



Multnomah County Oregon

## Board of Commissioners & Agenda

connecting citizens with information and services

REVISED

### BOARD OF COMMISSIONERS

**Ted Wheeler, Chair**

501 SE Hawthorne Boulevard, Suite 600  
Portland, Or 97214

Phone: (503) 988-3308 FAX (503) 988-3093

Email: [mult.chair@co.multnomah.or.us](mailto:mult.chair@co.multnomah.or.us)

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### May 12, 13, 14 & 15, 2008 BOARD MEETINGS FASTLOOK AGENDA ITEMS OF INTEREST

Pg 2	6:00 p.m. Monday Public Budget Hearing
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Monday, May 12, 2008 - 6:00 PM  
Immigrant and Refugee Community Organization (IRCO) Gymnasium  
10301 NE Glisan, Portland

## **BUDGET HEARING**

PH-1 The Communities of Color Coalition Budget Forum with a Quorum of the Multnomah County Commissioners Regarding the 2008-2009 Multnomah County Budget. Testimony is limited to three minutes per person. Fill out a speaker form available in the gymnasium and turn it into the Board Clerk.

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Tuesday, May 13, 2008 - 9:00 AM  
Multnomah Building, First Floor Commissioners Boardroom 100  
501 SE Hawthorne Boulevard, Portland

## **BUDGET WORK SESSION**

WS-1 Multnomah County 2008-2009 General Government Budget Work Session. This meeting is open to the public however no public testimony will be taken. 3 HOURS REQUESTED.

- Introductions
- DCM and DCS Citizen Budget Advisory Committee Presentation
- Department of County Management Presentation
- Department of Community Services Presentation

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501 SE Hawthorne Boulevard, Portland

## **EXECUTIVE SESSION**

- E-1 The Multnomah County Board of Commissioners will meet in Executive Session Pursuant to ORS 192.660(2)(e). Only Representatives of the News Media and Designated Staff are allowed to attend. News Media and All Other Attendees are Specifically Directed Not to Disclose Information that is the Subject of the Session. No Final Decision will be made in the Session. Presented by County Attorney Agnes Sowle. 2 HOURS REQUESTED.
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Thursday, May 15, 2008 - 9:30 AM  
Multnomah Building, First Floor Commissioners Boardroom 100  
501 SE Hawthorne Boulevard, Portland

## **REGULAR MEETING**

### **CONSENT CALENDAR - 9:30 AM** **DEPARTMENT OF COUNTY HUMAN SERVICES**

- C-1 Budget Modification DCHS-31 Reclassifying One Health Information Technician Senior Position to an Operations Supervisor Position in the Developmental Disabilities Services Division, as Determined by Class/Comp Unit of Central Human Resources

### **REGULAR AGENDA** **PUBLIC COMMENT - 9:30 AM**

Opportunity for Public Comment on non-agenda matters. Testimony is limited to three minutes per person. Fill out a speaker form available in the Boardroom and turn it into the Board Clerk.

### **SHERIFF'S OFFICE – 9:30 AM**

- R-1 Intergovernmental Revenue Agreement 0709015 with METRO to Provide General Investigative Police Services for Enforcement of METRO Ordinances

**DEPARTMENT OF COMMUNITY SERVICES – 9:35 AM**

- R-2 PROCLAMATION Declaring the Week of May 18 though May 24, 2008, as NATIONAL PUBLIC WORKS WEEK, and Recognizing the Contributions of All Multnomah County Transportation Employees

**SERVICE DISTRICT - 9:40 AM**

(Recess as the Board of County Commissioners and convene as the governing body for **DUNTHORPE RIVERDALE SANITARY SERVICE DISTRICT NO. 1**)

- R-3 Public Hearing and Consideration of the District's Endorsing a Petition to Annex a Single Parcel of Land to the Dunthorpe Riverdale Sanitary Service District No. 1; Pursuant to ORS 198.857; Subject to Certain Conditions

(Adjourn as the governing body for Dunthorpe Riverdale Sanitary Service District No. 1 and reconvene as the **BOARD OF COUNTY COMMISSIONERS**)

**NON-DEPARTMENTAL – 9:45 AM**

- R-4 PUBLIC HEARING and Consideration of an ORDER Approving the Annexation of Territory to Dunthorpe-Riverdale County Service District

**DEPARTMENT OF COUNTY HUMAN SERVICES – 9:50 AM**

- R-5 NOTICE OF INTENT to Apply for US Department of Justice Office of Violence Against Women Fiscal Year 2008 Funding for Education, Training and Enhanced Services to End Violence Against and Abuse of Women with Disabilities
- R-6 Budget Modification DCHS-33 Increasing Developmental Disabilities Services Division Federal/State Appropriation by \$2,259,971 to Reflect State of Oregon Funding Revisions
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- R-8 Budget Modification DCHS-37 Increasing Community Services Federal/State Appropriation by \$93,220 in Federal Housing and Urban Development Grant Funding

## **DEPARTMENT OF HEALTH – 10:00 AM**

- R-9 Budget Modification HD-39 Appropriating \$52,550 from the Department of Health and Human Services Health Resources and Services Administration for “Healthy Start Eliminating Disparities in Perinatal Health”
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## **BOARD COMMENT**

Opportunity (as time allows) for Commissioners to provide informational comments to Board and public on non-agenda items of interest or to discuss legislative issues.



**Multnomah County Oregon**

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## MULTNOMAH COUNTY OREGON

BOARD OF COUNTY COMMISSIONERS  
501 S.E. HAWTHORNE BLVD., Room 600  
PORTLAND, OREGON 97204  
(503) 988-5217

LISA NAITO • DISTRICT 3 COMMISSIONER

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# MEMORANDUM

TO: Chair Ted Wheeler  
Commissioner Maria Rojo de Steffey  
Commissioner Jeff Cogen  
Commissioner Lonnie Roberts  
Board Clerk Deb Bogstad

FROM: Keith Falkenberg  
Staff to Commissioner Lisa Naito

DATE: May 13, 2008

RE: Commissioner Naito will participate by phone the morning of May 13th

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Commissioner Naito will be participating in this morning's session by phone. Lisa has a broken water line at her home.

Keith Falkenberg



# MULTNOMAH COUNTY

## AGENDA PLACEMENT REQUEST (short form)

### Board Clerk Use Only

Meeting Date: 05/13/08  
Agenda Item #: WS-1  
Est. Start Time: 9:00 AM  
Date Submitted: 04/25/08

**Multnomah County 2008-2009 General Government Budget Work Session: DCM and DCS Citizen Budget Advisory Committee Presentation followed by**  
**Agenda Title: Department of County Management and Department of Community Services Presentations**

*Note: If Ordinance, Resolution, Order or Proclamation, provide exact title. For all other submissions, provide a clearly written title.*

Requested Meeting Date: May 13, 2008 Amount of Time Needed: 3 hours  
Department: Division:  
Contact(s):  
Phone: Ext. I/O Address:  
Presenter(s):

### General Information

1. What action are you requesting from the Board?
2. Please provide sufficient background information for the Board and the public to understand this issue. Please note which Program Offer this action affects and how it impacts the results.
3. Explain the fiscal impact (current year and ongoing).
4. Explain any legal and/or policy issues involved.
5. Explain any citizen and/or other government participation that has or will take place.

### Required Signature

Elected Official or  
Department/  
Agency Director:

Date:

## **DARGAN Karyne A**

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**From:** DARGAN Karyne A  
**Sent:** Tuesday, May 13, 2008 1:25 PM  
**To:** ROBERTS Lonnie J; ROJO DE STEFFEY Maria; COGEN Jeff; WHEELER Ted; NAITO Lisa H  
**Cc:** WEST Kristen; MACK Thomas M; LASHUA Matthew; MARTINEZ David; MADRIGAL Marissa D; FARVER Bill; MCLELLAN Jana E; WESSINGER Carol M; FALKENBERG Keith E; NEBURKA Julie Z; HAY Ching L; JASPIN Michael D; ELKIN Christian; CAMPBELL Mark; BURDINE Angela L; DURANT Sarah; WU Liang; #DRM; BOGSTAD Deborah L  
**Subject:** FY 2009 Remaining Budget Worksessions

Dear Members of the Board –

Outlined below are dates and times for the remaining FY 2009 budget worksessions. Please note that after today, there are only two remaining dates to propose amendments: May 20<sup>th</sup> and May 22<sup>nd</sup>.

### **May 2008**

- **May 15<sup>th</sup> General Government Follow-Up 2 Hours** (if needed, currently **not** scheduled)
- **May 19<sup>th</sup> Public Budget Hearing – Multnomah Building 501 SE Hawthorne Blvd, Portland Commissioners Boardroom 6:00 pm -8:00 pm**
- **May 20<sup>th</sup> Election Day Budget Worksession – Updated Revenue Forecast, General Questions, Amendments 10:00 am**
- **May 22<sup>nd</sup> Budget Worksession – 1:00-3:00 pm Capital Budget Briefing**
- **May 28<sup>th</sup> TSCC Public Hearing – 11:00 am – 12:30 pm**

### **June 2008**

- **June 5<sup>th</sup> BCC Adopts FY 2009 Budget!**

Let me know if you have any questions.

