Office's priorities for FY 04 are the implementation of shared services; the development of compliance strategies regarding the Chair's Diversity initiative; the roll-out of the cultural competency policy framework; the expansion of community involvement in Animal Services; continued vigilance on revenue enhancement strategies; the redesign of business models; and further integration of departmental resources in the provision of training, performance measurement, and support systems.

Action Plans:

- Assure and support the successful implementation of the Shared Services Business Model;
- Lead strategy development for enhanced business opportunities for MWESB's with Chair's Business Advisory Council;
- Develop professional development and skill enhancement opportunities for key department leaders;
- Lead implementation of cultural competency policy framework within DBCS;
- Coordinate the implementation and review of performance measures across all programs; and
- Develop and implement strategies to enhance customer relationships and confidence in DBCS Services.

Significant Budget Changes:

- Staff reduction from 4.50 FTE to 4.33 FTE and other personnel changes. (\$70,000).

Director's Office		2002-03	2002-03	2003-04	
Budget Trends	2001-02	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	8.48	4.50	4.50	4.33	(0.17)
Personal Services	\$652,150	\$506,730	\$484,632	\$414,740	(\$69,892)
Contractual Services	160,282	26,684	86,037	10,000	(76,037)
Materials & Supplies	307,345	212,476	161,086	125,226	(35,860)
Capital Outlay	0	0	0	0	0
Total Costs	\$1,119,777	\$745,890	\$731,755	\$549,966	(\$181,789)

Human Resources

The HR Division seeks to enhance the quality, consistency, and cost-effectiveness of County HR services through the analysis and implementation of best practices and a recognition of the County as a single employer.

HR provides services to recruit, develop, and retain a diverse, effective County workforce. It offers central coordination and support for departmental HR staffs, and specialized services in recruitment and selection, Affirmative Action/EEO, labor relations, HR policy administration and evaluation, workforce development, performance management, benefits administration, classification and compensation, Workers Compensation, safety, wellness, and retiree benefits. Managers provide point-of-contact services to departments. HR provides support and oversight to BCS, while moving toward a business model founded on the principles of shared services and a countywide HR infrastructure.

Action Plans:

- Develop and implement a fully functional shared services model;
- Establish a compensation philosophy, pay plan, and classification structure, via review and analysis consistent with the county's values;
- Implement a countywide Corporate Performance Management program;
- Implement a countywide Recruitment Strategic Plan;
- Implement procedural changes to comply with HIPAA;
- Implement position control systems;
- Implement a new security employee identification program;
- Implement an applicant testing process;
- Implement HR auditing procedures and processes;
- Implement VEBA programs for bargaining units;
- Implement a cut in Health where duties are shared with Wellness and Safety;
- Begin labor negotiations for successor agreements;
- Continue implementation of countywide diversity strategic plan actions; and
- Continue implementation of succession planning project.

Significant Budget Changes:

- FY 04 cuts include 2.5 FTE, including a Mgr. 2 that was the lead position for countywide recruitment. This position was to implement the new technology for online recruitment and application. The other cuts were an Analyst Sr (Labor Relations) and 0.5 FTE Analyst 2 (Classification Compensation).

Human Resources		2002-03	2002-03	2003-04	
Budget Trends	2001-02	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	33.28	40.00	40.00	37.50	(2.50)
Personal Services	\$2,682,556	\$3,113,110	\$3,250,586	\$3,277,881	\$27,295
Contractual Services	1,575,782	1,782,083	941,326	1,148,461	207,135
Materials & Supplies	35,029,055	37,641,250	45,646,006	49,002,296	3,356,290
Capital Outlay	0	0	0	0	0
Total Costs	\$39,287,393	\$42,536,443	\$49,837,918	\$53,428,638	\$3,590,720

Human Resources Administration

HR functions have been integrated by combining Labor Relations, the Diversity Office, and Classification and Compensation into the general HR Administration section. In addition, the DBCS HR Unit has been added to the reporting structure to improve efficiencies through the sharing of expertise. This results in greater consistency of philosophy and structure, which allows HR to enhance services without additional costs. Building on this model, the move toward shared services will utilize economies of scale while improving service delivery. HR will work toward providing consistent leadership, consultation, and corporate presence concerning:

- labor relations;
- employee relations;
- HR accountability;
- countywide coordination of diversity initiatives;
- Equal Employment Opportunity and Compliance;
- classification and compensation; and
- general HR services to all County departments.

FY 2003: 21.00

FY 2004: 17.50

Benefits & Health Promotion

The Benefits and Health Promotion units manage the benefit programs for eligible County employees and retirees and their families. The Employee Benefits Board is guiding the County toward a health plan that meets the needs of both the County and its employees. The Retiree Program now includes a financial support program, a Voluntary Employee Benefit Association (VEBA) that provides groups of employees with a tax-free savings plan for future health insurance benefit costs.

FY 2003: 12.75 FTE

FY 2004: 13.75

Workers Compensation and Safety

This unit manages workers compensation claims and provides ergonomic and workplace safety consultation to Departments. It pursues a united and aggressive approach to employee safety. The Auditor's report recommends further proactive measures and providing departments with services and direction to improve safety awareness for employees.

FTE 2003: 6.25 FTE

FTE 2004: 6.25

Costs by Program	2001-02	2002-03	2003-04	Difference
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
HR Administration	\$1,642,024	\$2,284,406	\$2,005,777	(\$278,629)
Benefits & Health Promotion	34,825,316	45,056,014	48,558,923	3,502,909
Workers Compensation & Safety	<u>2,820,053</u>	<u>2,497,498</u>	<u>2,863,938</u>	<u>366,440</u>
Total Costs	\$39,287,393	\$49,837,918	\$53,428,638	\$3,590,720

Budget & Service Improvement

The mission of the BSID is to improve the ability of service teams and County leadership to make policy- and data-based resource allocation decisions, maximizing the effectiveness of service delivery. The Division coordinates the countywide financial planning process that culminates in the annual budget. The Service Improvement section works to facilitate process improvement, to redesign business processes, and to integrate business processes with the County's SAP system. It also uses analysis tools to improve the ability of service teams and policy makers to manage program performance.

Action Plans:

- Provide organization development and performance consulting.
- Examine education necessary to support business processes.
- Coordinate and facilitate Shared Services design and improvement.
- Refine and standardize SAP budgetary training.
- Prepare periodic reports of the County's financial status to the Board.
- Work with program areas in the Department to establish scope, assign resources, build costing models, and implement shared services.
- Continue evaluation of SUN Schools, the Student Attendance Initiative, Alcohol and Drug Programs, and the Local Public Safety Coordinating Council.

Significant Budget Changes:

- Eliminate Program Manager Sr., OA Sr., OA2, HR Analyst 2: (4.00) FTE. Net change including COLA & Benefits increases: (\$191,000)
- Decrease Materials & Supplies: (\$41,000)
- Increase Professional Services to Support Shared Services and Economic Forecasting and for Oregon Helps software development: \$31,740
- Merged Program Management Group and Organizational Learning into Service Improvement

Budget & Service Improvement		2002-03	2002-03	2003-04	
<u>Budget Trends</u>	2001-02	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	20.67	22.00	22.00	18.00	(4.00)
Personal Services	\$1,701,658	\$1,783,598	\$1,774,122	\$1,579,432	(\$194,690)
Contractual Services	236,961	130,000	118,260	150,000	31,740
Materials & Supplies	397,430	423,000	422,084	381,362	(40,722)
Capital Outlay	0	0	0	0	0
Total Costs	\$2,336,049	\$2,336,598	\$2,314,466	\$2,110,794	(\$203,672)

Division Administration

This unit determines policy, sets program priorities, and allocates resources so as to achieve the goals determined by the Chair's Office and the Board of County Commissioners. It also provides direction for initiatives and programs, incorporating performance improvement techniques to reduce fragmentation and incorporate deliverables indicative of program effectiveness.

