

# Environmental Services

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## Table of Contents

Departmental .....	1
Vision.....	1
Department Services.....	3
Performance Trends.....	4
Recent Accomplishments.....	6
Budget Highlights .....	7
RESULTS Efforts .....	8
Expenditure and Revenue Graphs.....	10
Budget Trends.....	11
Issues and Opportunities.....	12
Information Management.....	12
Facilities .....	13
Transfer of Parks to Metro.....	15
Animal Control .....	16
Director's Office .....	18
Department Management.....	20
County Fair.....	21
Land Use Planning.....	22
Facilities & Property Management.....	24
Division Management.....	26
Facilities Maintenance.....	27
Facilities Custodial .....	28
Property Management.....	29
Tax Title - Facilities .....	30
Capital Improvements .....	31
Natural Areas Acquisition .....	32
Animal Control .....	33
Division Mgmt & Community Education .....	35
Field Services.....	36
Animal Care.....	37
Pet Licensing.....	38
FREDS.....	39
Division Management.....	41
Fleet Services.....	42
Records Management.....	43
Electronic Services.....	44
Distribution Services.....	45
Transportation Division .....	46
Division Management.....	48
Program Development & Planning .....	49
Right of Way Administration .....	50
Water Quality Management.....	51
County Surveyor.....	52
Road Maintenance .....	53
Traffic Signs and Signals.....	54
Transportation Engineering .....	55
Bridge Operations & Maintenance .....	56
Bridge Engineering .....	57

# Environmental Services

---

---

Assessment and Taxation .....	51
Division Management.....	61
Technical Support .....	61
Records Management.....	61
Appraisal Support.....	61
Residential Appraisal Section.....	61
Commercial/Ind'l Appraisal.....	61
Personal Property Appraisals.....	61
Tax Collections.....	61
Board of Equalization .....	61
Document Recording.....	71
Licenses & Passports.....	71
Tax Title - A&T .....	71
Elections .....	71
Information Services Division .....	71
Division Management.....	71
Applications Maintenance .....	71
Special Projects.....	71
Computer Operations.....	81
Network Services .....	81
Telecommunications Services.....	81
Accounting Entities .....	81

# Environmental Services

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## Vision

By 2015, the metropolitan region will still be governed by an overlapping pattern of local jurisdictions - a metropolitan government, three counties, and a variety of cities, school districts, and special service districts. Multnomah County will continue to provide a range of public services (some of them required by the state), and Environmental Services organizations will continue to support these direct services.

The way the County delivers direct services will require significantly different support methods. The direct services performed by Multnomah County will be provided throughout the geographical area in community based sites - storefront offices, mercantile centers, and places where multiple government programs are jointly housed. Citizens will be able to walk in and work with staff to accomplish a wide variety of things. At the centers, people will have access to library collections, medical advice, adoptable pets, and reporting to probation officers. They will be able to apply for government jobs, pay taxes, register to vote, talk to a marriage counselor, acquire reading skills, apply for a building permit, check a bus schedule, and reserve a picnic table at one of Metro's regional parks.

These community based service sites will give citizens true one-stop shopping for government services. They will only work well because electronic links maintained by Environmental Services organizations will allow employees and clients to reach all relevant information from every site.

Because of these electronic links, employees and paper will move less often between buildings. County employees will routinely meet through teleconferencing rather than assembling in the same place. They will transfer information electronically, either through electronic mail or by printing documents on remote printers. County vehicles will tend to be suitable for short hops, not long trips, and powered by alternative fuels or electricity. Archival storage will be by image based electronic media.

Telecommunications will be increasingly wireless. Employees will do more of their work from home and in the field using hand-held computers. They will link their work to central data storage through the telecommunications system.

Environmental Services will use new technologies to improve the workings of direct service programs it provides as well.

Animal Control will probably be tracking licensed animals electronically.

Election registration will be done electronically either from the network of service delivery sites or from home. Voting may also be done electronically through the telephone system.

Assessment and Taxation will handle significantly more accounts, given the likely expansion of population in the County, but will require no more staff to process them. The

# Environmental Services

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region's assessment and taxation files will be linked electronically, and the data files used by assessment programs will be the basic land information systems in place through the region. Property descriptions will include video records of the land and buildings. This will facilitate both assessment and appeals processes. If the Legislature permits, the assessment system will require self-reporting of changes in property rather than annual reappraisal of one sixth of the accounts in the county. Physical appraisal will be directed toward areas where values are in flux, toward all new construction, and toward random audits of the accuracy of self-reported accounts. Taxes will be paid electronically.

The County's presence in transportation issues will be as part of regional planning efforts producing an integrated transportation system. This system will incorporate mass transit, bicycle ways, and major arterials. The County may or may not be in the business of constructing or maintaining transportation structures (roads and bridges) but will be part of the decision making processes leading to transportation decisions.

## **Strategies**

During the next three years, Environmental Services will take the lead within the County in defining ways and requirements to establish links among the County's many data systems. The Department will also facilitate implementation of a Strategic Plan for Information Technology which defines how the County will manage its information resources in the future.

The Assessment and Taxation base map system will be complete within the next two years, providing the County and other jurisdictions with a standard framework on which to build geographic information systems.

During the next year, the department will implement a Strategic Space Plan which will guide future facility decisions of the County.

## **Partnerships**

A critical factor for Environmental Services' success is involving other agencies, such as:

- State of Oregon,
- METRO,
- Tri Met,
- Washington and Clackamas Counties,
- Portland, Gresham, and the northeast county cities,
- Environmental Organizations,
- Animal Welfare Organizations,
- The real estate community.