Thanks,

Karyne

# **Department of County Management**

## **FY2009 Approved Budget**

**General Government Budget Work Session  
Multnomah County Board of Commissioners  
May 13, 2008**



May 13, 2008

Department of County Management

1



## **Dept. of County Management Vision**

- **DCM is recognized for providing the highest possible quality of services to support Multnomah County's operations and our constituents.**
- **Customers seek our involvement in their success.**
- **While DCM divisions are responsible for managing significantly different lines of business, they also work as an integrated team.**

## **DCM Mission**

- **DCM strategically manages key countywide resources including people, finances, facilities, technology, and equipment.**
- **DCM provides policy and strategic direction for operational infrastructure.**
- **As public stewards, we address the interests of our customers while balancing the efficient use of resources, relative risks, legal and regulatory requirements.**

## **DCM FY 2009 Approved Budget Overview**

- **\$281 million overall County Management budget – Capital and Operations**
- **\$219.2 million for Non-Capital base programs, 3.0% increase over FY08 Adopted Budget**
  - **Not including internal cash transfers.**
- **\$61.8 million in county-wide Capital Programs within our department's budget**
  - **Not including reserves**
- **General Fund:**
  - **\$32.7 million for ongoing programs, a 1.7% increase over FY08**
  - **Plus \$1. million in One Time Only (Described later in presentation)**
- **575.5 FTE. This is an increase of 2.5 FTE**

**DCM Director – Includes  
Affirmative Action & Sustainability**  
14.5 FTE \$2.0 Million

**Emergency Management**  
4.0 FTE \$2.1 Million  
Reports to Chair's Office

← New to DCM Budget in FY 2009

**Finance & Risk Management**  
75.0 FTE \$94.0 Million

**Budget Office**  
11.0 FTE \$2.0 Million

**Assessment & Taxation**  
137.5 FTE \$17.8 Million

**Facilities & Property Management**  
96.5 FTE \$97.3 Million

**Fleet, Records, Electronics,  
Distribution & Stores** 53.0 FTE  
\$17.6 Million

**Information Technology**  
162.0 FTE \$42.4 Million

**Human Resources**  
22.0 FTE \$5.7 Million

**Regional Arts and Culture Council**  
\$188 K

**Department of County Management  
Organizational Structure  
FY 2009 Approved Budget  
575.5 FTE , \$281 Million**

← New to DCM Budget in FY 2009

May 13, 2008

Department of County Management

## **How We Approached the FY 2009 Budget Process**

The DCM Budget process focused on transparency, partnerships and cooperation. Key assumptions were:

1. Live within our financial constraints.
2. Maintain key support and services to departments/customers. At the same time, don't make decisions that will cost us more in the future.
3. Be strategic about how we build for County's future infrastructure needs.

## **Reducing the County's Structural Deficit:**

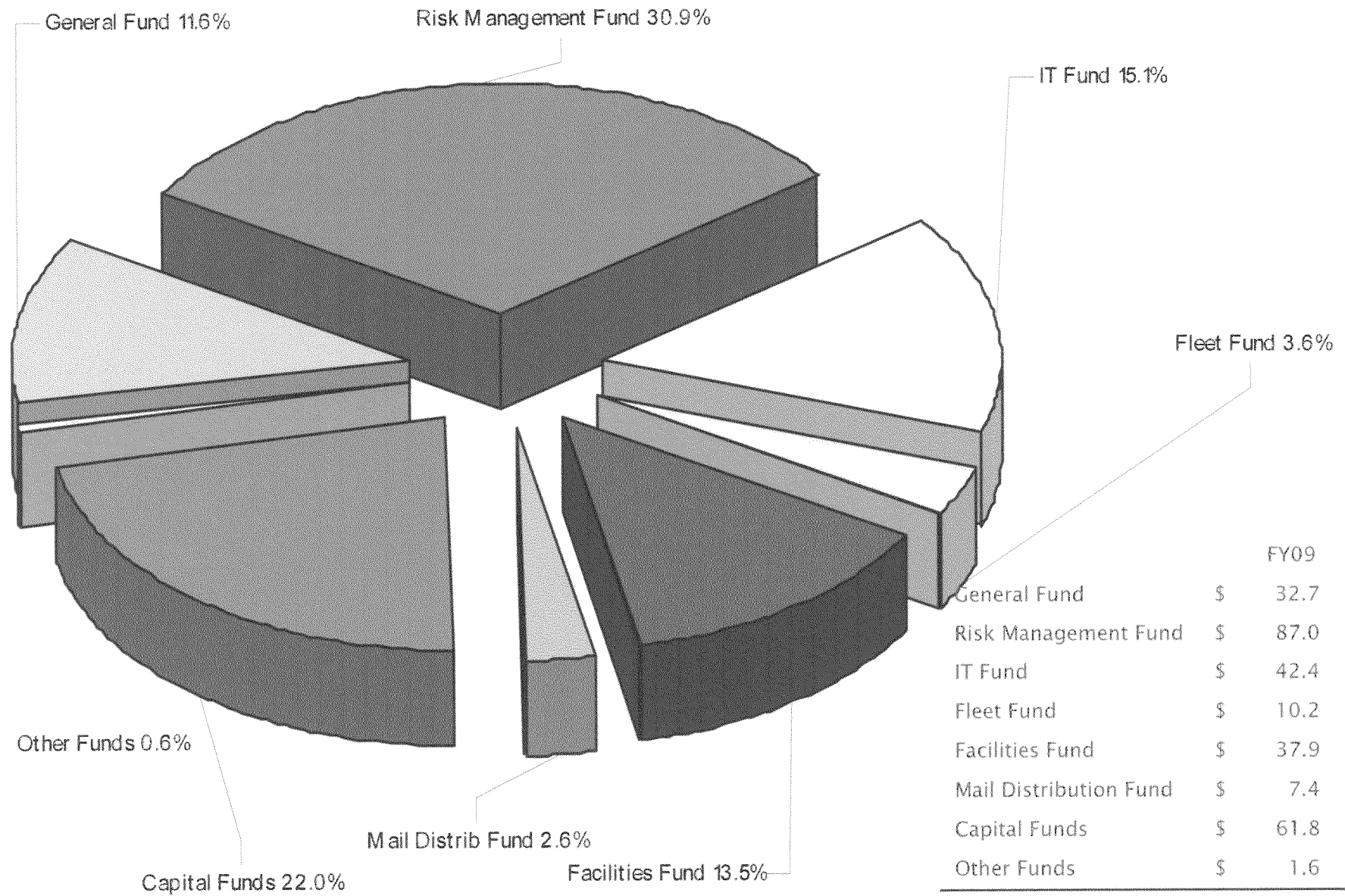
### **Maintaining Internal Services** (Information Technology, Facilities & Property Management and FREDs/Fleet, Records, Electronics, Distribution and Stores)

- Beginning in June 2007, Internal Services undertook an in-depth review of their services, expenses and cost allocation methodology.
- Internal Services developed options for reducing operating costs by 6%. DCM met with all customers and presented the reduction options.
- Final decisions based heavily on departments' view of service impacts and tradeoffs.
- Generated approximately \$1 million savings for the General Fund in internal service rates.

## **Meeting DCM's FY 2009 General Fund Constraint**

- Divisions prepared budget requests using FY 2008 budgets as base levels.
- Divisions worked with staff to develop 3% to 5% reduction ideas.
- DCM Management Team reviewed ideas and recommended approaches that would not increase future costs to County, not transfer costs to other departments and have minimal service impacts to customers.
- DCM Director recommended specific increases to programs to improve service to customers or leverage outside resources.

# FY 2009 DCM Budget by Fund



# **FY 2008 Highlights**

- **Assessment and Taxation – New Recording System, State Domestic Partnership Registry**
- **Competency-based performance management system**
- **County Employment Vital Aging Workgroup**
- **DCM Stat, operations performance-based management system**
- **Facilities: East County Justice Center, Lincoln Building, Courthouse**
- **Funding and tax analysis: Expenditure monitoring reports. Wapato Jail, Public Safety Levy, Bridge and Road Funding, State Tax Reform, Library Funding**
- **FY09 Budget Process**
- **Health Equity Initiative – Facilitated Multnomah Building viewings**
- **Improving access to County services - Voice Access and Web Redesign/stakeholder assessment**
- **IT Innovation Fund – described later**
- **Multnomah County Chair/Sheriff MOU re: joint management of jail costs, fiscal oversight and accountability – Central HR, FREDS, IT and Finance**
- **SAP upgrade**
- **Sustainability – Dept Sustainability Liaisons, Photo Voltaic project**



# **FY 2009 Service Priorities**

DCM will continue to focus on provision of quality services and on achieving program offer outcomes and service levels:

- Maintain high bond rating, quality financial reporting and monitoring and appropriate return on investments.
- Recruit, select, promote, and retain a qualified and diverse workforce.
- Manage County facilities and property to maximize these assets.
- Manage and enhance information technology systems to avoid duplication of County applications and services.
- Manage fleet, central stores, and distribution to ensure that costs to departments represent market prices or better.
- Collect taxes due in a fair and equitable manner.
- Implement budget and performance-based management systems to improve services and accountability.
- Lead and support sustainable county operations.
- Lead and support County Affirmative Action planning and compliance.
- Support countywide emergency management systems.