FY 2003: 1.00 FTE FY 2004: 1.00 FTE

Budget Office

The Budget Office provides the Board, Chair, and departments with financial information and other analysis and ensures that budget processes comply with applicable laws, thus protecting the County's long-term financial stability. It is responsible for the annual budget, for helping departments prepare and administer their budgets, for financial forecasting, and for program and financial analysis. It estimates current and future years' spending and revenues, prepares legal budget documents, analyzes issues that come before the Board, and acts as liaison between the Board and the administration. Budget preparation involves roughly 350 employees countywide. Many budget processes are constrained by the sections of ORS 294 known as the Local Budget Law, including deadlines for completion of budgets, hearings before the Tax Supervising and Conservation Commission, and the contents of the summary and detailed estimate sheets.

FY 2003: 8.00 FTE FY 2004: 8.00 FTE

Service Improvement

This unit seeks to increase the effectiveness of County programs. It facilitates development of Shared Services projects and works to increase the use of performance measurement tools, gathering information to assist the Board of Commissioners in key decisions. It works with corporate processes in the Department to establish scope, locate resources, build costing models, and implement shared services within programs. Additionally, the unit promotes skill development, process improvement, and communication to support these processes. Service Improvement refines service delivery formerly provided by Performance Management and Organizational Effectiveness.

FY 2003: 13.00 FTE FY 2004: 9.00 FTE

<u>Costs by Program</u>	2001-02	2002-03	2003-04	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
BSI Administration	\$0	\$143,344	\$153,042	\$9,698
Budget Office	819,402	745,218	791,507	46,289
Service Improvement	<u>1,516,647</u>	<u>1,425,904</u>	<u>1,166,245</u>	<u>(259,659)</u>
Total Costs	\$2,336,049	\$2,314,466	\$2,110,794	(\$203,672)

Information Technology

The mission of the Division is to improve the productivity of County programs through the use of information technology and to help customers manage the cost of IT services. IT provides the following services to all departments: strategic technology planning; analysis, design, selection, implementation, maintenance, and enhancement of computer information systems; the development of client-server systems, web-based systems, geographic information systems, and data warehouse applications; computer operations, systems administration, data administration, disaster recovery services; network and telecommunications services; and Help Desk user support.

During FY 03, County IT costs were reduced by more than \$600,000 by standardizing on Dell PCs and the Windows 2000 operating system, centralizing Exchange email servers, and consolidating server and network router maintenance contracts.

*Take IT
consolidation to the
next level ...
integrated business/
technology planning
in Public Safety,
Health & Human
Services, and
Business &
Community &
Library Services.*

Action Plans:

- Further reduce cost and improve responsiveness to customers by centralizing IT infrastructure management.
- Establish organization-wide standards for applications technologies and services to increase integration and leverage staff expertise
- Establish a new cost model for all IT services for FY 05 budgeting and refine service agreements with Departments.
- Complete migration of the DSS-Justice, Sheriff, District Attorney, and Health Department systems from the mainframe.
- Implement IT changes required for HIPAA compliance.
- Improve tools available to maintain County web pages and to develop and implement new web-based "e-government" applications.

Significant Budget Changes:

- Staffing Changes: Reduction of 4.60 FTE Net change including COLA & Benefits increases, salary savings: (\$505,000).
- Capital Equipment increase: \$330,000 for data backup system and Wide Area Network firewall replacement. \$344,000 due to equipment budgeted for Departments.
- Decrease in Repairs & Maintenance: (\$51,000) due to decreased cost of software maintenance in new environment.
- Decrease Supplies: (\$1,261,000) mainly due to shifts for computer peripherals to Departments.
- Decrease External Data Processing: (\$342,000) due to conversion from mainframe.
- Increase Indirect Cost: \$203,000, previously not budgeted by Departments.
- Increase Data Processing Fund service reimbursement: \$272,000 due mainly to greater share of IT by BCS.
- Decrease Flat Fee: (\$1,031,000), mainly due to shift of Library and DCJ costs back to those Departments.

- Decrease Facilities Management: (\$186,000), mainly due to shift of DCJ IT space costs back to DCJ.
- Decrease Other Internal: (\$169,000), now budgeted as DP Service Reimbursement.
- Increase Assessment Material: \$589,000, for public safety mainframe migration from the DA's Office.
- Decrease Contractual Services: (\$2,397,000) mainly due to progress to mainframe migration project.

Information Services		2002-03	2002-03	2003-04	
Budget Trends	2001-02	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	119.33	196.60	196.60	192.00	(4.60)
Personal Services	\$13,586,216	\$7,159,023	\$15,981,603	\$15,476,653	(\$504,950)
Contractual Services	2,239,629	5,366,457	6,472,617	4,076,002	(2,396,615)
Materials & Supplies	17,081,513	16,145,050	20,243,324	17,119,678	(3,123,646)
Capital Outlay	<u>1,482,357</u>	<u>41,500</u>	<u>2,608,767</u>	<u>3,283,136</u>	<u>674,369</u>
Total Costs	\$34,389,715	\$28,712,030	\$45,306,311	\$39,955,469	(\$5,350,842)

Division Management

- Office of the CIO
- Strategic Planning

The **Office of the CIO** plans, organizes, and directs all IT activities. Senior IT Managers are responsible for providing strategic direction for County use of new technologies; for aligning IT resources and activities with the priorities and needs of departments; and for maintaining acceptable levels of service. Planning and coordination is essential to ensuring that programs make cost-effective use of technology to improve service delivery and reach County goals.

FY 2003: 10.00 FTE FY 2004: 10.00 FTE

Applications Development & Maintenance

The **ERP (SAP) team**. This program develops and supports the County's central computer information systems—for Merlin (Finance and HR), jail management, warrants processing, prosecution, Aging and Disabilities programs, Adult Foster Care services, and other programs. Its responsibilities include the analysis of service requests and the development of detail specifications for new applications and systems, or for modification to existing programs. Additionally, the program installs software systems, tests new releases to vendor-supported applications and systems, and trains staff in their use.

The **GIS Team** is charged with coordinating the design, development, and implementation of a countywide Geographic Information System (for use by departments, local municipalities, utilities, the private sector, and the general public) by improving the quality and quantity of mapping in the County. It also coordinates the use of GIS data and tools in various applications that use GIS data.

FY 2003: 17.00 FTE FY 2004: 14.00 FTE

Special Projects

The **Special Projects** unit works to design, develop, and acquire computer applications, data, reports, and IT infrastructure to support the County's work. These projects include the Decision Support Systems for Justice Programs, Crystal Reporting, and Geographic Information Systems (GIS).

FY 2003: 6.00 FTE FY 2004: 6.00 FTE

Data Administration & Warehousing

The **Data Administration** Team maintains the central databases for the County, including the MAJIC data warehouse and integration unit. The team also assists in the design and development of applications requiring data analysis, application integration, and use of tools such as Informatica.

FY 2003: 7.00 FTE FY 2004: 8.00 FTE

Web Services

The **Web Services** unit supports the administration of the Multnomah County Internet and Intranet Services (MINT) by providing technical support, assistance with web content, and the development of simple web applications. It also helps design corporate strategies such as the E-government Initiative.

FY 2003: 3.00 FTE FY 2004: 4.00 FTE

Technical Services & Computer Operations

The mission of the **Data Center / Technical Services** area is the installation, maintenance, and support of midrange and server systems located at the Kelly Data Center. In addition to County systems, the data center houses systems for external customers including OCHIN, the City of Portland, and the State of Oregon. It maintains a 24x7x365 staff for monitoring and daily operations such as system backups, offsite tape storage, job setup and scheduling, hardware installation, and HelpDesk support. The unit also provides inventory management, contingency services like the backup electrical system and the fire suppressant system, and design and production support for all systems, applications, products, and utilities. **HelpDesk Services** provides customer support of applications and infrastructure, including support of 24x7x365 systems, SAP (M-F, 8-5), PCs, Printing, LANs (M-F, 8-5), night/weekend support (on request), and Customer call-ticket tracking & reporting.