# Environmental Services

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## Budget Overview

	1993-94	1994-95	1994-95	1995-96	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	
Staffing FTE	600.02	592.34	592.34	599.50	7.16
Departmental Costs	\$101,567,025	\$111,953,688	\$158,257,282	\$158,073,354	(\$183,928)
Program Revenues	\$144,381,772	\$151,273,432	\$149,878,414	\$148,843,930	(\$1,034,484)
General Fund Support	\$12,819,561	\$14,291,255	\$15,231,911	\$15,224,822	(\$7,089)

## Department Services

The Department of Environmental Services offers the following services:

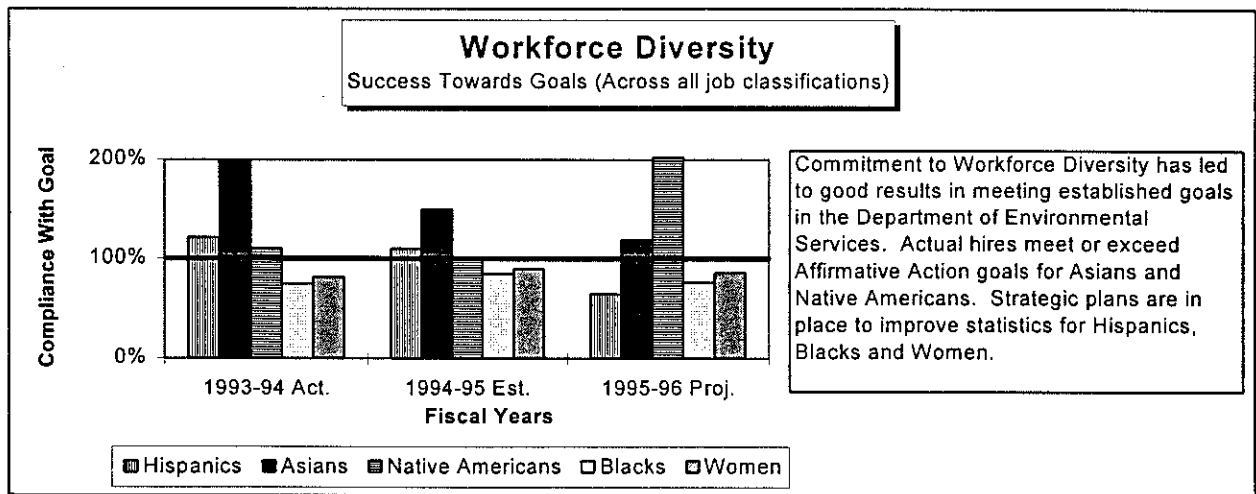
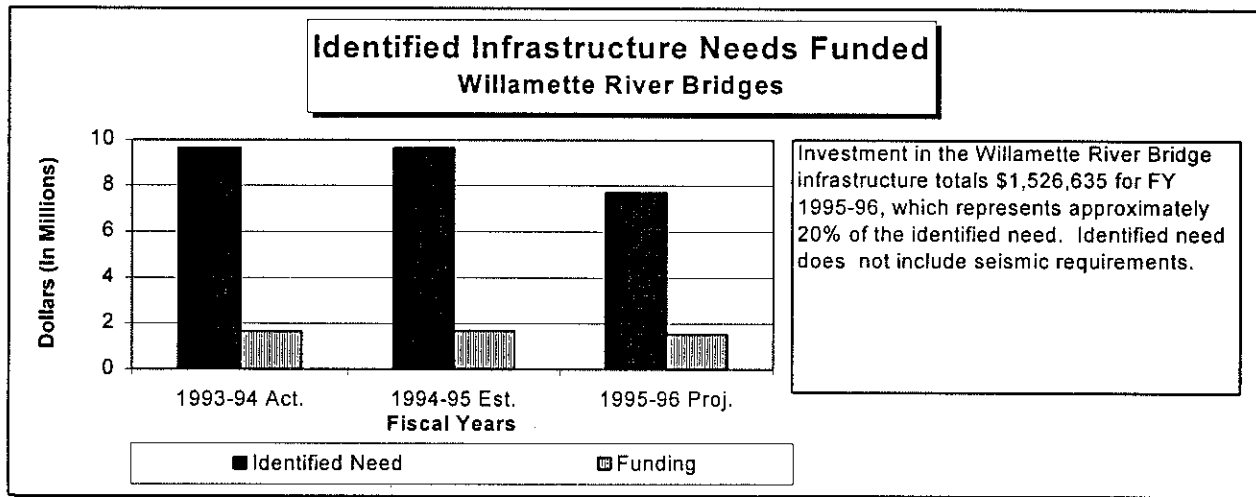
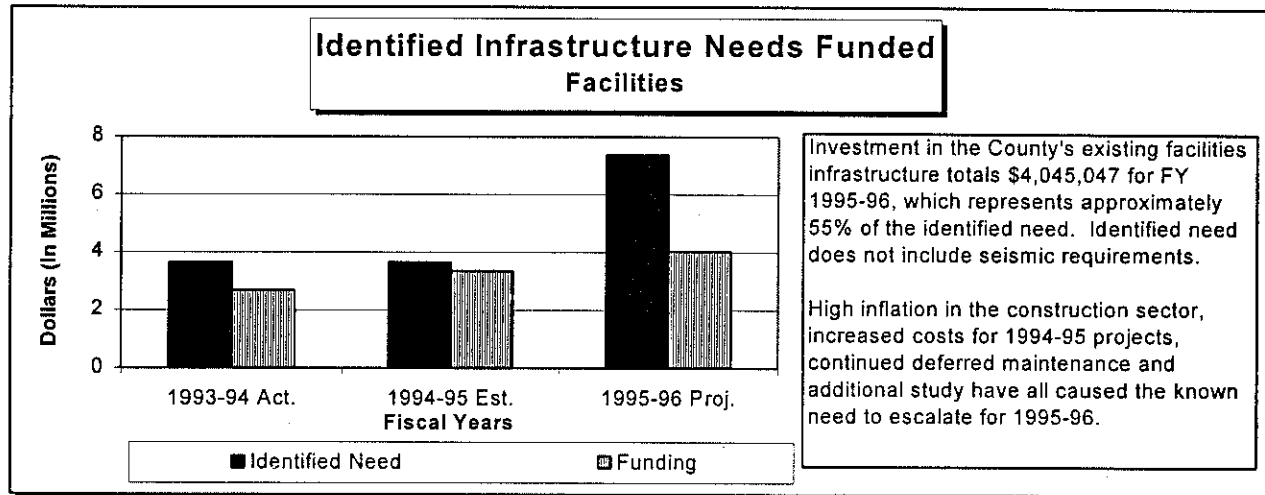
- Animal Control
- Assessment and Taxation
- Elections
- Facilities and Property Management
- Fleet, Records, Electronics and Distribution
- Information Services
- Land Use Planning
- Transportation