## Service Reimbursements from Departments

Internal Service Fund	FY08 Adopted	FY09 Approved Existing Programs	FY09 Change
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<b>Fleet Management</b>	<b>\$5.85 M</b>	<b>\$5.83 M</b>	<b>- 0.3 %</b>
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- No service level changes to customers

<b>Mail Distribution</b>	<b>\$3.21 M</b>	<b>\$3.16 M</b>	<b>- 1.7 %</b>
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- No service level changes to customers

<b>Information Technology</b>	<b>\$29.4 M</b>	<b>\$31.3 M</b>	<b>+ 6.6 %</b>
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- Minor service reductions agreed to by customers
- \$916 K to cover cost of new projects and \$800 K to cover the cost of ongoing services that would not be reduced
- Reduced 2 FTE for FY09

<b>Facilities Management</b>	<b>\$38.7 M</b>	<b>\$37.6 M</b>	<b>- 2.7 %</b>
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- No increase in Capital Fees to customers –*increases deferred maintenance*
- Minor maintenance and cleaning reductions

## **DCM FTE Changes – FY08 to FY09**

<b><u>Division</u></b>	<b><u>FTE Changes for FY09</u></b>	
<b>A&amp;T</b>	<b>1.0 FTE</b>	<b>Limited Duration Project Mgr for A&amp;T System Replacement</b>
<b>Central HR</b>	<b>2.0 FTE</b>	<b>Class Comp position mid-year FY09 Employee Development</b>
<b>Director's Off</b>	<b>0.5 FTE</b>	<b>Succession Planning</b>
<b>Finance</b>	<b>1.0 FTE</b>	<b>Assistant for CFO added mid-year</b>
<b>IT</b>	<b>(2.0) FTE</b>	<b>2 vacant positions cut</b>
<hr/>		
<b>DCM Totals</b>	<b>2.5 FTE</b>	

## **New in Chair's Budget**

### **FY 2009 OTO General Fund \$1.934 M**

- 72057A      Facilities Fund Operating Contingency      \$1.075 M
- 72057B      Facilities OTO Repay Asset Preservation Funds for  
Operations Shortfall      \$560 K
- 72106      Fleet Fund Operating Contingency      \$299 K

### **FY 2009 Ongoing New Program \$200 K**

- 72069      County Human Resources –  
Expanded Training Program      \$200 K

# IT Innovation Fund

## **\$4.0 M from IT Fund savings in the Proposed Budget**

Projects are proposed by departments

Evaluated by IT Advisory Board

- Representatives of all County departments
- Standardized review process

Evaluation criteria:

- Sustainable cost savings
- Improved service to constituents
- Availability of resources for project development
- Increased productivity or efficiency
- Overall return on investment

Types of projects being evaluated:

- Improve customer access to County services
- Improve County information systems and processes

## **State/ Federal Impacts**

- No known direct impacts to departmental programs
- All internal services are impacted with County-wide program reductions

## DCM's FY09 Major Issues

- Strengthening Human Resources capacity to address a looming number of retirements and changing workforce demographics. Do we have adequate resources to recruit, train, and develop a diverse County workforce of the future?
- Leading strategies to reduce the County's structural deficit through the budget process, financial policies, managing internal services, and supporting innovation.
- Resources to implement:
  - **1/30/08 Memorandum of Understanding (MOU) with the Sheriff's Office**
  - **Web Redesign**
  - **Vital Aging Task Force's recommendations**
  - **Other countywide initiatives.**
- Creative tension as DCM addresses the interests and demands of our customers while balancing the efficient use of resources.

# How We Measure Performance

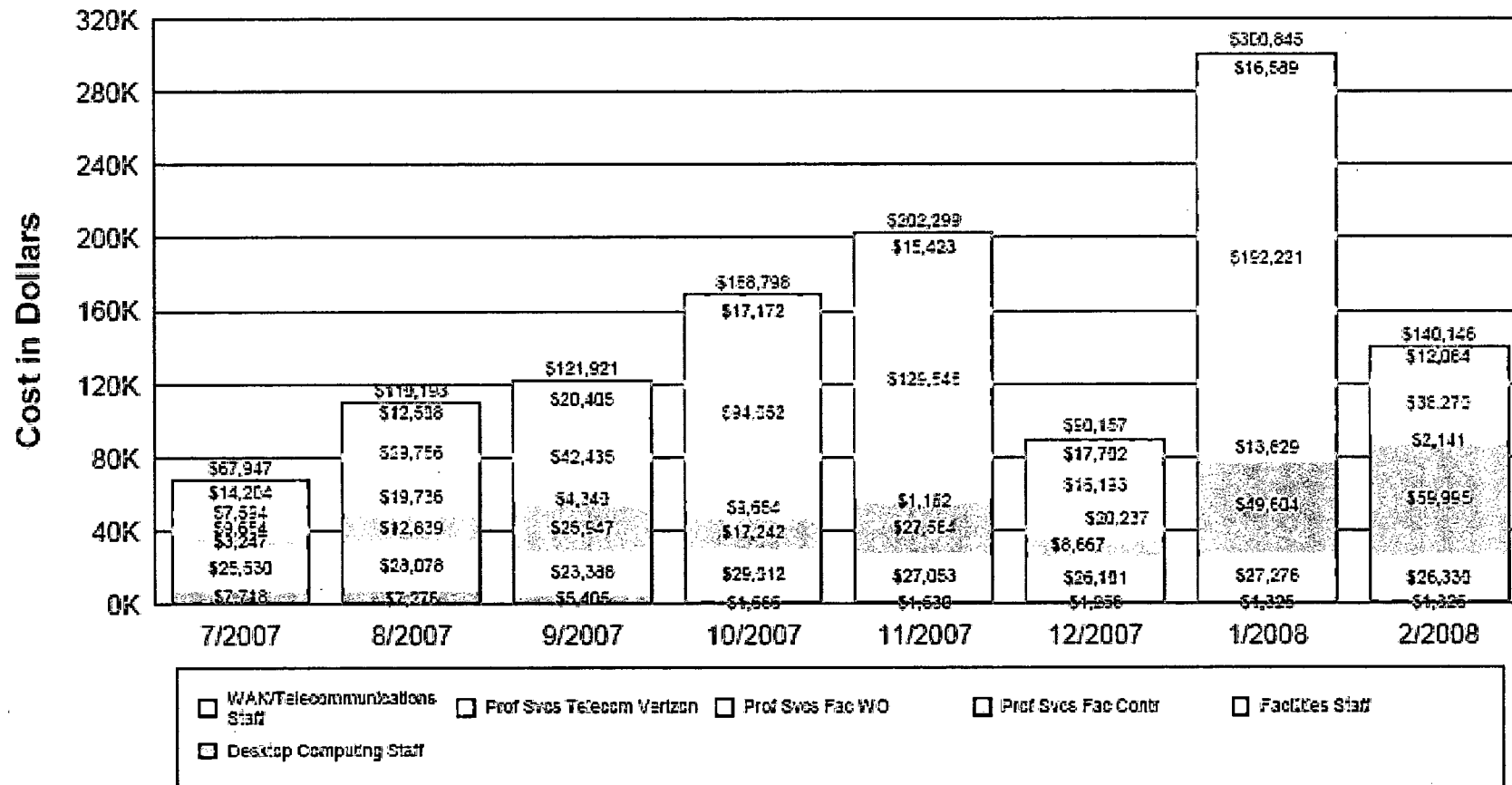
- DCM Stat
  - Divisions measure their operational performance
  - Report monthly to Department Director
  - Discuss significant issues
  - Example:  
Controlling Moves, Adds, and Changes as a way  
of reducing County costs





# IT and Facilities Move Costs

Fiscal 08 through February



## YTD Totals

Desktop Computing Staff	\$27,506
Facilities Staff	\$212,788
Prof Svcs Fac Contr	\$205,124
Prof Svcs Fac WO	\$20,754
Prof Svcs Telecom Verizon	\$550,088
WAN/Telecommunications Staff	\$128,087

May 13, 2008

Department of County Management

18

# Questions ?



# Business & Community Services CBAC Report

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May 13, 2008

Presented by William Ross  
Representing CBAC Members: Helen Williams, Iris Newhouse,  
and Sarah Willson



# Department of County Management

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- *Sustainable human infrastructure is the most important part of the County's renewable assets.*
  - *The County's life is in its people: residents, employees, or visitors.*
  - *County employees, at all levels, are critical to providing the Core County Services to the inhabitants of the County.*
  - *The interaction of the individuals representing the County with the inhabitants of the County receiving the services determines success.*



# Department of County Management

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*Over the next 5-10 years the County could  
lose 25% of its most experienced  
people.*



# Department of County Management

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- *To provide the County's Core Services, it is essential for the County to understand the current workforce, its talents and skill sets, to ensure that training and staff development have individuals ready to move up when needed.*
- *Two Program Offers were submitted, but NOT included in the proposed budget, to understand and develop the skills needed now and in the future:*
  - **Workforce Analysis and Forecasting (72072)** *provides the County with a program to inventory skills, jobs, succession paths, and future staffing needs..*
  - **Expanding the training and organizational development (72069B)** *to create a customized curriculum with PCC's assistance, could improve the County's workforce by targeting the training to the vulnerabilities identified in the Workforce analysis.*



# Department of County Management

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*Sustainable infrastructure programs are important for the County for reducing long term on-going operational costs and providing an opportunity to leverage funds through private sector partnerships.*

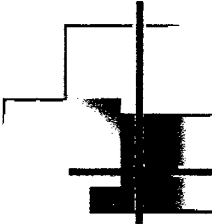


# Department of County Management

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- *Facilities and the Sustainability Team have presented two program offers, which were NOT included in the proposed budget, to reduce operating costs and utility expenses:*
  - **An Energy Conservation project (72058)** at the Inverness jail could reduce operating costs in the laundry by 20% .
  - **Renewable Energy projects (72059)**, such as installing Solar Carport panels and Solar Heating, would partner with the private sector to potentially reduce the County's utility expenses.