FY 2003: 23.00 FTE FY 2004: 23.00 FTE

WAN Services

WAN Services manages the County's and the Library's wide area networks, connecting over 95 facilities. Network connections are monitored and supported for access to the State of Oregon, the City of Portland, the Oregon Department of Corrections, the Oregon Judicial Department, the Portland School District, the Metropolitan Education Service District, OHSU, and the internet. The unit also develops and maintains the Oregon Community Health Information Network data network. Staff members act as consultants on all application development projects to identify requirements and ensure network capacity for new systems. WAN Services regularly provides support to LAN administrators, including diagnostic tools, such as Sniffer. To maintain WAN security, the staff designs and manages firewalls, intrusion detection systems, and software that reports on servers that may have security vulnerabilities. The unit maintains the Virtual Private Network that allows secure access into the WAN from external systems. It also manages switched infrastructure in the Multnomah Building, the East County Clinic, the Gateway Children's Campus, and a number of other County facilities to support the LANs in those buildings

FY 2003: 8.00 FTE FY 2004: 10.00 FTE

Telecom Services

Telecommunications Services provides telephone and related services to all County programs. The unit is responsible for phone services, voicemail, video conferencing, paging systems, cellular phones, pay phones, and wiring for LANs and other data systems. The program coordinates new installations and changes to existing services. The telecommunications system supports the work of County programs by providing over 7,011 telephone instruments in 150 different locations. Workload has increased as programs utilize new telecom technologies, and as departments are moved.

FY 2003: 8.50 FTE FY 2004: 9.00 FTE

Desktop Services

The DBCS PC / LAN team's scope has expanded to provide LAN support for other departments as well. 1 FTE is added to provide LAN and desktop support to all DBCS users, including A&T, department administration, the Bridge Shop, Elections, and the Children's Receiving Center. 1 FTE has moved here from division administration.

FY 2003: 11.00 FTE FY 2004: 11.00 FTE

Infrastructure

Flat Fee pays for PC replacement on a four-year cycle and covers the cost of upgrades to operating system software, network client access licenses (CALs), and standard application software (McAfee Antivirus, Microsoft Office Suite, and CALs for SQL, Exchange, and SMS servers) for each desktop computer. It also maintains software license agreements. The program collects fees from departments based on the number of PC's installed at the beginning of each fiscal year; a portion of this fee is returned to the departments to purchase replacement computers. The rest is retained primarily for software purchases, with a small portion for program-related overhead (salary, supplies, and equipment). The program is self-sustaining. The annual fee is being reduced in FY 04 from \$725 to \$645 per PC due to the declining cost of hardware, and the migration to a single network operating system.

FY 2003: 1.00 FTE

FY 2004: 1.00 FTE

Departmental IT

This program brings together the IT staff formerly budgeted in County Human Services (formerly ADS and CFS departments), Community Justice, Health, DBCS (formerly DSS and DSCD), and the Library. Service-level agreements assure that departments continue to receive at least their previous level of support, while pursuing system-wide efficiencies and best practices. Functions provided include: IT support; coordination with and access to other governmental systems and databases; development and maintenance of business applications; and user training.

FY 2003: 102.10 FTE

FY 2004: 96.00 FTE

Costs by Program	2002-03		2003-04	
	2001-02	Adopted	Adopted	Difference
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	
Division Management	\$2,793,644	\$2,334,858	\$1,825,396	(\$509,462)
App Development & Maint.	1,747,502	1,745,734	1,592,398	(153,336)
Special Projects	3,889,491	7,737,023	6,635,007	(1,102,016)
Data Admin. & Warehousing	1,225,792	1,474,379	2,082,022	607,643
Web Services	387,699	386,798	439,294	52,496
Tech Services & Computer Ops.	3,871,924	5,244,966	4,270,748	(974,218)
Wide Area Network Services	1,807,860	2,740,703	2,862,207	121,504
Telecommunication Services	4,706,773	5,298,748	5,603,634	304,886
Desktop Services	603,907	1,408,296	1,343,835	(64,461)
Infrastructure	3,140,227	4,769,790	5,349,280	579,490
Departmental IT	<u>10,214,896</u>	<u>12,165,016</u>	<u>7,951,648</u>	<u>(4,213,368)</u>
Total Costs	\$34,389,715	\$45,306,311	\$39,955,469	(\$5,350,842)

Community Services

Animal Services protects people and animals by promoting and enforcing responsible animal ownership. It enforces state statutes and county codes and assists other agencies in matters relating to rabies, nuisance enforcement, dog and cat licensing, neglect and cruelty, barking, and dog bites.

The **Elections** program serves citizens by ensuring excellent conduct in the electoral processes for all government jurisdictions in Multnomah County.

The **Office of Emergency Management** is responsible for the organization, administration, and operation of the County emergency management program.

The **Sustainability** program provides planning for energy conservation, waste management, alternative transportation, air and water quality, road maintenance and bridge operations, and sustainable building.

Action Plans:

- Implement Phase 2 of security upgrades in high priority facilities by 6/04.
- Work with Fleet Service to conduct a fleet vehicle utilization study to include policy recommendations for mileage reimbursement.
- Partner with Facilities and Property Management to develop energy- and resource-efficient operations and maintenance for County facilities.
- Implement sustainable procurement recommendations and improvements to waste management practices to achieve a 50% recycling rate by 6/04.
- Partner with Portland Parks for a 5-year education program on pet ownership, and provide enhanced Animal Services in parks starting 7/03.
- Implement a new volunteer program for Animal Services.
- Continue FY 03 campaign to increase pet license compliance.
- Install new Animal Services database to improve information management.

Significant Budget Changes:

- Decrease in Personal Services in Sustainability program; assess expense for Sustainability Manager (0.5 FTE in Fleet Fund, 0.5 FTE in Facilities Fund) and 1 Pollution Prevention FTE to the Facilities Fund (\$152,982).
- Increase in Revenues to reflect the Parks IGA with the City of Portland to increase Animal Services in the parks \$60,000.
- Elimination of 3 positions in Animal Services in midyear re-balance. Addition of 1 new Animal Control Officer per IGA with Portland: (net 2.00 FTE reduction): (net \$91,022).
- New Help America Vote Act federal revenue of \$83,000, reimbursement for ballot reader machines.
- Licenses and Fees reduction: (\$95,000) mainly due to Animal Services revised projected license fee revenue.

- Service Charges reduction: (\$31,500) mainly in Animal Services from shelter operations.
- Election Reimbursement increase: \$145,000 due to a change in the method of calculating revenue from participating jurisdictions.
- Cash Transfer revenue decrease: (\$146,000) due to smaller Animal Services Fund revenues budgeted.
- Contractual Services reduction: (\$132,000) due mainly to Emergency Management completion of business continuation plan training and pass through payments for HAZMAT cleanup.
- Printing reduction: (\$235,000) mainly in Elections due to more efficient ballot reading machines.
- Equipment increase: \$47,000 in Emergency Management communications equipment.

Community Services		2002-03	2002-03	2003-04	
Budget Trends	2001-02	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	60.26	56.00	59.00	57.00	(2.00)
Personal Services	\$3,557,451	\$3,641,072	\$3,570,154	\$3,614,437	\$44,283
Contractual Services	362,662	363,324	530,246	399,963	(130,283)
Materials & Supplies	1,925,307	2,692,894	2,669,883	2,433,970	(235,913)
Capital Outlay	<u>41,333</u>	<u>23,227</u>	<u>0</u>	<u>47,000</u>	<u>47,000</u>
Total Costs	\$5,886,753	\$6,720,517	\$6,770,283	\$6,495,370	(\$274,913)

Animal Services

This program operates a shelter for lost, abandoned, injured, or mistreated animals; administers a license system; educates the public about responsible animal ownership; and operates an adoption center. Field Services responds to animal-related emergencies and issues involving pets, such as barking. Responsibilities include: impounding strays, regulating the ownership of dangerous dogs, bite investigation, quarantine of animals suspected of rabies, and neglect and cruelty investigation. In the midyear rebalance, shelter days for the public were reduced from 7 to 5 days/week (they returned to 6 days in 4/03). 3 FTE were eliminated. A new position was added in FY 04 to implement the IGA with the City of Portland.