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

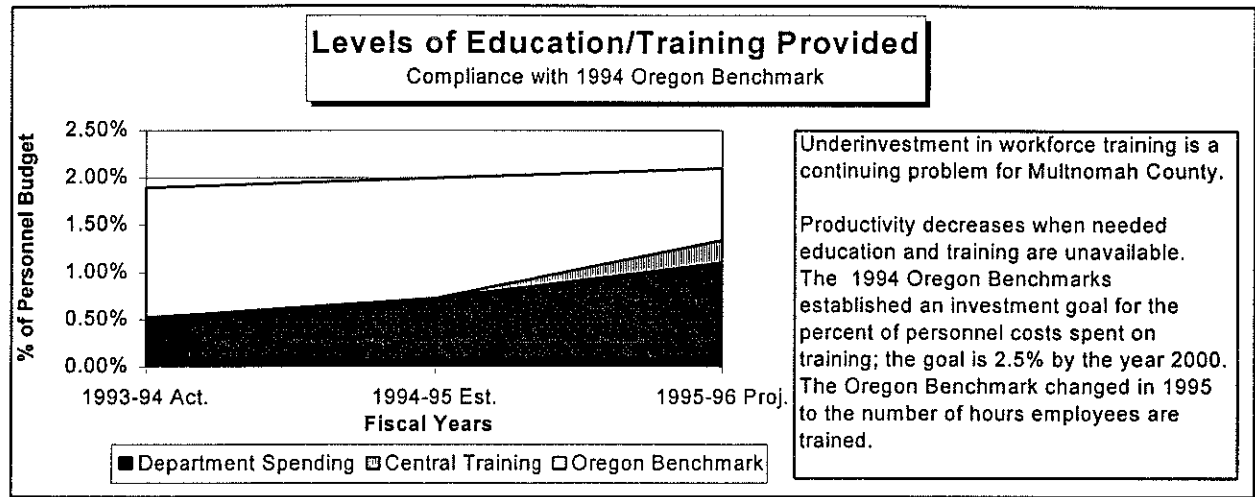
Several citizen groups and internal service user groups have advisory or oversight responsibilities for DES activities. The Animal Control Advisory Committee, County Fair Task Force and Parks Services Advisory Committee provide citizen input for their respective programs. The Planning Commission provides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

# Environmental Services

## Performance Trends



# Environmental Services



# Environmental Services

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## **Recent Accomplishments**

### **Customer Service**

- Fleet, Records, Electronics and Distribution Services conducted customer satisfaction surveys and implemented improvements in all four service areas.
- New Assessment and Taxation procedures help owners redeem their property prior to foreclosure by paying delinquent taxes - reducing foreclosures by 55%.
- The Elections division began "agency based voter registration" in 65 agencies throughout Multnomah County.

### **Continuous Quality Improvement**

- Facilities and Property Management teamed up with Information Services to implement an automated Facilities Fund cost accounting system.
- Animal Control has made changes in the Notice of Infraction Program to give officers greater latitude to work with citizens to resolve pet problems.
- Information Services replaced the direct access storage subsystem (mainframe) which has increased reliability by a factor of 10 and decreased operation costs.
- Facilities and Property Management implemented a countywide Energy Conservation Program which is self-funded by energy savings and energy rebates.

### **Partnerships**

- The Transportation Division used a team approach to successfully negotiate a formal agreement with East County cities to determine a final service provision structure for the East County transportation system - effective date July 1, 1995.
- Pet adoption rates increased from 12% to 43% in FY 1994-95 due to increased education and promotional activities with businesses and at community events.

### **Successful Outcomes**

- A comprehensive revision of the Tax Title ordinance was adopted by the Board of County Commissioners in September, 1994.
- Facilities and Property Management orchestrated the Central Library move to "TransCentral" and began work on the Central Library's renovation.
- The West Hills Rural Area Plan has been completed and will be adopted by the Board of County Commissioners in 1995.