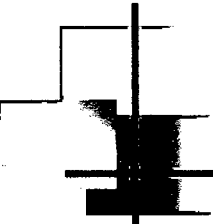




# Department of County Management - Summary

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*The County (elected officials, employees, and residents) needs to understand the vital importance of managing the infrastructure. Too often the infrastructure is neglected or taken for granted, until it impacts the vitality of the community or gets so critical as to affect the survival of it.*



# Department of County Management - Summary

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- *Human infrastructure is as important as bridges and roads, although, often less obvious when it falls into disrepair. Preventive maintenance needs be paid to this area before the best talent has left and those left behind are not able to perform in their absence.*
- *Reducing the operating costs associated with providing the Core County services can be done through sustainable methods that leverage County General Funds, utilizes County facilities more fully, and reduces the reliance on (ever more expensive) fossil fuels.*



# Community Services

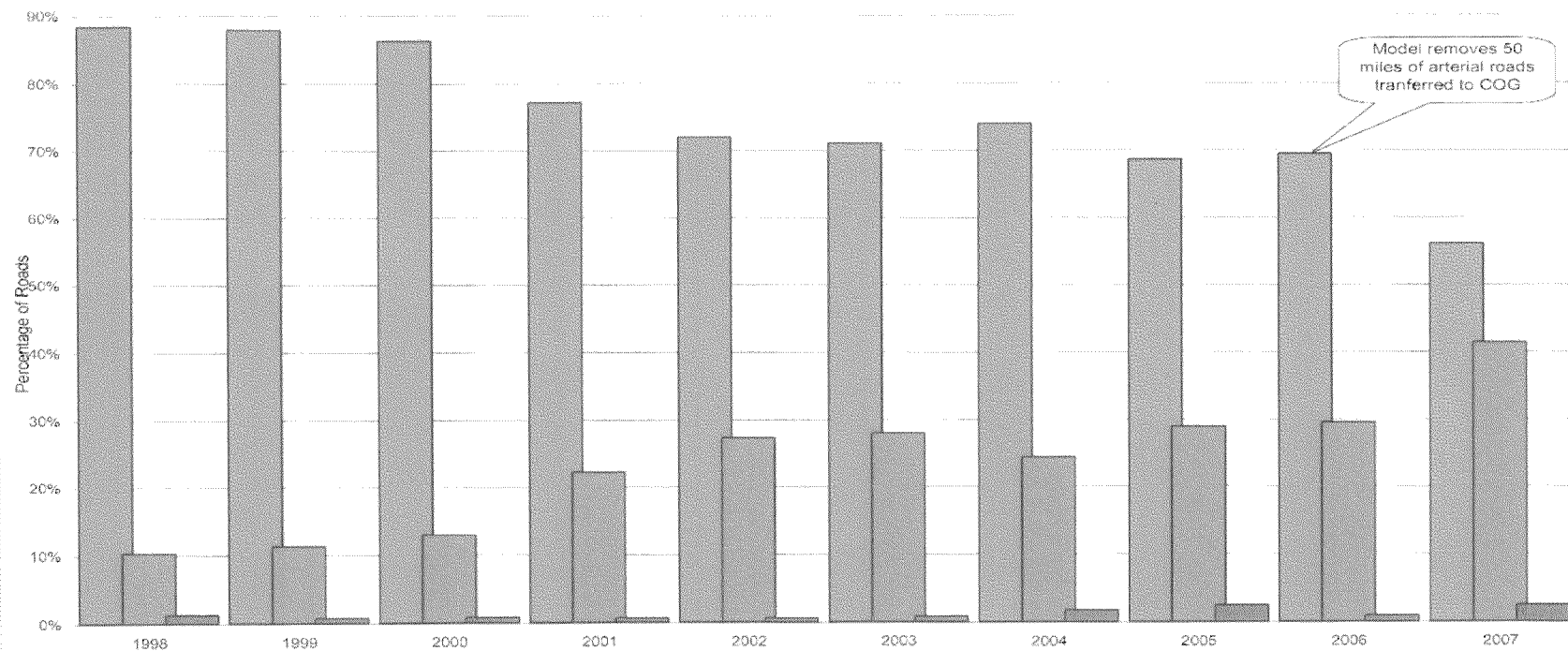
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*Sustainable infrastructure is vital to the continued economic viability of the community. Roads and bridges are the arteries that keep life's blood moving through our community. Bringing the goods and services we need to sustain us. Poorly maintained, clogged, or damaged arteries have a very serious impact on the body. The same is true for our community. The longer the neglect lasts, the more the arteries deteriorate, the greater the expense to cure or in some cases the patient dies!*

# Community Services - Roads

County System PCI's  
Condensed Categories

- Very Good & Excellent (PCI 70 - 100)
- Fair & Good (PCI 40 - 69)
- Poor, Very Poor & Failed (PCI 39 and below)



# Community Services - Roads

## Road Condition: Good - Fair



Major Repairs

Treatments: *grind & seal*  
Overlays  
Service Cost:  
\$7.50/Sq Yd  
Inventory Trend:  
Severe Increase



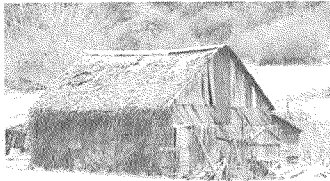
Severe Increase of the number of Good-Fair Roads →

- Over 40% or 120 miles of the County roads are in this condition
- Most of these are rural two lane roads which equates to 15,136 Sq Yd per linear mile
- The cost to restore one mile of road in this condition is approximately \$113, 520
- Restoring all 120 miles of roads in these conditions would be \$13,622,400

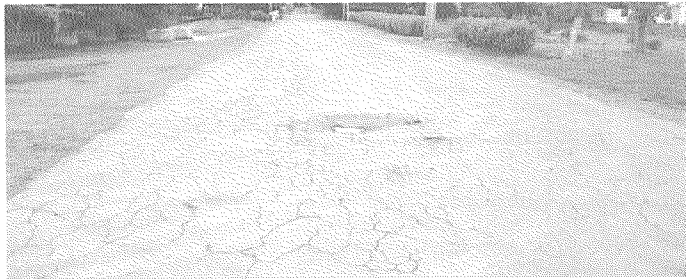
\*Road condition numbers provided by Road Maintenance Division

# Community Services – Roads

## Road Condition: Poor - Failed



Time to Rebuild!



### Treatments:

Reconstructions

### Service Cost:

\$30 plus/Sq Yd

### Inventory Trend:

Increase

*County Road*

- Over 3% of the County roads are in this condition
- Over 10 miles of County roads are in this condition
- Most of these are rural roads which equates to 15,136 Sq Yd per linear mile
- The cost to restore one mile of road in this condition is approximately \$454,080
- Restoring all roads in these conditions would be \$4,986,720

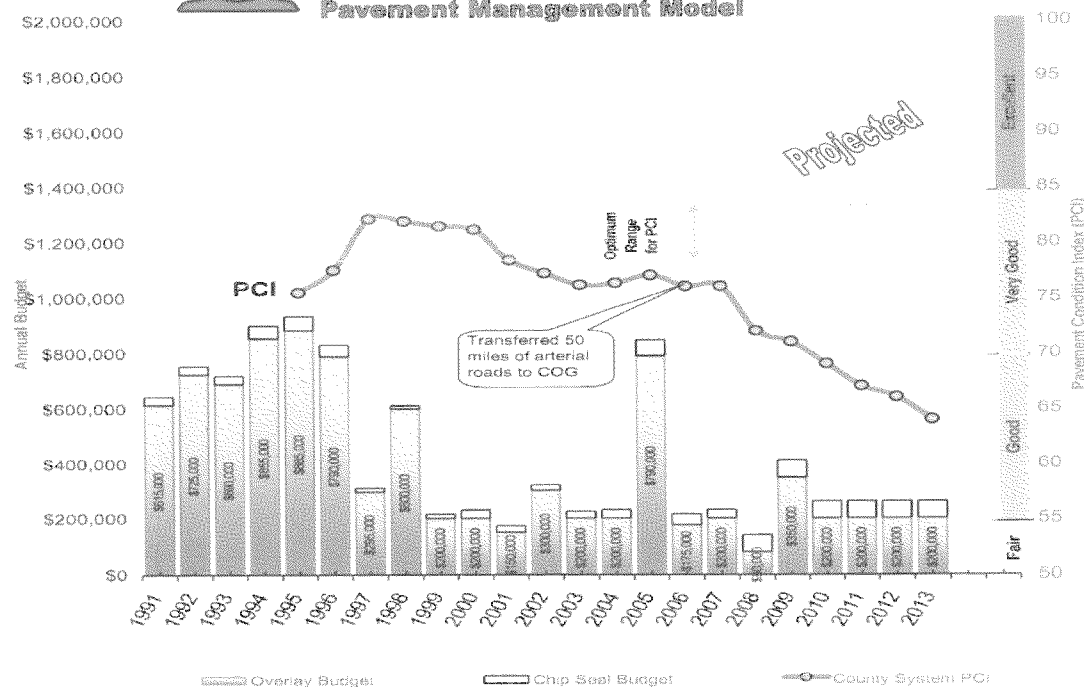
Increase of the number of Poor-Failed Roads ➔

\*Road condition numbers provided by Road Maintenance Division

# Community Services - Roads



## Multnomah County, Oregon Pavement Management Model



\*Road condition and budget numbers provided by  
Road Maintenance Division



# Community Services - Roads

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## ■ *Funding*

- *Roads are funded by a proportionate percentage of the State Gas Tax revenue, Vehicle Registration Fees, and County Gas Tax Revenue.*
- *These revenue sources will be shrinking in relationship to the growth in maintenance needs.*
- *Multnomah County's percentage of registered vehicles in the state is decreasing.*
- *Will there be enough funds to even maintain the existing roads?*





# Community Services - Bridges

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- *The County Bridge Engineering section maintains six vital links across the Willamette River and twenty-four other bridges.*
- *The deferred maintenance on all the County's bridges (not just the Willamette River bridges) cannot be remedied from the on-going normal maintenance operating budget.*
- *The Bridge Fund receives it's funding from a share of the State Gas Tax, Vehicle Registration Fees, and the County Gas Tax. This funding stream has not provided enough revenues to adequately maintain the bridge system in the County.*



# Community Services - Bridges

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- *Project funding, using State and Federal matching dollars, or borrowing funds is often the only way to get each bridge brought up to acceptable ratings.*
- *Using these project funding sources can place an additional stress on the Bridge Fund, via repayment plans that in the long run can cripple the Bridge Engineering Section from maintaining service levels.*
- *Service levels are currently being maintained, but if some changes are not made in the near future, such as forgiving the Sauvie Island Bridge loan, the Bridge Fund will no longer be able to meet the service levels.*



# Business & Community Services Summary

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- 1. Maintaining the County's infrastructure in an acceptable manner is a prime responsibility of County Officials. Whether the infrastructure is human, roads, bridges, facilities, or technology, it must be maintained to facilitate the delivery of core county services to the community.*



# Business & Community Services Summary

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- 2. Incorporating sustainability options into the efforts to reduce operating costs is vital to offset the probable future utility and gas price increases. The sooner effective sustainable options are put in place the more control the County can have on these costs.*



# Business & Community Services Summary

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## *3. New Road and Bridge funding sources need to be found!*

- ✓ *This is not just a Multnomah County issue and should be addressed by all the counties to the State. Lobbying efforts at the State and Federal level, not just for projects, but to improve the maintenance of the current roads and bridges that make this a vibrant community.*
- ✓ *Everyone that uses the roads and bridges needs to be a part of maintaining them.*

# **Business and Community Services CBAC Report**

## **Process Overview:**

The Business and Community Services CBAC reviews the programs within the Department of County Management and Community Services. We began our meetings in November with overviews from Cecilia Johnson, Community Services Director, and Carol Ford, County Management Director. The budget process changes for 2009, Program Constraints and a shorter timeline, forced the committee to review fewer areas and focus on One Time Only (OTO) funded offers and offers outside their constraints. We met with George Whitney (Emergency Management), Kim Peoples (Road Services) and Molly Chidsey (Sustainability).