FY 2003: 40.00 FTE FY 2004: 38.00 FTE

Elections

This unit establishes precinct boundaries; verifies signatures on petitions and 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 records for major political parties.

FY 2003: 15.00 FTE FY 2004: 15.00 FTE

Emergency Management

This program coordinates the preparation of emergency services for response to, mitigation of, and recovery from an emergency or disaster. It also provides support to the joint Multnomah County/City of Gresham Regional HazMat Response Team, to Search and Rescue operations, and to fire and law enforcement activities. The unit is responsible for meeting State and federal guidelines and for preparing County departments to respond to and recover from a major emergency or disaster.

FY 2003: 2.00 FTE FY 2004: 2.00 FTE

Sustainability

This unit offers consultation and leadership in energy conservation and renewable energy; pollution prevention; waste management; alternative transportation; and the construction of sustainable buildings, roads, and bridges. Workload has grown with the "Local Action Plan on Global Warming" and "Travel Smart" initiatives, and new work in Food Policy, Sustainable Procurement, and Pollution Prevention. In the midyear re-balance, half of the manager's position for FY 03 was assessed to Fleet Fund, and half of the Pollution Prevention position was assessed to Facilities. Plans were developed to reflect sustainability projects and savings to Fleet and Facilities for FY 03. The 2 FTE are assessed to Fleet and Facilities in FY 04.

FY 2003: 2.00 FTE FY 2004: 2.00 FTE

Costs by Program	2002-03		2003-04	
	2001-02	Adopted	Adopted	Difference
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	
Animal Control	\$3,122,464	\$3,179,830	\$3,160,923	(\$18,907)
Elections	2,216,424	3,056,582	2,968,451	(88,131)
Emergency Management	443,839	399,902	338,213	(61,689)
Sustainability	<u>104,026</u>	<u>133,969</u>	<u>27,783</u>	<u>(106,186)</u>
Total Costs	\$5,886,753	\$6,770,283	\$6,495,370	(\$274,913)

Finance

Finance actively seeks ways to implement new efficiencies.

This unit is responsible for providing financial functions in an accurate and timely manner: paying the County's bills; maintaining accounting transactions; collecting monies due; managing cash, the investment portfolio, and debt; issuing payroll checks and providing required reports; and ensuring that fiduciary money is safeguarded. This includes contracting; Central Stores functions; accounts payable and receivable; SAP; collecting and distributing property taxes; recording documents related to real estate transactions; maintaining property accounts; supporting the Board of Property Tax Appeals; performing property valuation; processing exemptions and special assessments of farm and forest property; preparing grant and monthly financial reports; publishing the Comprehensive Annual Financial Report (CAFR); developing and maintaining internal control procedures and ensuring adherence to all federal and IRS regulations, state statutes, and County resolutions and orders; and issuing marriage licenses and registering domestic partnerships.

Action Plans:

- Support improvement of processes by taking advantage of SAP functionality.
- Install SAP upgrade by October 2004.
- Prepare formal reports of the County's financial status to the Board.
- Continue modifications to the A&T software system.
- Migrate remaining applications off the mainframe by October 2003.
- Implement temporary County income tax administration and collection in early FY 2004.
- Redesign Business Income Tax by December 2003.
- Continue working on PERS reform.

Significant Budget Changes:

- Office Assistant 2: (1.50) FTE, \$30,000, Procurement.
- Program Development Tech: 1.00 FTE, \$55,000, Procurement.
- Program Development Specialist reclass: net (1.00) FTE, (\$69,000).
- Fiscal Assistant: (1.50) FTE, (\$62,000).
- Finance Specialist 1: (1.00) FTE, (\$13,000), Accounting.
- Finance Specialist Sr: 1.00 FTE, \$75,000, Payroll.
- Property Appraiser reclassification and FTE change: (1.00) FTE, (\$23,000).
- Data Analyst: 1.00 FTE, \$67,000, Property Valuation.
- Cartographer: (1.00) FTE, (\$55,000), Records Management.
- Buyer 2 reclassified from Buyer 1: \$29,000.
- Administrative Analyst Sr: (1.00) FTE, (\$71,000), Property Valuation Admin.
- Finance Supervisor 5.00 FTE: reclassified from Purchasing Supervisor, 2.00 FTE Fiscal Specialist Sr, Program Development Specialist, AP Supervisor.
- Finance Manager: 6.00 FTE, reclassified from General Accounting Administrator, Payroll Supervisor, Purchasing Administrator, Central

- Stores Supervisor, Treasury Administrator, Fiscal Officer.
- Staff Assistant: 0.30 FTE, \$30,000, SIP.
- Program Manager 1: 1.00 FTE, \$109,000, Appraisal.
- Appraisal Supr/Commercial 2.00 FTE: reclassified to Appraisal Supr/Real.
- Increase 1.00 FTE Finance Manager, 2.00 FTE Fiscal Specialist 2, shift 0.50 FTE Program Manager Senior for temporary income tax administration. \$336,000
- Contractual Services increase of \$3,589,000 due mainly to Multnomah income tax levy \$6,519,000, SAP Support (\$65,000), Central Procurement and Contracts Admin (\$65,000), Tax Collection (\$37,000), Recording (\$102,000), SIP (\$1,161,000), Building Projects Fund 2504 (\$1,689,000).
- Decrease data processing, Finance Director's Office: (\$51,696).
- Decrease Education and Training: (\$56,000).
- Decrease Local Travel: (\$38,000).
- Increase Insurance, offset by Claims Paid reduction: Net (\$25,000).
- Increase Dues and Subscriptions: \$19,000.
- Data Processing Fund service reimbursement: \$567,000 mainly due to reallocation within the County.
- Increase Flat Fee: \$128,000 due to previous budget in Information Technology division.
- Decrease Facilities Management: (\$90,000).
- Capital Lease Retirement Fund decrease for A&T system support (\$435,000).
- Increase Capital Buildings: \$625,000 SIP, Housing.
- Increase Equipment: \$1,243,000, SAP system.

Finance		2002-03	2002-03	2003-04	
Budget Trends	2001-02	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	183.44	199.30	200.30	199.60	(0.70)
Personal Services	\$11,563,126	\$12,207,016	\$12,235,258	\$13,342,881	\$1,107,623
Contractual Services	2,519,744	1,074,767	5,551,595	9,140,588	3,588,993
Materials & Supplies	9,955,306	9,709,622	9,839,595	9,924,229	84,634
Capital Outlay	<u>31,355</u>	<u>0</u>	<u>57,155</u>	<u>1,925,086</u>	<u>1,867,931</u>
Total Costs	\$24,069,531	\$22,991,405	\$27,683,603	\$34,332,784	\$6,649,181

Director's Office

This office is the ultimate financial authority for the County. It provides support to the rest of Finance, assists in budget development, and provides financial management for BCS. In FY 04 the 1.3 FTE for the Strategic Investment Program will work out of the Chair's Office and be administered and reported here. In FY04, the administration and collection of the temporary County personal income tax will also be the responsibility of this office.

FY 2003: 5.00 FTE FY 2004: 9.30 FTE

Accounting

This unit provides timely and accurate financial services. It maintains County accounting systems and financial records, and administers the Deferred Compensation and Library Retirement Plan. It processes payments to vendors and contractors; manages collections; prepares grant reports, monthly financial reports, the Indirect Cost Allocation Plan, and the CAFR; maintains internal control and procedures; ensures that laws and policies are adhered to; safeguards assets; and provides financial information in a form that meets user needs.

FY 2003: 15.80 FTE FY 2004: 14.20 FTE

Payroll/ Merlin/ MIDAS

Payroll provides wages to employees, payroll tax reports to governing agencies, and reports and feedback to departments and the public. It administers County PERS, employees' payments to third parties, Federal and State taxation, IRS Code Section 125 cafeteria plans and deferred compensation elections, and payroll deductions. It also supports SAP, its upgrades, and testing, and responds to requests for system enhancement. The Payroll staff maintains the master data and structure of the system. MIDAS is responsible for SAP data. The support team works closely with SAP Technical, Basis, and Organizational Effectiveness to support over 1200 users with configuration, reports, training, and system administration. For FY 04, it will implement Crystal Reports and the Fixed Asset Module, upgrade to SAP Enterprise, and provide consultation on how to better use SAP as business tool.