# Environmental Services

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## **Budget Highlights**

The Department of Environmental Services' FY 1995-96 budget represents current service levels--with improvements in Animal Control, and supplementary funding for new data processing applications and Capital Improvement projects. The number of employees in the department has increased by 7.16 FTE, to a department total of 599.50.

## **Continuous Quality Improvement**

- In FY 1995-96, the department will continue to coordinate the implementation of county-wide strategic plans for facilities and information systems.
- The Facilities and Property Management Division continues to shift its delivery of custodial services from employees to contracting out. This has been done through attrition - three FTE have been eliminated in the FY 1995-96 budget.
- The FY 1995-96 budget includes an additional \$722,200 for funding Countywide data processing new development projects identified by the Data Processing Management Committee to enhance or replace the information technology infrastructure.
- The Facilities Capital Improvement Plan will be infused with an additional \$1.5 million for funding major deferred maintenance projects recommended by the Facilities Client Committee - including four new FTE to manage the increased number of construction projects.

## **Customer Service**

- The Facilities Management Division staffing levels increase by 5.50 FTE in the FY 1995-96 budget, in response to increased client requests for improved maintenance, and to implement a new cost accounting and space allocation system.
- The Information Services Division has reduced staffing in the Applications Development Program by three FTE - through attrition - to provide the Data Processing Management Committee maximum flexibility in allocating application funds.
- Customer service improvements have been made in Animal Control. Two FTE and equipment have been added to enhance phone services, and one FTE added to expedite field response to complaints - all funded primarily through user fee increases.

## **Partnerships**

- The Director's Office will negotiate transfer of ownership of Parks and the Exposition Center to Metro, which will include an operational audit.
- The City of Portland's completion of proposed annexations in mid-Multnomah County transferred jurisdiction of 50 road miles and a net FTE reduction of seven positions in the Transportation Division.

# Environmental Services

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## **RESULTS Efforts**

There are a variety of projects, teams and training programs within the Department of Environmental Services in support of the RESULTS initiative.

Transportation successfully used a cross-jurisdictional, cross-functional team approach to negotiate a service provision structure for the East County transportation system.

RESULTS grants have been awarded to Land Use Planning, in order to identify potential customer service improvements in the "quasi-judicial" permit process that will increase quality and customer satisfaction; and to Elections, for training in the techniques and skills necessary for team effectiveness.

Customer surveys are being used to develop service improvement plans in Land Use Planning, Transportation, Facilities & Property Management, FREDS, and Animal Control. New efforts as a result of customer feedback have been implemented, or are Action Plan items for 1995-96, in Facilities & Property Management, Land Use Planning and FREDS.

The DES "Plan for Workforce Training and Development for FY95-96" has as a goal to develop, train and maintain a high performance departmental workforce committed to customer service, innovative leadership, team work and continuous quality improvement. One key objective is to develop a departmental training schedule that pools resources for shared training needs. Team building, customer service, and quality management and improvement are among the common training areas identified. The plan will be implemented through the creation of a department-wide team.

A variety of teams are working throughout the department to determine better ways to provide services. These teams range from the County-wide Strategic Planning for Information Technology team to the Department-wide DES Diversity Committee to division-specific teams such as those found in Animal Control, Information Services and Assessment and Taxation.

# Environmental Services

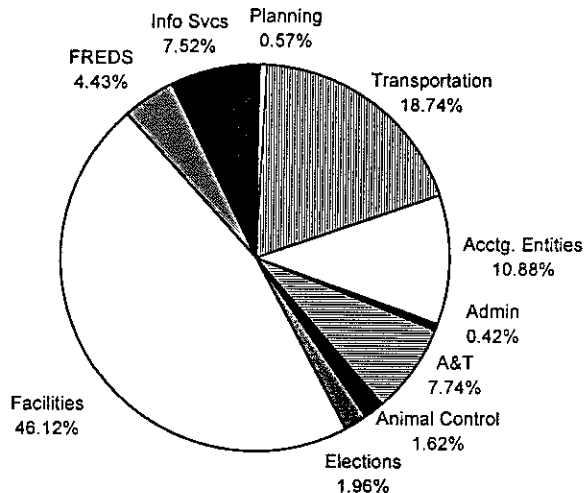
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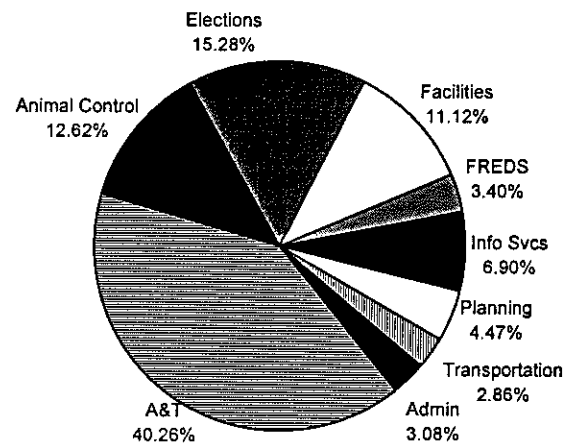
# Environmental Services