## **Major Changes:**

**County Management** – The budget process used to set service reimbursements for Internal Services changed to include more input from departments to ensure expected service levels would be met and that any necessary reduction in service levels would be negotiated to ensure no long term impact to the County Operations and constituents.

**Community Services** – The movement of Emergency Management to County Management for budgeting and reporting to the Chair.

## **Recommendations/Concerns:**

***Sustainable infrastructure is what keeps the county thriving and makes it a vibrant community. Infrastructure can be Human, Technological, or Structural.***

# **Business and Community Services CBAC Report**

## **Community Services:**

***Sustainable structures are vital to the continued economic viability of the community. Roads and Bridges are the arteries that keep life's blood running through our community. Poorly maintained, clogged, and damaged arteries have very critical impacts to the body or death. The same is true of our community.***

Our bridges are in need of major work and one is in critical condition. The County is responsible for the 6 Willamette Bridges and 24 other bridges. Funding for the bridges is falling behind the maintenance needs. Keeping the bridges safe and sound requires sufficient operating and capital to keep the economy running.

The County's has about 300 miles of roads. Only 55% of these roads are currently in the Excellent and Very Good rating category, according to the Pavement Condition Index (PCI). For comparison, in 2000, 85% of the roads were rated Excellent and Very Good. With more miles of road degrading every year, it is very possible that the road system will begin to fail within 5 years if stable funding is not found to begin a comprehensive road recovery process. At the current FY 09 funding request for pavement overlays (\$350,000) and the expected funding levels (\$200,000) for FY10-FY13, by 2013 the cost to get the roads up to a good PCI would be over \$3 million.

Fiscal Year (FY) 2009 budget, as currently drafted, does not represent a significant reduction in the level of service for Road and Bridges, however, unless a new funding stream is found these reductions will be imminent in FY2010. One key component to keep the Bridge Fund viable is the Sauvie Island loan forgiveness program offer, 91017. Not forgiving this obligation will cripple the funding for both roads and bridges to the point where the economy and safety of the County could be at risk.

\* Offer 91017 – Sauvie Island Loan: This is an OTO for the forgiveness of the final 2 payments for the inter-fund loan, due to the higher than expected bids for the replacement of the Sauvie Island Bridge. The loan repayment schedule, made necessary by statute, requires \$1.6 million for FY 2009 (Offer 91016). If the County does not forgive the loan payments for FY 10 and FY 11, the Bridge Fund will be bankrupt and Bridge Engineering will no longer be a viable program. This would be a disgrace and a potential economic disaster for the County.

To make the County's to a vibrant community, we feel these additional One Time Offers (OTO's) are important in meeting this priority:

\* Animal Service is currently using a decaying trailer as its operations structure. Offer 91004 – Animal Services Trailer requests an OTO offer for \$175,000 to replace the current decaying operations structure with a new modular office. The deterioration of the current trailer is to the point where is very close to unusable. This offer is in partnership with Facilities. The trailer house's the critical dispatch operation and there is no space in the current Animal Services facilities to accommodate the relocation of these functions.

## **Business and Community Services CBAC Report**

\* As the Presidential election only comes every 4 years, budgeting for it is best done as a one time offer to cover the additional material and personnel expenses which are outside the normal election funding. The County is required to handle and staff elections, as FY 09 is a Presidential election and there will be large numbers of initiatives, it prudent to fund the OTO offer 91024 Elections – Presidential to provide an additional \$207,000 to cover the expected \$467,000 election expenses and probable revenues of \$260,000.

### **County Management –**

***The sustainable human infrastructure is the most important part of the County's renewable assets. Maintaining this infrastructure is also the toughest. Not understanding what is happening to it or providing the opportunity for growth and talent development can be a disaster.***

The County's life is in its people. People interact with people. The face of the County is its employees and elected officials. How they interact with the residents of the County is how those residents perceive the County. It is essential for the county to understand its workforce, to know the skill sets needed to perform services, provide for the training and development of its people, and to ensure the talent is there when it is needed. Over the next five to ten years the County could lose 25% of its most experienced people. The following offers are important to mitigate the loss of trained people and ensure that trained staff is ready to step-up when they are needed.

We recommend these offers as important to the human infrastructure of the County. Although these are separate offers they combine to ensure the sustainability of the human infrastructure:

\* Workforce Analysis & Forecasting (Offer 72072 – DCM Central Human Resources – Workforce Analysis & Forecasting) is an OTO for \$78,000 to fund two studies that will give the County the information and tools to continue this function in the future. A Workforce Analysis and Vulnerability Assessment will identify the County's strengths and weaknesses in attracting and retaining a diverse high-performing workforce; and a Forecasting and Action Strategies Report will identify specific actions needed to ensure essential service levels; address essential skill sets of employees, and recommend fair succession and advancement opportunities.



## **Business and Community Services CBAC Report**

\* Internal education and training (Offer 72069B – HR – Expanded Training & Organizational Development) are vital to having a workforce that is ready and capable of handling the responsibilities ahead. This is a \$350,000 OTO to fund the development of a customized training curriculum with PCC for Leadership training, employee training, and increase the Organizational Development capacity. Internal training and development will have a varied curriculum to support internally taught classes based on the county's needs while giving the students a chance to become more valuable county employees. An additional staff person (Offer 72069A – DCM – Central Human Resources Division – Central HR Services – within constraint) is needed to increase the capacity for Talent development. Training is one of the most overlooked and neglected areas, but it provides the skills and leadership development necessary for the County to function efficiently. Talent Development has been unable to meet the demand created as departments have reduced their capacity for managing organizational development and providing training. This new position will increase capacity of the unit required to provide a consistent performance management process and for supervisory, management and leadership training.

\* Succession Planning provides for the recruitment and development of staff to fill key positions in the future. Offer 72002 – DCM – Department HR – Adds ½ FTE within constraint to develop a Succession Plan within the department and implement a best –practice succession development and recruitment program.

***Information Technology (IT), Fleet Services, and Facilities, along with the Sustainability Team provide the basic infrastructure needed by the County to sustain the delivery of its services to the community. Service delivery is at the heart of what the County does. Doing it in a way that improves access to those that need services and conserves resources is at the heart of the County's commitment to the people of Multnomah County.***

\* IT innovation and development will provide the technological infrastructure the County needs to provide an efficient and effective service delivery to the community. Offer 72096A – DCM – IT - IT Innovation Fund: This offer is for \$4,000,000 to be funded from the Information Technology Fund and will be used by the IT Advisory Board to determine the County's investment in technology. We support and recommend investing **wisely** in technology that improves efficiency of processes and the effectiveness of staff.

Fleet Services and Facilities have used reserves in FY 07 to cover unanticipated expenses due to outside economic factors. We feel it is important to replenish these funds to ensure emergencies can be handled in FY 09 and beyond. Therefore, we support and recommend these offers:

\* Offer 72106 – DCM – Fleet Management Fund Contingency/Reserves: This is an OTO for \$299,901 as a hedge against higher than anticipated gas/oil products used and to re-establish operating reserves. The prior reserve fund has been used extensively in the recent past to smooth out rates to departments. Replenishing the fund at this time will reduce the impact of unforeseen adverse conditions in the future.

## **Business and Community Services CBAC Report**

\* Offer 72057 – DCM – Facilities OTO Reserves and Contingency Funds: This is an OTO for \$2,476,000 from the General Fund to address contingency funding to cover a \$560,000 shortfall for the FY 07, institute a \$1,200,000 operating reserve, and contribute \$716,000 for CIP & Asset Preservation fee increases included in the Facilities Strategic Plan that were not passed onto departmental tenants in FY 09 rates.

*The County attempts to limit its “Environmental Footprint” by using sustainable practices, such as recycling, energy conservation and renewable energy, and working to understand the health impacts in the community from the potential climate changes.*

The Sustainability Team plays a key role in the County’s Green Program. DCM showed its commitment to Sustainability by adding two enhancements to the program within its General Fund constraint. We approve of the \$20,000 funding for the Green Team and Sustainability Liaisons and the \$10,000 Ameri-Corp volunteer matching funds that should help the County reach its sustainability commitments.

We also support the following offer and the County’s commitment to reducing the environmental impacts it makes and the effects environmental change has on the health of the County’s residents.

\* Understanding the impacts of Climate Changes on the environment and the community goes a long way to reducing the potential health risks to the people. Offer 72111 – Sustainability & Health Initiative is a Joint offer by Sustainability and Environmental Health for \$97,772. This will establish a Program Coordinator, to implement a program building public awareness concerning the health consequences of climate change/global warming.