FY 2003: 18.50 FTE FY 2004: 18.00 FTE

Treasury

Treasury provides centralized treasury and cash management services to the County, to other government agencies, and to constituents. It manages cash assets and the investment portfolio; finances capital acquisitions; manages County debt; establishes and maintains relationships with the financial community; administers County Business Income Tax in partnership with the City of Portland; administers Motor Vehicle Rental Tax; and provides trust and fiduciary services.

FY 2003: 5.00 FTE FY 2004: 4.00 FTE

Materiel Management

This unit consists of programs that provide common supplies and equipment to County and other agencies. Inventory Control purchases volume-discounted stock in food, office, medical, and janitorial commodities. Central Stores assures inventory accountability by receiving, warehousing, reselling, and distributing these items, which maximizes savings and convenience to County customers.

FY 2003: 9.00 FTE FY 2004: 9.00 FTE

Central Procurement and Contracts Administration

CPCA supports operations with a flow of cost-effective materials and services. It maintains a vendor base from which to solicit bids, maximizing opportunities for Minority and Women Business Enterprises, Emerging Small Business, and Qualified Rehabilitation Facilities. It moves contracts through the approval process, tracks and maintains contract files, assists users and contractors with information and training, and develops and implements procedures to ensure adherence to applicable laws, ordinances, administrative rules, and policies.

FY 2003: 17.00 FTE FY 2004: 16.00 FTE

Property & Liability

This unit manages property, liability, and insurance programs in accordance with legal requirements and County policies. It negotiates and purchases property insurance, including coverage for 76 County-owned buildings; crime insurance; varied bond coverage; and other specialized coverage. It adjusts property, liability, and subrogation claims, and provides technical expertise to all departments and officials on property, liability, insurance, and loss control/prevention matters.

FY 2003: 1.00 FTE FY 2004: 1.10 FTE

Tax Collections/ Records Management Administration

This unit coordinates strategic direction, the budget, work plans, and the improvement of work processes. It performs all personnel-related activities; handles grievances; manages purchasing, contracts, and accounting; and is responsible for those portions of the County Clerk function defined by statute.

FY 2003: 3.00 FTE FY 2004: 3.00 FTE

Records Management

This unit maintains tax roll descriptions; recorded and filed documents; street lighting and fire patrol rolls; and official maps for A&T. It records and processes subdivision, condominium, and partition plats; processes annexations and County road filings; and monitors government exemptions. It annually updates 50,000 tax roll descriptions; 2,000 streetlight and fire patrol roll changes; 1,700 map changes; 2,000 accounts canceled; and 250 new subdivisions. The program handles approximately 18,000 telephone inquiries and 10,000 walk-in customers annually.

FY 2003: 20.00 FTE FY 2004: 20.00 FTE

Tax Collection

This unit provides accurate tax bills; collects property taxes; processes tax foreclosures; distributes taxes; and maintains computer files on tax accounts. It mails over 400,000 tax statements and notices, collects \$875 million, distributes this to 60 levy districts, answers approximately 205,000 inquiries annually.

FY 2003: 25.00 FTE FY 2004: 24.00 FTE

Board of Property Tax Appeals

BOPTA accepts and processes approximately 1600 property tax appeals and board decisions, schedules hearings, and provides administrative support for the Board. The staff of the Tax Information unit provides this support.

FY 2003: 0.00 FTE FY 2004: 0.00 FTE

Document Recording

This unit records documents (including those concerning subdivisions and condominiums) and maintains public records. It records over 240,000 documents, responds to 55,000 telephone inquiries, and assists 35,000 walk-in customers annually.

FY 2003: 7.00 FTE FY 2004: 7.00 FTE

Marriage/ Domestic Partner Registry

The Marriage Licenses and Domestic Partner Registry issues approximately 6,000 marriage licenses and handles 100 domestic partner registrations annually. It responds to over 25,000 telephone inquiries.

FY 2003: 1.00 FTE FY 2004: 1.00 FTE

Records Storage & Retrieval

ORS Chapter 654, Section 22, allows for a 5% fee to be collected for storage and retrieval systems, to maintain those systems, and to restore records. Fees support a system that indexes, creates, and stores document images for electronic retrieval.

FY 2003: 0.00 FTE FY 2004: 0.00 FTE

Property Valuation Administration

This unit coordinates valuation, offering direction, budgeting, and work plans. It maintains Real Market and Maximum Assessed Value for all property accounts; processes exemptions; and computes special assessments.

FY 2003: 3.00 FTE FY 2004: 2.00 FTE

Appraisal

This section annually appraises 12-13,500 properties with building permits and 4,500-5,000 properties evidencing large value changes in order to value Measure 50 "exceptions" and to maintain Real Market Value on the Assessment roll. It processes over 35,000 personal property returns including "exception" value, and defends values in 1300-1400 appeals at BOPTA.

FY 2003: 63.00 FTE FY 2004: 64.00 FTE

Property Valuation Support

This section manages the installation, operation, maintenance, and support for the local network. It compiles tax levies, calculates tax rates, and extends taxes on accounts for all taxable property. Additionally, it provides data entry for the appraisal, tax collection, and records management areas; administers the operation of the new system acquired for the A&T software, and offers support for A&T systems including recording/indexing, cashiering, and remittance processing.

FY 2003: 7.00 FTE FY 2004: 7.00 FTE

Business & Community Services

Finance

Costs by Program	2001-02	2002-03	2003-04	Difference
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Finance Director's Office	\$5,255,592	\$3,799,760	\$12,901,594	\$9,101,834
Accounting	1,039,953	1,359,735	1,344,566	(15,169)
Payroll/MERLIN/MIDAS	2,048,636	4,745,624	3,977,673	(767,951)
Treasury	477,190	548,707	444,643	(104,064)
Material Management	650,460	745,309	666,121	(79,188)
Central Procurement & Contracts Adminis	964,031	1,181,851	1,019,551	(162,300)
Property & Liability Risk Unit	2,313,736	1,937,602	1,864,635	(72,967)
Tax Collection/Records Mgmt Admin	808,619	1,264,284	804,458	(459,826)
Records Management	1,097,454	1,330,161	1,311,589	(18,572)
Tax Collection	1,658,722	1,685,158	1,766,814	81,656
Board of Property Tax Appeals	22,631	32,748	31,597	(1,151)
Document Recording	574,335	607,497	617,262	9,765
Marriage License/Domestic Partner Regist	37,019	58,420	61,963	3,543
Records Storage/Retrieval	100,000	155,000	160,000	5,000
Property Valuation Admin	689,832	1,757,732	744,466	(1,013,266)
Property Valuation/Appraisal	3,258,979	4,271,702	4,715,892	444,190
Property Valuation Support	<u>3,072,342</u>	<u>2,202,313</u>	<u>1,899,960</u>	<u>(302,353)</u>
Total Costs	\$24,069,531	\$27,683,603	\$34,332,784	\$6,649,181

Facilities & Property Mgmt.

This area plans for, maintains, and manages County-owned and leased properties so that they are safe, accessible, and cost-effective. It supports DBCS in its mission of enhancing the vitality and sustainability of the community through leadership in the conservation of natural resources and in development that links transportation, housing, land use, and economic development. Services are regulated by local and state laws; building, fire-life-safety and health codes; and mandates regarding ADA requirements, CFC's, asbestos, PCB's, underground storage tanks, and others.

Action Plans:

The County has over 130 owned and leased properties, totaling over 3.5 million sq. ft. The Division provides services for maintenance, administration, repair, improvements, and new construction.