## TOTAL EXPENDITURES BY DIVISION 1995-96 ADOPTED BUDGET

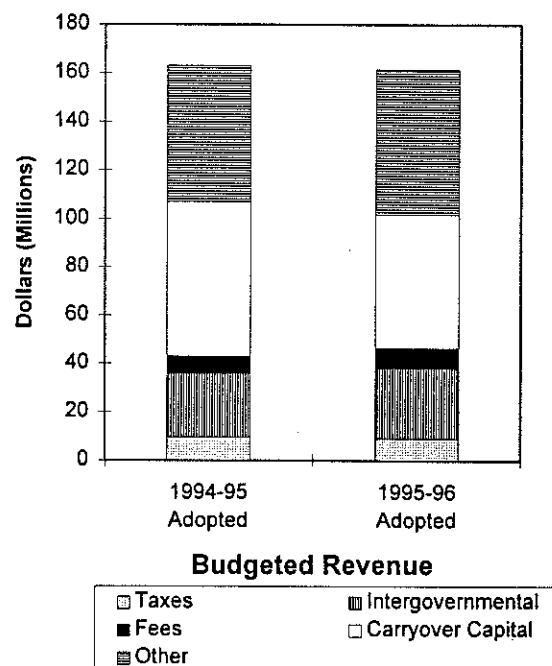
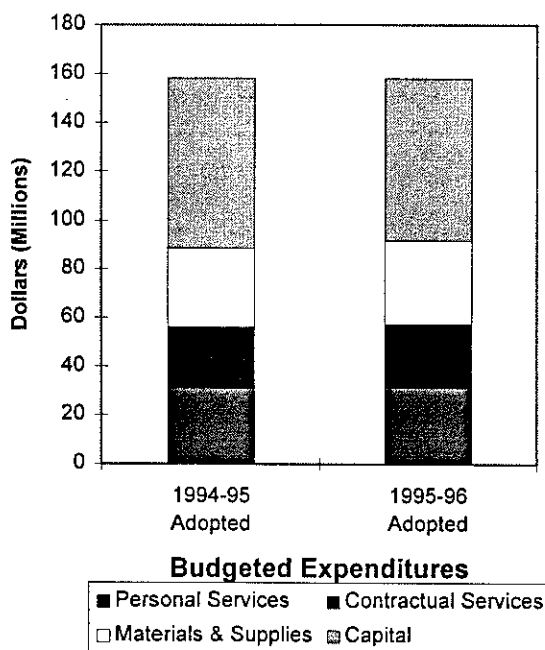
**All Funds, Including Capital Projects**  
**\$158,073,354**



**General Fund Only, Including Cash Transfers**  
**\$20,287,161**



## EXPENDITURE AND REVENUE COMPARISON 1994-95 Adopted Budget and 1995-96 Adopted Budget All Funds, Including Capital Projects



# Environmental Services

## Budget Trends

	1993-94	1994-95	1994-95	1995-96	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	600.02	592.34	592.34	599.50	7.16
Personal Services	\$29,743,956	\$29,771,301	\$30,885,114	\$31,290,046	\$404,932
Contractual Services	\$19,789,192	\$24,510,241	\$25,307,479	\$26,081,329	773,850
Materials & Supplies	\$26,717,451	\$31,846,580	\$32,405,549	\$34,393,022	1,987,473
Capital Outlay	<u>\$25,316,426</u>	<u>\$25,825,566</u>	<u>\$69,659,140</u>	<u>\$66,308,957</u>	<u>(3,350,183)</u>
<b>Total Costs</b>	<b>\$101,567,025</b>	<b>\$111,953,688</b>	<b>\$158,257,282</b>	<b>\$158,073,354</b>	<b>(\$183,928)</b>
Program Revenues	\$144,381,772	\$151,273,432	\$149,878,414	\$148,843,930	(\$1,034,484)
General Fund Support	\$12,819,561	\$14,291,255	\$15,231,911	\$15,224,822	(\$7,089)

## Costs by Division

	1993-94	1994-95	1994-95	1995-96	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Director's Office	\$684,799	\$812,600	\$811,989	\$664,069	(\$147,920)
Land Use Planning	\$703,802	\$940,016	\$959,636	\$907,452	(\$52,184)
Facilities & Prop. Mgmt.	\$31,490,283	\$39,661,248	\$77,959,292	\$72,903,370	(\$5,055,922)
Animal Control	\$2,156,756	\$2,452,422	\$2,466,456	\$2,560,745	\$94,289
FREDS	\$4,869,933	\$5,762,058	\$6,434,652	\$6,997,843	\$563,191
Transportation	\$22,234,565	\$20,568,177	\$27,476,266	\$29,627,130	\$2,150,864
Assessment & Taxation	\$9,920,304	\$12,813,510	\$13,401,906	\$12,233,649	(\$1,168,257)
Elections	\$3,046,703	\$2,701,659	\$2,691,158	\$3,100,572	\$409,414
Information Services	\$9,030,718	\$9,656,103	\$9,470,032	\$11,885,793	\$2,415,761
Accounting Entities	<u>\$17,429,162</u>	<u>\$16,585,895</u>	<u>\$16,585,895</u>	<u>\$17,192,731</u>	<u>\$606,836</u>
<b>Total Costs</b>	<b>\$101,567,025</b>	<b>\$111,953,688</b>	<b>\$158,257,282</b>	<b>\$158,073,354</b>	<b>(\$183,928)</b>

## Staffing by Division

	1993-94	1994-95	1994-95	1995-96	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Director's Office	6.50	6.50	6.50	6.50	0.00
Land Use Planning	10.50	10.50	10.50	10.50	0.00
Facilities & Prop. Mgmt.	73.55	71.50	71.50	81.00	9.50
Animal Control	42.00	43.00	43.00	46.00	3.00
FREDS	41.80	42.34	42.34	42.00	(0.34)
Transportation	174.50	174.50	174.50	169.50	(5.00)
Assessment & Taxation	155.00	160.00	160.00	160.00	(0.00)
Elections	16.00	16.00	16.00	16.00	0.00
Information Services	66.00	68.00	68.00	68.00	0.00
Accounting Entities	<u>14.17</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Staffing FTE's</b>	<b>600.02</b>	<b>592.34</b>	<b>592.34</b>	<b>599.50</b>	<b>7.16</b>

# Environmental Services

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## Issues and Opportunities

### 1. Information Management

The County is embarking on an exciting new way of doing business, as reflected in our values, benchmarks, education and training, and RESULTS initiatives. Taking programs directly to the communities they serve, responsiveness to internal and external customer needs, collaboration with others who share our interests and concerns and program level evaluation of the services we provide are some of the major elements of our new service strategy. The common thread that links each of these efforts together is accurate and timely **information**.