Facilities and Sustainability have a number of offers that are aimed at providing future cost reductions for the County to reduce the utility expenses and provide more sustainable facilities. These joint offers between Facilities and Sustainability could provide a model for a sustainable facility program that has far reaching community health benefits

\* Offer 72058 – DCM - Facilities Energy Conservation Projects: This is an OTO for \$350,000 from the General Fund. This effort targets the Inverness Jail Laundry where the plan is to study, design, and execute a plan to reduce the utility usage by 20%. The expected payback will be approximately 13 years.

\* Offer 72059 – DCM – Facilities Renewable Energy Projects: This is an OTO for \$125,000 from the General Fund to; 1) develop an RFP for a Solar Carport Project at \$50,000 and 2) Solar Heating Project at \$75,000. Both projects use minimal County funds and leverage third party funding, such as a Power Purchase Agreement. These projects could provide the feasibility and return on investment needed to reduce the County’s utility expenses.

## Business and Community Services CBAC Report

\* Offer 72060 – DCM – Green Building Policy Mandate Projects: This is an OTO for \$175,000 from the General Fund to engage professional consultants to perform the research and inventory of tasks needed to prepare a goal statement to focus county efforts. This will provide the County with tools required to meet the LEED Gold and High Performance Building Policy. The current LEED Gold and High Performance Policy Resolution charges the County with certifying 5 of the 30 Tier 1 primary buildings. \$75,000 will be used to train 4 existing FPM staff on EMS and LEED EB practices and procedures.

### Emerging Issues:

It is important for the County realize that the infrastructure is critical to the economic, health, and safety of the communities in the County. If the infrastructure (human, structural, and technological) continues to deteriorate, the costs to repair or maintain will be far greater than the available revenues.

- Loss of people and the inability to ensure quality staff that is prepared to step-up would assuredly lower service levels.
- Moving to sustainable resources and reducing the carbon footprint from the county will provide not only a reduction in expense, but possibly a healthier environment for all the inhabitants of Multnomah County.
- Technology needs to be used effectively and integrated into the major applications to provide information that is useful and timely to County Government, the people of Multnomah County, and give transparency to County government's function.

Our greatest concern continues to be the funding of the Bridge Engineering, Bridge Operations and Maintenance, and Road Maintenance areas. The Road Maintenance and Bridge Engineering programs are funded from the State Gas Tax and Vehicle Registration Fees. These funding sources are getting smaller due to the County's comparative growth in the funding sources. An additional or supplemental funding source needs to be located in order to handle the current and future maintenance and capital projects.

It is important to understand who uses the roads and bridges – **EVERYONE** - whether they drive a car or truck, ride a bike, use mass transit, or walk. The roads and bridges bring us the goods and deliver the services we use. Whatever funding sources are developed should incorporate all the users and beneficiaries.

***This is not just a Multnomah County issue, lobbying at the State level is critical to this issue. Funding for roads and bridges needs to happen at the State legislature or the State, Multnomah County, and all the other Oregon counties will begin to suffer a disastrous infrastructure failure.***

CBAC Members:

Bill Ross

Sarah Willson

Robert Wagner

Helen Williams

Iris Newhouse



# Department of Community Services

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## **FY 2009 Budget Presentation**

May 13, 2008



# Department of Community Services

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## Agenda

- o Citizen's Budget Advisory Committee report
- o Department Overview
  - o FY2008 Accomplishments
  - o Organization Chart
  - o FY2009 Budget Process
  - o Program Offers
- o State/Federal Impacts
- o Issues and Challenges



# Department of Community Services

## FY2008 Accomplishments

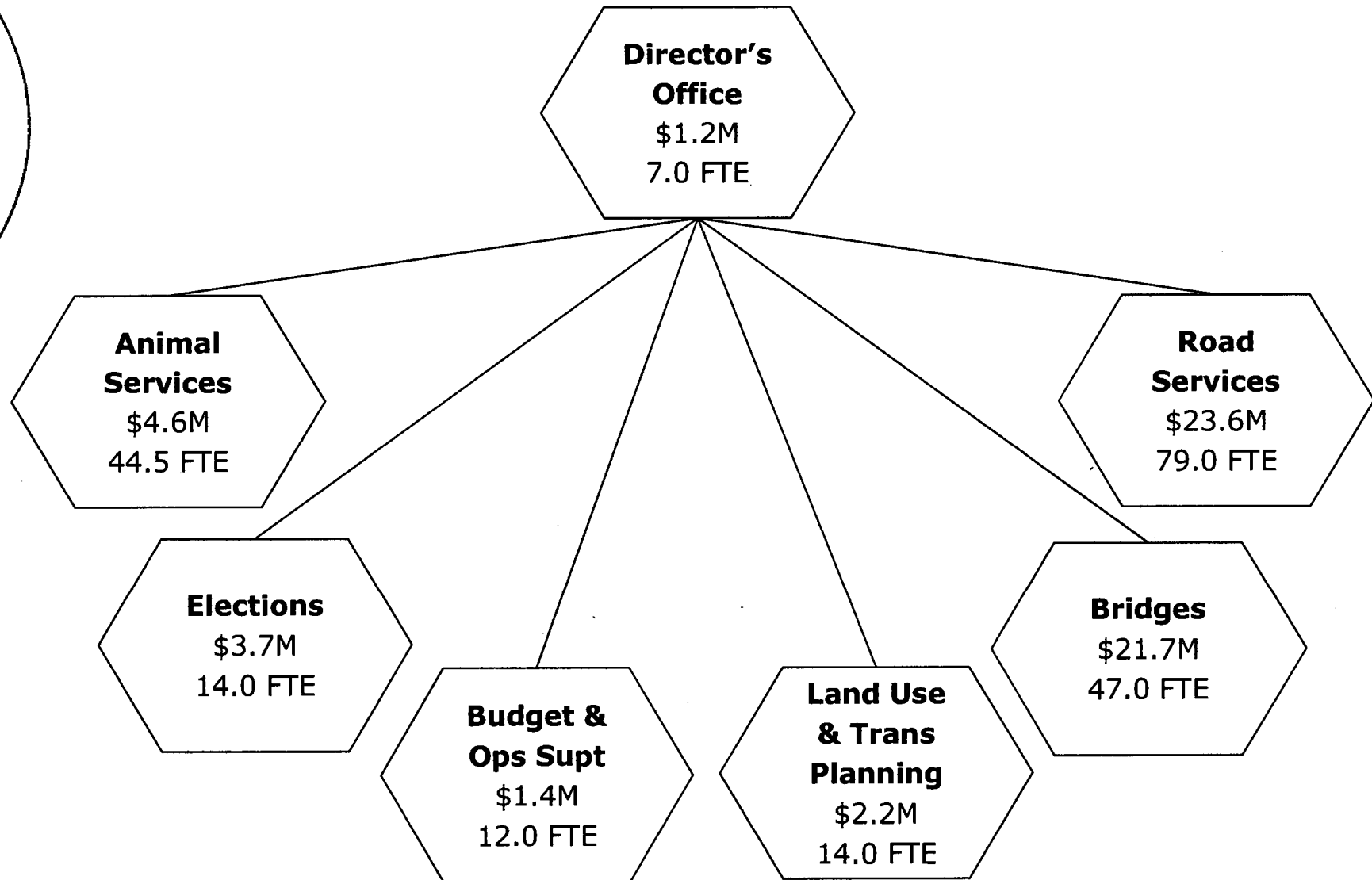
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- o Successful Elections Director Recruitment Process
- o Additional Code Compliance FTE
- o Organizational changes to streamline Road Services
- o New Sauvie Island Bridge opening in June
- o Sellwood Bridge process
- o Supported the Chair and Board in raising awareness of the need for new sources of transportation revenue
- o Initiated Manager and Supervisor Training throughout the department

# Department of Community Services

"Who we are...and, the services we provide"

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# Department of Community Services

## FY2009 Budget Department Overview

### Approach to FY 2009 Budget Process

- o Extensive input from internal budget committee and CBAC
- o General Fund focus on Elections
- o Road Services Reductions
- o Complete currently funded Transportation Capital program
- o Strategic planning to address funding realities





# Department of Community Services

## FY2009 Budget Department Overview

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### One-Time-Only Program Offers

- ❖ Replacement of sub-standard mobile home used for Animal Services Field Services office
  - Provide adequate office facility for employees
- ❖ Sauvie Island Loan
  - Provide funding for ongoing operations
- ❖ Presidential Election
  - Provide additional budget for the added expense of a Presidential Election.