- Re-engineer work requests and capital projects through FY04. The new process includes unified management (single manager for all aspects of work), computer tracking of projects, cradle-to-grave project management; elimination of Planning Section and integration of planning into project management.
- Aggressively manage the County's facilities portfolio:
 - Obtain approval of Long-Range Plan, Dept.-specific strategies, and 5-Year CIP
 - Renegotiate and terminate leases for unneeded space whenever possible
 - Relocate Ford Building tenants
 - Complete TMB improvements and bring the building to full occupancy
 - Sell GNC and Morrison Building and relocate current tenants
 - Identify additional surplus properties and obtain approval to dispose of them
 - Create a \$1 million revolving fund to initial costs of relocating County programs in order to consolidate space.
- Complete Phase 2 renovation at the Gateway Children's Center.
- Complete Blue Ribbon Steering Committee work and obtain Board approval for a strategy to address the need for a new/renovated Courthouse.
- Create a strong customer-service structure and ethic within FPM:
 - Streamline customer contacts from 8 FSMs to 3 Account Managers who will participate in the FPM Executive Team and operate with more authority
 - Continue strengthening relationship between Account Managers and the designated Sr. Manager with responsibility for facilities within each Dept.
 - Establish an assigned Property Specialist for each facility to reduce turn-around time, facilitate ownership of the work, and free Account Managers of details that currently prevent them from operating at peak efficiency.
- As appropriate, support and participate in the Shared Services initiative.
- Provide timely and accurate information on facilities costs and performance:
 - Develop clear comparative metrics on facilities costs and performance
 - Begin work towards an activity based costing (ABC) system for facilities
 - Where possible, streamline the accounting/billing system for facilities to reduce required staff, to improve understanding, and to improve accuracy.

Significant Budget Changes:

- Decrease of 13.50 FTE due to budget constraints, net change including COLA & Benefits increases: (\$517,000).
- Cut Prof. Svcs. due mainly to reduction in janitorial and outsourced contracts: (\$709,000).
- Decrease in Utility costs due to decreased electric, gas, and water rates: (\$678,000).
- Decrease in lease costs due to lease terminations and expirations: (\$475,000).
- Increase in repairs and maintenance due to reallocation of external contracts \$238,000.
- Increase in supplies \$684,000.
- Increase in debt service costs due to additional countywide debt : \$155,000.
- Decrease in Asset Preservation funds due to non-recoverable square footage: (\$379,832).
- Increase of Departmental Indirect Charges of \$385,459 due to 2.54% allocation of BCS Indirect and Countywide Expenses.
- Decrease in Internal Transfers mainly due to MCSO budgeting its own internal services: (\$176,175).
- Decrease in Misc. costs (travel, training, PC Flat Fee, Telephone, etc.) (\$196,114).
- **Justice Bond Fund**—Decrease in expenditures due to progress on construction projects, including Justice Center Detention Electronics, Justice Center Booking Remodel (complete), Children's Receiving Ctr. and Women's Transitional Housing. (\$4,106,000)
- **Building Project Fund**—Decrease in expenditures due to progress on McCoy Retail Space (complete), Library Renovation Project, and East County Health Clinic (complete): (\$2,762,000)
- **Capital Improvement Fund**— Decrease in expenditures due to progress on Children's Receiving Ctr. Phase I & II, Justice Center Booking Remodel (complete), Building System Emergency Funds, Medford Hotel Lease (executed), ADA projects, Blanchard Improvements (complete), Justice Ctr. Sewer Pipe Replacement (complete), Animal Control Wetlands (complete), and JCAHO Initiatives (complete and ongoing). (\$3,771,000)
- **Asset Preservation Projects Fund**— Decrease in program expenditures due to progress on Facilities Audit (complete), Southeast Health Center Carpet (completed), Midland Library Doors (complete) and Multnomah Building 5th Floor and basement Remodel (in process). (\$229,000)

Facilities	2001-02	2002-03	2002-03	2003-04	
Budget Trends	Actual	Current Estimate	Adopted Budget	Adopted Budget	Difference
Staffing FTE	105.66	111.50	111.50	98.00	(13.50)
Personal Services	\$7,445,935	\$8,738,845	\$8,500,941	\$7,984,439	(\$516,502)
Contractual Services	5,068,664	5,415,663	4,595,778	3,886,412	(709,366)
Materials & Supplies	27,442,338	26,422,215	25,778,903	26,154,041	375,138
Capital Outlay	<u>19,982,463</u>	<u>7,462,796</u>	<u>35,110,335</u>	<u>23,092,305</u>	<u>(12,018,030)</u>
Total Costs	\$59,939,400	\$48,039,519	\$73,985,957	\$61,117,197	(\$12,868,760)

Facilities Administration	<p>Division Administration was included in O&M in FY 03. It is responsible for management, contracts, payroll, budget, accounting, word processing, and reception services. Fiscal Services and Contracts & Procurement are in this area, overseeing compliance with established policies and procedures.</p> <p>FY 2003: 25.00 FTE FY 2004: 18.00 FTE</p>
Operations & Maintenance	<p>O&M directs building operations, inspections, and preventive and corrective maintenance to ensure that facilities are safe and functional. O&M operates a 24/7 facilities dispatch and call center. The project management group manages both large construction and small maintenance projects.</p> <p>FY 2003: 65.00 FTE FY 2004: 72.25 FTE.</p>
Asset Management	<p>Asset Management provides strategic planning for managing the County's portfolio of buildings and property, and maintains plans for long-range capital improvement. This unit also acquires real property suitable for use by various County agencies by purchase or lease, and sells surplus real property.</p> <p>FY 2003: 4.00 FTE FY 2004: 2.25 FTE</p>
Customer Service	<p>Customer Service provides facilities management for 3.5 million square feet of facilities, offering a single point of contact for facility needs. The unit develops and administers service level agreements with the six County Departments.</p> <p>FY 2003: 14.00 FTE FY 2004: 2.00 FTE</p>
Housing	<p>Housing catalyzes development of special needs and affordable housing. It coordinates planning; identifies savings achievable by providing supported housing that helps clients live without more expensive services; works with community partners to eliminate obstacles to affordable housing; works with County and other agencies to link supportive services to housing; establishes goals to meet County housing needs; and works to support special needs housing. Housing also manages the disposition of most tax-foreclosed properties.</p> <p>FY 2003: 3.50 FTE FY 2004: 3.50 FTE</p>

Costs by Program	2001-02	2002-03	2003-04	
	Actual	Adopted Budget	Adopted Budget	Difference
Facilities Administration	\$2,407,978	\$2,394,796	\$1,936,378	(\$458,418)
Division Ops & Maint.	\$32,435,755	\$68,820,106	\$57,965,415	(\$10,854,691)
Asset Management	22,350,941	856,510	220,238	(636,272)
Customer Service	1,951,378	1,164,166	212,779	(951,387)
Housing & Tax Title	<u>793,348</u>	<u>750,379</u>	<u>782,387</u>	<u>32,008</u>
Total Costs	\$59,939,400	\$73,985,957	\$61,117,197	(\$12,868,760)

Fleet, Records, Electronic, & Distribution Services

FREDS supports County programs and other agencies with cost-effective services. Fleet Services acquires, equips, maintains, fuels, and manages County vehicles; Electronic Services installs and maintains two-way radios, detention electronics, and other electronic equipment; Records Management develops retention schedules and manages a record center in compliance with those schedules; Distribution Services delivers interoffice mail and processes U.S. mail for delivery to the Post Office. The program serves the County's need for coordinated operational support.

Action Plans:

- Work with departments to develop mileage reimbursement policies that promote the employee commute option and increased vehicle utilization.
- Increase efforts to become a fleet services provider to other governments, where appropriate, in order to spread overhead costs.