We cannot choose to delay or deny the future - we must make ready for it! In order to do so, we are developing an extensive information systems strategic plan which will guide the County's future in managing its information resources. Implementation of the plan, however, will represent a dramatic change in current business practices. It is reasonable to expect, therefore, that moving forward will be difficult and costly and will require the commitment and financial support of the entire organization to ensure its success.

There is no question that the County's information systems are critical to the way we intend to do business. County departments identified over fourteen million dollars in information system expenditures within their FY 1995-96 budget requests. As we develop the FY 1995-96 budget, we are in the difficult position of having to make interim decisions towards meeting our needs while taking into account the work done thus far on the strategic plan.

#### Major Alternatives:

- Continue previous practices regarding information technology funding: Allocate a relatively small amount of central funding for program specific applications development. Approve all other expenditures as requested and budgeted by the departments.
- Freeze all new information systems spending until the strategic plan is complete.
- Increase central funding and use it to begin to support the work done thus far on the strategic plan by investing a large proportion into the County's information technology physical infrastructure, and remaining amounts into applications which improve access (both internally and externally) to the County's information base. This is the alternative supported by the Data Processing Management Committee (DPMC).

# Environmental Services

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## **Board Action:**

*Made a major commitment to the County's information systems and the strategic planning efforts by increasing funding for special projects to \$1.4 million from the current \$680,000. Accepted the recommendations of the DPMC and the Chair regarding the allocation of these funds, which will provide nearly \$750,000 for infrastructure development, \$340,000 for new initiatives and \$310,000 for continuing projects. Additionally, the BCC funded \$715,000 in add packages for technology and systems support in the Library, the Department of Community Corrections, the Community and Family Services Department and Management Support Services.*

## **2. Facilities**

Like other governments locally and nationwide, Multnomah County is currently facing a potential crisis due to the deterioration of our facilities and our growing space requirements. This situation leads to two major issues: **Preservation and Maintenance of the County's Current Facilities** and **Strategic Planning for Future Space Requirements**.

### **Preservation and Maintenance of the County's Current Facilities**

Essential maintenance and repair of our facilities have been deferred in response to funding reductions. Current funding levels are not sufficient to reduce this backlog and provide for current maintenance needs. High inflation for construction costs in the Portland metropolitan area, seismic concerns and mandated requirements, such as ADA, exacerbate this problem. The identified need for 1995-96, excluding seismic compliance, is nearly \$7.4 million, with approximately \$1.9 million available within department resources. The simple fact is that we have understated and deferred the true costs of doing business for years. We cannot continue with this practice if we are to preserve the public investment in our County facility assets.

### **Major Alternatives:**

- Continue current level of General Fund expenditures **or** provide increases in on-going or one-time-only funding.
- Use only cash financing for deferred maintenance and other capital improvement needs **or** utilize a combination of debt and cash financing.

# Environmental Services

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## **Board Action:**

*Increased funding by \$1.5 million on a one time only basis, providing a total of \$3.4 million available for FY 1995-96. From this total, \$420,000 will be used for debt service on \$1 million in Certificates of Participation, thereby funding a total of over \$4 million of capital improvement needs. This financing method should prove to be more cost effective than cash financing due to the high level of construction inflation. Recommend the inclusion of appropriate capital improvements in other debt or levy calculations.*

## **Strategic Planning for Future Space Requirements**

Population growth projections and shifts in responsibilities from the State to the County will result in additional space needs, particularly in the public safety and human service areas; but current County facilities are already at capacity. There is little question that savings and operational efficiencies could be achieved by co-locating County support functions that are currently fragmented in distant locations throughout the County. Seismic concerns and mandated requirements are also a factor for future decisions.

In the current Strategic Space Planning effort, the County's consultant, SERA Architects, has identified \$200-\$300 million of major maintenance and capital improvement needs in County facilities over the next twenty years. This does not include the unknown results of structural studies currently underway for some of our buildings, additional jail beds that may be needed, or facility needs in the future for library branches.

Implementation of the Strategic Plan is expected to begin in FY 1995-96. Successful implementation of the plan will require both organizational and policy commitment to a long-term strategy to deal with our space needs, as well as a major commitment of financial resources.

## **Major Alternatives:**

- Continue to commit limited resources annually to the CIP and continue to lease space to meet our programs' growth needs. The analysis done by SERA Architects indicates that over a twenty year period, the County would be likely to more in repairs, operations, and lease costs ---- with little, if any, residual value---then we would if we employed a more aggressive approach. In addition, this "status quo" approach provides no financial capacity to consolidate support services and achieve the operational benefits and financial savings that consolidation would produce.