# Department of Community Services

## FY2009 Budget Department Overview

### Workforce Changes

#### ❖ Reductions

- 1.0 FTE in Elections to streamline organization and concentrate on core mission
- 3.0 FTE caused by reductions to Road Fund
- 4.0 FTE caused by re-assignment of Emergency Management to DCM

#### ❖ Increases - None



# Department of Community Services

## Performance Measures

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### **Performance Measurement**

#### Animal Services

- o Customer service
- o Volunteer Hours
- o Animal "Save rate"

#### Bridge & Road Engineering

- o Leverage dollars
- o Schedule and Budget

#### Bridge & Road Maintenance

- o Preventive Maintenance

### **Performance Measurement**

#### County Surveyor' Office

- o Accuracy

#### Elections

- o Public confidence

#### Land Use Planning

- o Timely process



# Department of Community Services

## State/Federal Impacts – What We Know

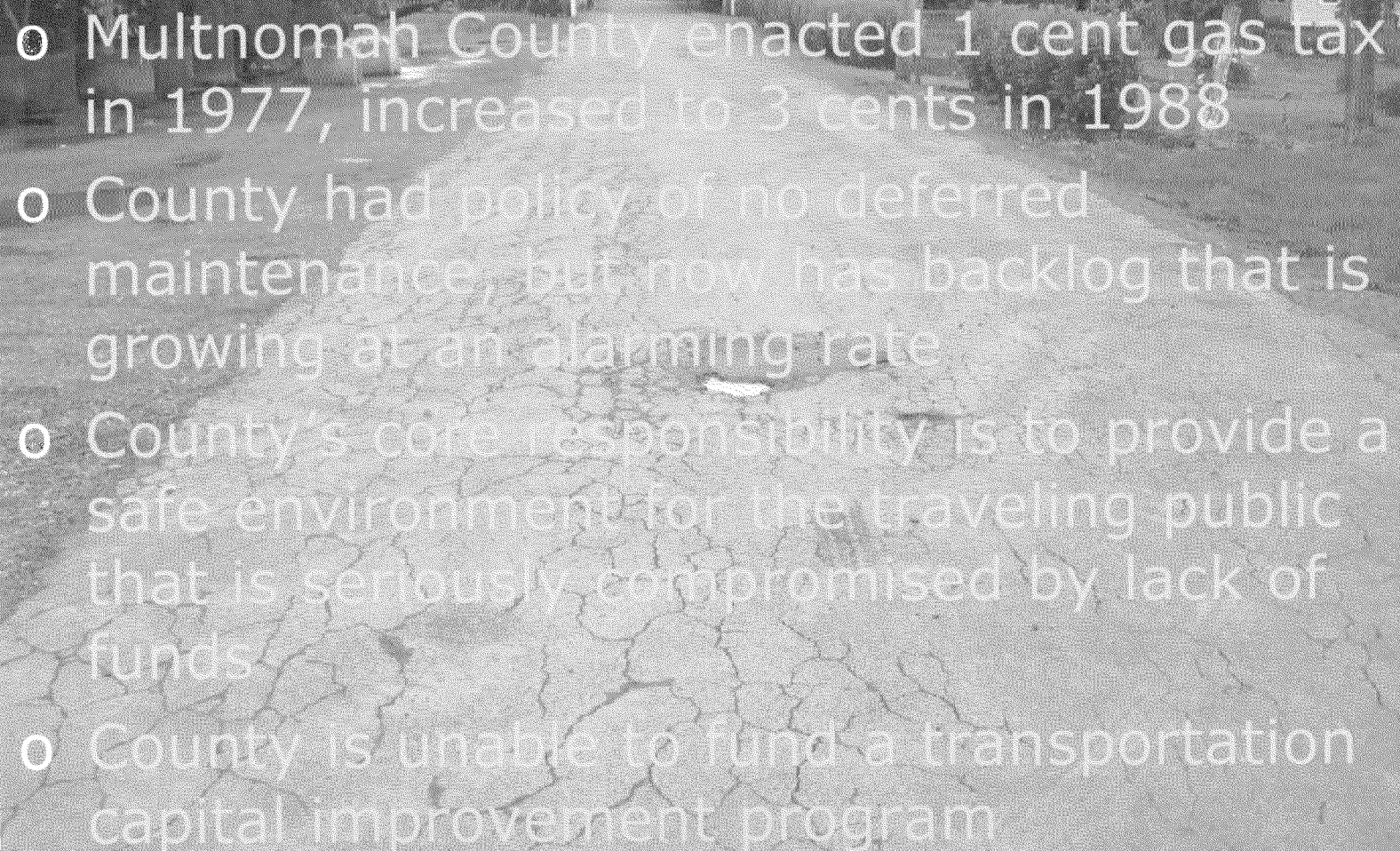
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- o Transportation Funding to be top priority for State Legislature. If new funding is approved, funds would not be available until 2010
- o Federal reauthorization of transportation legislation will not occur until after new administration is in place
- o Federal trust fund requires additional resources to meet transportation demands
- o County lacks necessary matching funds to compete for state and federal funds
- o Metro region expects to seek regional funding initiative in 2010

# Department of Community Services

## Challenges and Opportunities – Policy Issues

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- 
- o Multnomah County enacted 1 cent gas tax in 1977, increased to 3 cents in 1988
  - o County had policy of no deferred maintenance, but now has backlog that is growing at an alarming rate
  - o County's core responsibility is to provide a safe environment for the traveling public that is seriously compromised by lack of funds
  - o County is unable to fund a transportation capital improvement program



# Department of Community Services

## Challenges and Opportunities – Policy Issues (continued)

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- o Region continues to grow, expecting 1 million people in next 20 years
- o There have been expansions to the UGB, but the cost of providing infrastructure is staggering
- o High cost of expansion infrastructure may cause additional in-fill, straining existing infrastructure
- o County's attempt for Vehicle Registration Fee has prompted action in the region

# Department of Community Services

“Who we are...and, the services we provide”

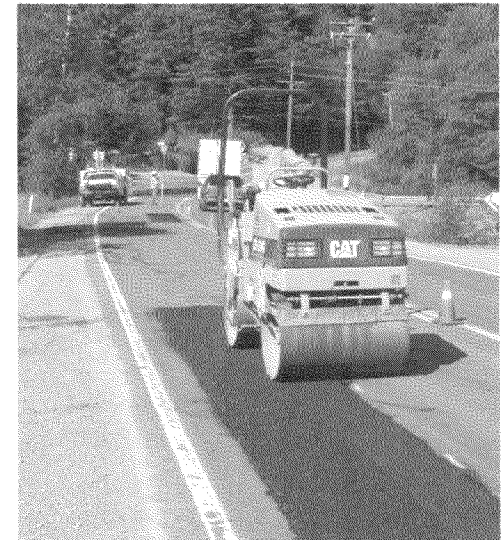
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## Road and Survey Services

“Focused in meeting community obligations”

### Program Offers

- County Roads
  - FY09 Budget: \$10.5 m.
  - FY09 FTE: 65.0
- County Surveyor
  - FY09 Budget: \$3.63 m.
  - FY09 FTE: 14.0



### FY2008 Accomplishments

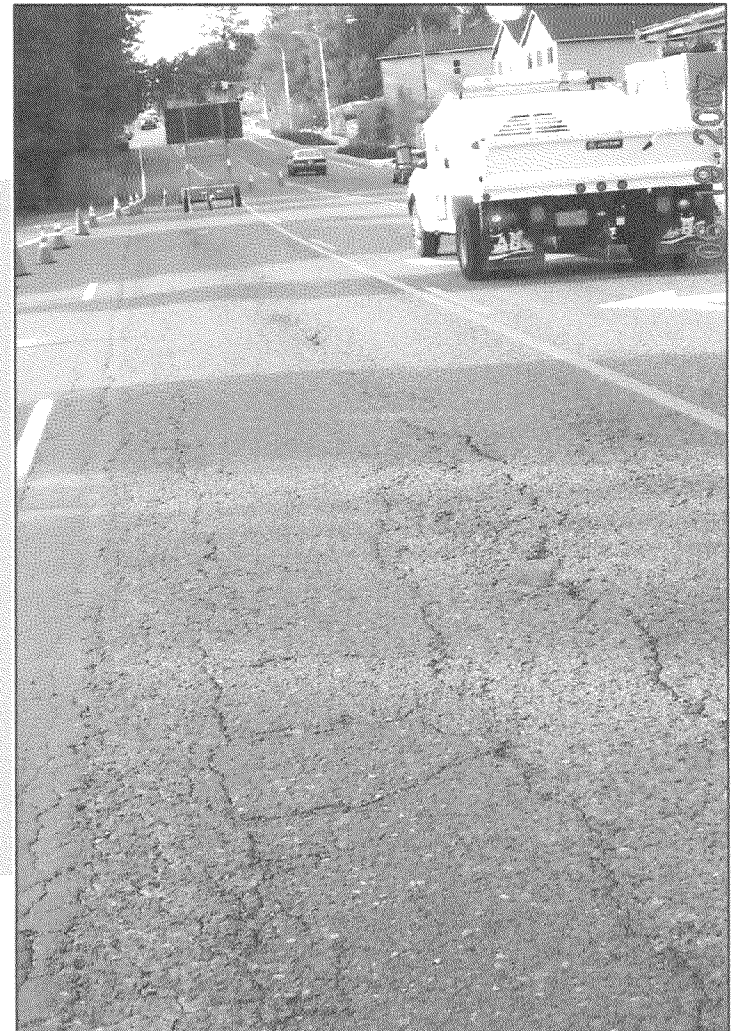
- Successful completion of East County Maintenance Agreements.
- 1 Million Survey Images down loaded from SAIL project
- Successful Contract awards for East County Capital Projects



# Challenges & Opportunities

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- Short Term Problems –
  - Balanced Budget FY09
  - \$1.1M Reduction
    - Staff
    - Facility Footprint
    - Fleet Reduction
    - Asphalt Overlay Program