Significant Budget Changes:

- Eliminate vacant Equipment Mechanic II position: (1.00 FTE) (\$65,172).
- Eliminate vacant Senior Office Assistant position: (1.00 FTE) (\$49,201).
- Eliminate an Electronic Technician Asst. position: (1.00 FTE) (\$65,784).
- Eliminate a Data Analyst position: (1.00 FTE) (\$64,435).
- Replace a Chief Warehouse Worker with a Warehouse Worker: (\$5,018).
- Indirect charge added to Fleet Fund expenditures: \$100,503.
- Re-budget \$2.37 million of delayed vehicle replacements from FY 03.
- Support Sustainability's new fleet-related efforts in utilization monitoring, mileage reimbursement vs. pool use analysis, and related efforts: \$45,368.
- Charges avoided because of delayed vehicle replacement. (\$80,703).
- Utilize excess replacement reserve funds, generated from fleet size reductions, to lower (subsidize) rates charged to departments: \$611,000.
- Less mail to be sent in FY 04 than was budgeted in FY 03: (\$48,035).
- Add General Fund Indirect charge to Distribution Fund: \$36,213.
- Reduce Facilities Mgmt. charges by 68% (\$12,472) due to the elimination of asset preservation charges on the Ford Building. Increase microfilm and archival efforts to reduce the backlog of deteriorating records: \$15,628.
- Increase document destruction for Record Center relocation: \$8,245.

Fleet Fund

Distribution Fund

General Fund

FREDS	2001-02	2002-03	2002-03	2003-04	
Budget Trends	2001-02	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	47.27	49.00	49.00	45.00	(4.00)
Personal Services	\$3,038,201	\$2,975,755	\$3,204,489	\$3,177,554	(\$26,935)
Contractual Services	91,506	79,980	122,817	99,881	(22,936)
Materials & Supplies	2,742,785	2,837,141	3,217,370	3,148,084	(69,286)
Capital Outlay	<u>934,836</u>	<u>1,075,154</u>	<u>3,688,909</u>	<u>4,035,001</u>	<u>346,092</u>
Total Costs	\$6,807,328	\$6,968,030	\$10,233,585	\$10,460,520	\$226,935

Division Management	<p>FREDS Management administers the activities of the program and provides personnel management, budget preparation and control, capital purchasing, billing services, policy development, and other administrative functions required by the programs. Reductions in Fleet Fund revenues due in part to countywide cuts in services have resulted in the elimination of a Data Analyst position.</p> <p>FY 2003: 5.00 FTE FY 2004: 4.00 FTE</p>
Fleet Services	<p>Fleet Services administers all aspects of the County fleet and provides fleet services to other governments. A reduction in fleet size generated by the audit-recommended Vehicle Utilization Guideline and budget reductions has allowed for the elimination of a vacant Equipment Mechanic II position. Changes in work assignments have allowed the elimination of a vacant Senior Office Assistant.</p> <p>FY 2003: 24.00 FTE FY 2004: 22.00 FTE</p>
Electronic Services	<p>Electronic Services installs and maintains the County detention facilities' electronic equipment, two-way radio equipment, intercoms, and other electronic equipment. It designs, installs, maintains, and repairs detention electronic equipment and systems, two-way radio equipment and systems, and other electronic equipment. Closure of some detention facilities and operational changes result in the elimination of an Electronic Technician Assistant.</p> <p>FY 2003: 7.00 FTE FY 2004: 6.00 FTE</p>
Records Management	<p>This unit maintains inactive records for the County, in accordance with statute and in conjunction with needs for access, preservation, space, and security. Services include the development of retention schedules and the receiving, coding, storing, retrieving, preserving, and confidential recycling of records.</p> <p>FY 2003: 3.80 FTE FY 2004: 3.80 FTE</p>
Distribution Services	<p>This unit provides all County programs with interoffice and U.S. mail processing and distribution, as well as routine Central Stores and Health Supply delivery. It picks up and delivers interoffice mail; picks up and processes U.S. mail; folds and inserts mail items; delivers health supplies and lab samples; delivers central stores supplies; and allocates program costs to programs based on service usage.</p> <p>FY 2003: 9.20 FTE FY 2004: 9.20 FTE</p>

<u>Costs by Program</u>	2001-02	2002-03	2003-04	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Division Management	\$303,440	\$404,293	\$312,324	(\$91,969)
Fleet Services	4,123,668	7,201,899	7,527,487	325,588
Electronic Services	675,446	714,352	736,953	22,601
Records Management	347,813	405,025	357,377	(47,648)
Distribution Services	<u>1,356,961</u>	<u>1,508,016</u>	<u>1,526,379</u>	<u>18,363</u>
Total Costs	\$6,807,328	\$10,233,585	\$10,460,520	\$226,935

Land Use & Transportation

The division enhances the community's infrastructure, livability, and natural resources by participating in the development of a balanced regional transportation network, managing growth, protecting natural resources, and planning for future needs. It maintains and improves the County road system and Willamette River Bridges; implements land use plans and ordinances; ensures compliance with state and federal laws relating to water quality and endangered species protection; and maintains critical property information through the Surveyor's Office.

Securing funding for the Sauvie Island Bridge is the division's current focus.

The Land Use Planning and Transportation Divisions were merged in FY 03, and organizational changes and improvements will continue in FY 04. Finding sufficient funding remains the biggest challenge. While the 2001 Oregon Transportation and Investment Act (OTIA) has helped significantly, the gap is widening between the transportation system's capital improvement and preservation needs and the resources available to address these needs. The critical challenge of the next few years will be securing funding for replacement of the Sauvie Island Bridge. Combined with transportation funding issues, the loss of federal/state funding for water quality compliance efforts and a reduced General Fund have burdened the Land Use and Water Quality programs.

Action Plans:

- Develop an integrated business system to implement management and operational efficiencies from the FY 03 merger.
- Pursue revenue opportunities to enable the division to enhance the livability and vitality of the region in a time of declining resources.

Significant Changes:

- Reorganization of division management structure by deleting Planning Manager and Transportation Manager Senior and creating Program Manager Senior: (1 FTE), (\$112,561).
- Reclassification of vacant engineering positions to respond to program requirements. Delete 2 vacant Engr. Tech 2, delete 1 vacant Engr. 1, delete 1 Transportation Project Spec. to create 2 Engr. 2 and 1 Engr. 3: (1 FTE), (\$20,049).
- Creation of Transportation Planning Specialist position to enhance capacity to secure grant and revenue opportunities 1.00 FTE, \$72,560.
- Reclassification of vacant Law Clerk position to Planner to improve service delivery in Land Use Planning Section.
- Cut of 2 vacant Office Assistant Senior positions and shift workload to resources created by merger: (2.00 FTE): (\$108,748).
- Cut of vacant Road Operations Supervisor position to reduce costs: (1.00 FTE): (\$69,517).
- Cut of Sign Fabricator to align sign manufacturing staffing levels to business demand (1.00 FTE), (\$67,546).

- Reorganization of Survey Office personnel resources to better meet the demands on survey operations, road capital and the public land corner program: reduction in section between FY 03 and FY 04: (\$182,269).
- Increase in Professional Services – preliminary design efforts on Sauvie Island Bridge and contracted design engineering services for road capital: \$1,785,770.
- Reduction in department overhead assessment: (\$308,000).
- Increase in construction capital outlay to reflect FY 04 plan: \$764,144.
- Increase in Beginning Working Capital to adjust for unplanned revenue and carry over of capital projects: \$116,000.
- Increase in County Gas Tax based on current estimates: \$325,000.
- Increase in planned revenue for engineering reimbursement on Federal Aid projects on WRB design and construction: \$1,076,189.
- Increase of State Motor Vehicle Revenue Sharing: \$877,000.
- Reduction of Local Government revenues for construction reimbursements (\$59,000).
- Increase of Service Charge revenue to non-road fund activities: \$57,655.
- Increase of revenue in Sales to Public; Proposal to increase Public Land Corner Preservation dedicated recording fee from \$3.00 to \$5.00 and increase survey filing fee from \$100.00 to \$225.00: \$550,000.
- Increase in planned Service Reimbursement from road capital to bridge capital for engineering services: \$138,000.
- Decrease of Cash Transfer from one time only transfer in FY03 from Fleet replacement fund to Road fund due to discontinued replacement schedule: (\$244,600).
- Increase in Misc. revenue for planned project development revenue at 223rd Ave @ Sandy Blvd ~ Intersection improvement: \$435,000.