# Environmental Services

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- Select, implement and fund a comprehensive strategy to address our long-term facility needs and achieve the goals identified in the Strategic Space Plan. This approach would result in buildings that the County owns, in good condition and with solid resale values; consolidated support services, and the operational efficiencies that consolidation will achieve; and sufficient space to meet our growing program needs. This is the approach recommended by the Facilities Client Committee. It will require thorough analysis and long term financial planning.

## **Board Action:**

*Advised the Department of Environmental Services to work with the Board of County Commissioners, the Facilities Client Committee, the Public Safety Facility and Courts Task Forces and our other public and private partners to finalize the Strategic Space Plan. Asked for the development of an Implementation Plan, to include financial analysis of needs, alternative funding strategies, and a public awareness and community involvement strategy to establish community support for the County's Strategic Space Plan.*

## **3. Transfer of Ownership of Parks and Exposition Center to Metro**

In December, 1993 Multnomah County entered into a two-year Intergovernmental Agreement with Metro, to transfer operations and management of the County Parks and Expo Center to Metro, effective January 1, 1994. The IGA anticipated a Phase II of this agreement, which would transfer actual ownership of these facilities to Metro in July, 1996.

Negotiation of the Phase II agreement will occur during FY 1995-96, with negotiations to be initiated no later than July 1, 1995 and to be concluded by January 1, 1996. Under the terms of the current IGA, in the event that a signed mutual agreement for Phase II, Transfer of Ownership, has not been entered into by January 1, 1996, the current Agreement shall terminate.

The premise of the Intergovernmental Agreement with Metro was that it was in the best interest of our community to transfer responsibility and resources for County programs with regional cultural, economic, entertainment, recreational, and historical significance to Metro, consistent with County priorities and within the scope of Metro's newly-revised charter. There will be a number of significant issues surfaced during these negotiations.

## **Major Alternatives:**

- Negotiate a full transfer agreement for all facilities, as anticipated in the original IGA.

# Environmental Services

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- Agree to reassume responsibility for some facilities that Metro may argue are not of "regional" significance (i.e., Pioneer Cemeteries) and/or agree to compensate Metro to continue to operate these facilities on behalf of the County.
- Transfer all facilities and staff back to the County, and either resume operation of these programs again or pursue another transfer of responsibility to another jurisdiction(s).
- Negotiate an extension of the Phase I agreement, pending resolution of outstanding issues.

## **Board Action:**

*Recommend that the Department of Environmental Services work with the Board of County Commissioners to pursue a full transfer for all facilities. Conduct an operational and financial audit on Parks and the Expo Center, to provide information that will be necessary during the negotiations.*

## **4. Animal Control**

While Animal Control has received national recognition for its work, the fact remains that the Animal Control staff deals with issues that are emotional and difficult to resolve. As a result, the number of complaints that the Board of County Commissioners receives about Animal Control are very high. Because of this, Commissioner Collier's Office has begun intensive efforts with Animal Control managers and staff, as well as the Multnomah County Animal Control Advisory Committee, to analyze and improve Animal Control services. A summary of that report follows. A second report regarding the entire Animal Control Ordinance, policies and procedures will be produced by November, 1995.

Animal Control provides many services, ranging from licensing and adoption of companion animals to round-up of stray livestock. The only service that is mandated by state statute is quarantining of rabid animals. All other services are under the discretion and purview of county government. Services are funded through licensing revenue, fees, fines and General Fund appropriations.

During the seven years the study reviewed, 1987-88 to 1993-94, expenditures increased by \$525,088, or 32%, and revenues other than General Fund appropriation grew \$708,071, or 154%. During this same period, the human population of Multnomah County grew 8.7%. The number of budgeted Animal Control staff has been constant at 43 FTE since 1987-88. Budget constraints have been sufficient to absorb inflation at essentially current service levels, but have not been sufficient to adequately staff all programs for a growing, more urban County.

# Environmental Services

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During 1993-94, a study was conducted by David M. Griffith Associates regarding recovering full costs via Animal Control's user fees. That study recommended fee increases in several areas in order to fully capture the County's costs of administering the programs. Revenues at Animal Control are projected to continue to increase overall regardless of any fee increases implemented.

## **Major Alternatives:**

- Increase service to acceptable levels for the current programs at Animal Control. The report from Commissioner Collier's Office recommends adding two Animal Control Office Assistants and One Animal Control Officer, as well as upgrading the telephone system. It also recommends implementing selected fee increases to assist in funding these changes. The total cost of \$105,000 is partially offset by fee increase revenue, projected at \$55,000. The remaining funding comes from additional projected Animal Control revenue. Specific fees to be increased are still under study.
- Continue current service levels and current fee structure. Do not allocate any projected additional Animal Control revenue to the division, instead allocating it for other General Fund uses.
- Discontinue some or all non-mandated functions. As the quarantining of rabid animals does not generate revenues, the program would be fully funded by the General Fund if it were the only program. Currently, pet licensing covers the costs of this function as well as other education and outreach activities.
- The study also examined charging jurisdictions within the County for Animal Control services, and implementing a pet food tax. Neither of these alternatives was determined to be viable at this time.

## **Board Action:**

*Implement the strategy proposed in the Animal Control Study of adding three employees and upgrading the telephone system. Implement fee increases to offset costs to the General Fund.*

## Description

The mission of the Director's Office is to provide leadership, policy direction, coordination, community involvement and effective management support to its operating divisions to ensure the effective delivery of the department's diverse services. The Director's Office has department-wide responsibility for: budget and financial management, employee development and training, labor relations, contracts and purchasing administration, affirmative action, citizen involvement and intergovernmental relations.