# Long Term Problems

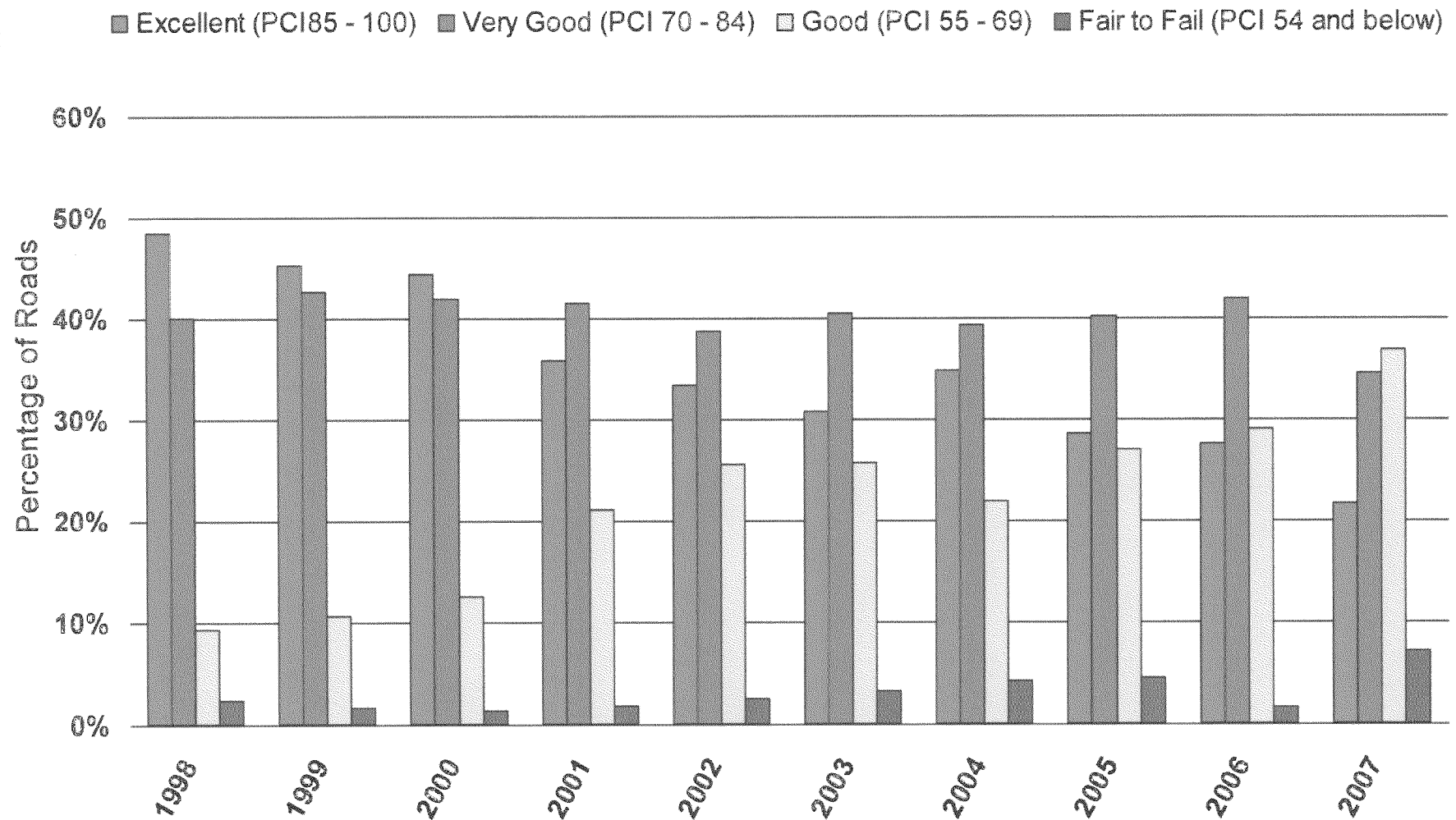
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- Structural Deficit - \$1M per year
- Assessment of Internal Services Service Levels
- Limited Capital Program
- Pavement Condition Index continues to deteriorate



# Pavement Condition

## System PCI's



# Capital Program

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- Current projects

- 223<sup>rd</sup> Under crossing
  - 223<sup>rd</sup> & Sandy Blvd
  - 282<sup>nd</sup> & Stone Rd

- Outlook

- 238<sup>th</sup> Ave Safety Improvements
  - Beaver Creek Culverts





# Long Term Opportunities

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- Certification for Federal Aid Projects
- Analysis of Vance Properties
- Strategic Planning
  - Public Education & Input

# Department of Community Services

“Who we are...and, the services we provide”

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## Bridge Services

Thriving Economy: “Regional Infrastructure”

### Program Offers

- Bridge Maintenance & Ops
  - FY09 Budget: \$2.74 m.
  - FY09 FTE: 25.5
- Bridge Engineering and Capital
  - FY09 Budget: \$18.99 m.
  - FY09 FTE: 21.5



### FY2008 Accomplishments

- Burnside Bridge Lift Span repair Project – Complete (except striping)
- New Sauvie Island Bridge – Will open to traffic in June 2008, project complete by end of 2008
- Sellwood Bridge Planning – Completed 5 of 6 milestones in planning process, preferred alternative selection by December 2008







# Sources of Revenue

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- Bridge Engineering and Capital
  - \$1.5M – IGA with PDX – Fixed since 1989
  - \$1.4M – OTIA (ORS 366.744)
  - 
  - \$2.9M – Total
  
- Other – State and Federal
  - Project specific, local match required
  
- Bridge Operations and Maintenance
  - \$2.5M – IGA with PDX – Indexed



# Local Match

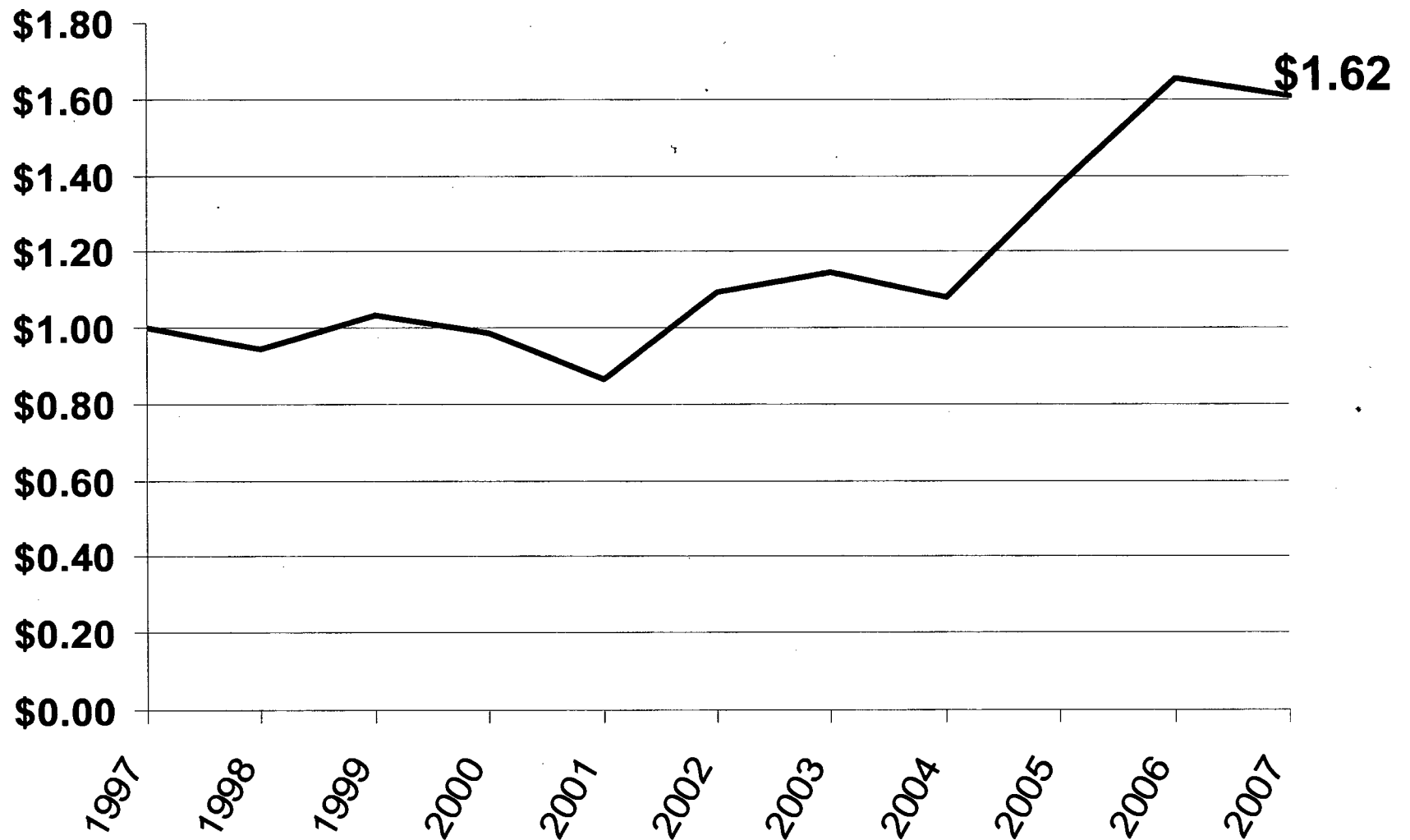
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- Minimum of 10% required
- 30% to 50% may be necessary to compete
- Since 1997 - \$101M state and federal matched with \$24M County
- Future
  - \$8.6M – Morrison Main Spans Rehabilitation
  - \$24.0M – Sellwood EIS, design and ROW



# Construction Cost Escalation

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# \$490M 20 Year Shortfall

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Repairs, upgrades, painting, seismic	\$263M
Routine Ops, Maint., Engineering	\$58M
<u>Sellwood Bridge</u>	<u>\$300M</u>
Total 20 Year Need	\$621M

<u>Identified 20 year revenues</u>	<u>\$131M</u>
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Shortfall \$490M



# Future Demand

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- 2005 Population – 2.05M
  - 2030 Population – 2.95M                      up 44%
- 
- 2005 WRB ADT – 180,000
  - 2030 WRB ADT – 210,000                      up 17%



# Sauvie Island Loan

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- \$8M from general fund for Sauvie Island
- 5 year payback schedule required for interfund loan
  - \$300k – FY 2007
  - \$500K – FY 2008
  - \$1.6M – FY 2009
  - \$3.0M – FY 2010
  - \$3.3M – FY 2011

**\$2.9M**

**Bridge Engineering  
and Capital  
annual revenue**



## Is Failure an Option?

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- Healthy economic engine essential to provide important County services
- Transportation is essential to a robust regional economy
- Revenue flat or decreasing
- Demand increasing
- What are we leaving to the next generation?