Land Use & Transportation		2002-03	2002-03	2003-04	
Budget Trends	2001-02	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	172.74	187.00	187.00	182.00	(5.00)
Personal Services	\$11,516,172	\$12,262,076	\$12,876,609	\$13,549,773	\$673,164
Contractual Services	799,078	1,069,925	621,244	2,458,487	1,837,243
Materials & Supplies	4,802,270	5,649,070	5,358,813	5,316,639	(42,174)
Capital Outlay	<u>1,485,548</u>	<u>3,417,622</u>	<u>7,091,520</u>	<u>7,831,076</u>	<u>739,556</u>
Total Costs	\$18,603,068	\$22,398,693	\$25,948,186	\$29,155,975	\$3,207,789

Program Administration

This unit includes the LUT Program Manager, responsible for leadership, organization, planning, and direction for program activities. It also includes an administrative staff that provides business support for various programs and work units, as well as staffing support to Fleet and Emergency Services.

FY 2003: 15.36 FTE FY 2004: 14.10 FTE

Program Development and Planning

This unit manages the Division transportation planning processes, including:

- Development of transportation system plans to address all modes of transportation at the local and regional level;
- Development of the Division's capital improvement plan;
- Review of development proposals;
- Coordination of public involvement activities;
- Administration of the Bike Path Fund; and
- Revenue development for roads, bridges and fish passage culverts.

FY 2003: 4.00 FTE FY 2004: 5.00 FTE

Roadway Engineering & Operations

This program's staff designs and builds capital improvement projects; administers right-of-way permitting requirements; engineers, operates, and maintains traffic signals; and provides technical support for other transportation programs. Engineering work must comply with statutory requirements for improvements to county roads (ORS Ch. 368); with federal, state, and local design standards; and with state and federal regulations. Projects incorporate environmental practices including erosion control, fish passage improvements, recycling, pedestrian and bicycle features, and wetland protection. The Capital Improvement Plan and Program is managed in accordance with policies and procedures defined in the Comprehensive Project Delivery System (CPDS) adopted in FY 03.

FY 2003: 25.00 FTE FY 2004: 27.00 FTE

Survey Section/ County Surveyor's Office

This office performs state-mandated duties such as: filing, indexing, providing copies of, and maintaining the public survey records; establishing and maintaining Public Land Survey corners; and reviewing and approving all County subdivision, partition, and condominium plats. It assists the general public with locating property surveys, historical research, general survey questions, and interpreting and understanding legal descriptions. Other duties include providing surveying support to the Division's engineering activities and to other county and local government agencies. Many of the County Surveyor's responsibilities are mandated by state law.

FY 2003: 21.00 FTE FY 2004: 17.00 FTE

**Road
Maintenance**

The Road Maintenance unit is responsible for roadway and right of way maintenance, emergency response, and traffic aids (signs and markings). Their activities enhance public safety, provide preventive maintenance to ensure that critical roadway systems function properly, and keep roadways free of hazards and obstacles. The program performs a variety of daily tasks on County roads and rights of way, and assists the cities of Fairview, Maywood Park, Wood Village, and Gresham in the development and implementation of annual maintenance programs. The Section's activities are also governed by OR-OSHA, the Manual on Uniform Traffic Control Devices, and various other state statutes and County ordinances.

FY 2003: 58.00 FTE FY 2004: 56.00 FTE

**Bridge
Operations &
Maintenance**

This unit is responsible for operating the County's 4 movable bridges and for maintaining its 6 Willamette River Bridge crossings as well as 22 other bridges in the County. Maintenance includes mechanical, structural, electrical, and corrosion-protection elements, and incorporates preventive strategies to ensure reliability. A number of mandates dictate levels of service including: the River and Highway Act of 1894, federal regulations, U.S. Coast Guard regulations and State law. Maintenance operation procedures have been revised to conform with the Endangered Species Act, the Clean Water Act, and the National Pollution Discharge Elimination permit. The primary source of funding for bridge maintenance and operations is state and county road fund allocation in accordance with a City of Portland IGA. Funding levels are inadequate to address currently necessary preventive maintenance and repairs.

FY 2003: 27.50 FTE FY 2004: 27.50 FTE

**Bridge
Engineering**

This area is responsible for functional and service-life improvements of the County's 6 Willamette River Bridges and its 22 other bridges. It provides planning, design, and construction contract administration for preservation of structural, mechanical, electrical, and corrosion-protection systems. Design and construction address environmental and sustainability issues, including the Endangered Species Act, the Clean Water Act, and the National Pollution Discharge Elimination permit. The unit is required to comply with mandates which include the River and Harbor Act of 1984, federal regulations, U.S. Coast Guard regulations, State law, and also federal design guidelines. Funding levels are inadequate to address future bridge rehabilitations and replacements.

FY 2003: 20.64 FTE FY 2004: 20.70 FTE

**Land Use
Planning &
Water Quality**

This program seeks to conserve natural resources through the implementation of land use plans and ordinances. Its three major areas are: Long-Range Planning, mandated by the State and the Columbia River Gorge National Scenic Area; Current Planning, which reviews land use, building permits, land division and design review applications as required by state and local law; and Code Enforcement, which oversees zoning and development code violations. The County must comply with both state and federal land use laws. Oregon Revised

Statute (ORS), Chapter 197, ORS Chapter 215, and ORS Chapter 92, all regulate the planning activities of Multnomah County.

FY 2003: 15.50 FTE FY 2004: 13.70 FTE

Water Quality

The Water Quality program is responsible for ensuring that the County complies with state and federal laws relating to water quality and endangered species. The program works closely with managers engaged in activities that impact water quality and/or endangered species by coordinating relevant information and assisting in the formulation of strategy or procedures necessary to comply with applicable state and federal environmental law, the Clean Water Act (CWA), Safe Drinking Water Act, and the Endangered Species Act (ESA). Presently, the program works closely with Transportation, Land Use Planning, and Facilities Management which may include: drafting code provisions and other regulations or reviewing and coordinating policies and procedures for compliance. The program serves in a coordinating role in the formulation of the County's clean water policy; maintains constructive working relationships with regulatory agencies and prepares or coordinates the preparation of reports, documents and presentations as necessary to meet County legal requirements. An important aspect of the program involves serving as a liaison to other local governments, community and environmental groups concerning water quality issues and salmon recovery efforts.

FY 2003: 0.00 FTE FY 2004: 1.00 FTE

<u>Costs by Program</u>	2001-02	2002-03	2003-04	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Program Admin.	\$1,124,194	\$1,316,031	\$1,199,809	(\$116,222)
Prog. Dev. & Planning	531,677	709,718	914,020	204,302
Roadway Eng./Ops.	3,980,815	7,154,879	9,001,970	1,847,091
County Surveyor	1,376,659	1,776,191	1,605,583	(170,608)
Road Maintenance	5,466,461	6,182,371	6,319,537	137,166
Bridge Op.& Maint.	2,209,375	2,226,004	2,357,524	131,520
Bridge Engineering	2,391,342	5,074,465	6,204,134	1,129,669
Land Use Planning	1,522,545	1,508,527	1,429,044	(79,483)
Water Quality	<u>0</u>	<u>0</u>	<u>124,354</u>	<u>124,354</u>
Total Costs	\$18,603,068	\$25,948,186	\$29,155,975	\$3,207,789

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 City 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 94. The County retains responsibility for the collection and disbursements of certain revenues in this fund.

Accounting Entities also contains the pass through payment to Metro for maintenance of the Bybee-Howell House.

Significant Budget Changes:

- Increased County Supplements from Road Fund to Portland, Gresham, Troutdale and Fairview due to CPI increases and projected increases in State Motor Vehicle revenue, County Gas Tax and changes to Federal Forest payments \$701,000.

Accounting Entities	2001-02	2002-03	2002-03	2003-04	
Budget Trends	2001-02	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	0.00	0.00	0.00	0.00	0.00
Personal Services	\$0		\$0	\$0	\$0
Contractual Services	21,211,990	21,088,557	20,066,443	20,767,242	700,799
Materials & Supplies	148,484	7,200	442,617	527,487	84,870
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Costs	\$21,360,474	\$21,095,757	\$20,509,060	\$21,294,729	\$785,669