The Director's Office is also responsible for monitoring various Intergovernmental Agreements with local jurisdictions concerning transferred County facilities and programs.

## Action Plan

- Implement Strategic Space Plan objectives for 1995-96 by June 1996, to improve the management and utilization of County facilities.
- Implement Strategic Information Systems Plan objectives for 1995-96 by June 1996, to improve the management and utilization of County information systems.
- Negotiate transfer of ownership of Exposition Center, Parks and Cemeteries to METRO by May 1996, to conclude the regionalization of County exposition, recreation facilities and programs.
- Continue employee training in Total Quality Improvement tools and implement Continuous Quality Improvements within DES Divisions, to support the RESULTS campaign and to enhance effectiveness of DES Programs.

### Significant Changes - Revenues

	<u>Amount</u>
Eliminate Road Fund transfer to Dept. Admin. - Road Fund will pay indirect costs directly to General Fund instead. (Accounting change only)	(\$148,000)
Multnomah County will not collect County Fair revenues.	(\$207,180)

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Multnomah County will not produce the County Fair.	0.00	(\$207,180)
Operational and financial Audits of Parks & Expo Center		\$25,000

# Director's Office

# Environmental Services

## Budget Trends

	1993-94 <u>Actual</u>	1994-95 Current <u>Estimate</u>	1994-95 Adopted <u>Budget</u>	1995-96 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	6.50	6.50	6.50	6.50	0.00
Personal Services	\$396,612	\$410,569	\$431,528	\$408,518	(\$23,010)
Contractual Services	198,460	258,522	238,102	180,784	(57,318)
Materials & Supplies	89,727	143,509	142,359	72,667	(69,692)
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>	2,100	2,100
<b>Total Costs</b>	<b>\$684,799</b>	<b>\$812,600</b>	<b>\$811,989</b>	<b>\$664,069</b>	<b>(\$147,920)</b>
Program Revenues	\$434,487	\$389,582	\$479,896	\$113,051	(\$366,845)
General Fund Support	\$269,016	\$423,018	\$387,758	\$551,018	\$163,260

## Costs by Program

	1993-94 <u>Actual</u>	1994-95 Adopted <u>Budget</u>	1995-96 Adopted <u>Budget</u>	<u>Difference</u>
Department Management	\$417,086	\$566,454	\$625,714	\$59,260
County Fair	<u>267,713</u>	<u>245,535</u>	<u>38,355</u>	(207,180)
<b>Total Costs</b>	<b>\$684,799</b>	<b>\$811,989</b>	<b>\$664,069</b>	<b>(\$147,920)</b>

## Staffing by Program

	1993-94 <u>Actual</u>	1994-95 Adopted <u>Budget</u>	1995-96 Adopted <u>Budget</u>	<u>Difference</u>
Department Management	6.50	6.50	6.50	0.00
County Fair	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Staffing FTE's</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>0.00</b>

# Department Management

Director's Office  
Environmental Services

## Description

The Department Management major activity areas are to: provide strategic direction to departmental programs, authorize all personnel actions, establish financial management policy, coordinate the department's annual budget development, monitor service quality and customer satisfaction, administer labor agreements, act as liaison for County Administrative Procedures, Executive Orders and all local, state and federal laws, expand citizen involvement, achieve departmental affirmative action goals and increase cross cultural awareness and sensitivity department wide.

## Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u> <u>Budget</u>	<u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Staffing FTE	6.50	6.50	6.50	0.00
Program Costs	\$417,086	\$566,454	\$625,714	\$59,260
Program Revenues	\$148,070	\$178,696	\$74,696	(\$104,000)
General Fund Support	\$269,016	\$387,758	\$551,018	\$163,260

## Significant Changes - Revenues

	<u>Amount</u>
Eliminate Road Fund transfer to Dept. Admin. - Road Fund will pay indirect costs directly to General Fund instead. (Accounting change only)	(\$148,000)

## Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Operational and financial Audits of Parks & Expo Center	0.00	\$25,000

# County Fair

Director's Office  
Environmental Services

## Description

In October, 1994, the Board of County Commissioners, by Resolution 94-196, relinquished responsibility for the Multnomah County Fair to the Friends of the Multnomah County Fair, Inc. (FMCF).

FMCF is a private, non-profit organization committed to the future of the Multnomah County Fair who worked closely with the County in the production of the 1993 and 1994 County Fairs. Under the terms of Resolution 94-196, the County will transfer the balance of the County Fair Fund, to the extent permitted by law, to FMCF for the production of the 1995 Multnomah County Fair.

## Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Budget</u>	<u>Budget</u>	
Staffing FTE	0.00	0.00	0.00	0.00
Program Costs	\$267,713	\$245,535	\$38,355	(\$207,180)
Program Revenues	\$286,417	\$301,200	\$38,355	(\$262,845)
General Fund Support	\$0	\$0	\$0	\$0

## Significant Changes - Revenues

Multnomah County will not collect County Fair revenues.

Amount  
(\$207,180)

## Significant Changes - Expenditures

Multnomah County will not produce the County Fair.

FTE's  
0.00  
Amount  
(\$207,180)

## Description

The mission of Land Use Planning is to conserve the natural resources of Multnomah County and to protect the health, safety and general welfare of its citizens through the development and implementation of land use plans and ordinances. The Division's four major activity areas are: Long Range Planning, the Columbia River Gorge National Scenic Area, Current Planning, and Zoning Code Enforcement for the unincorporated areas of Multnomah County. Long Range Planning is responsible for the development of land use plans and programs as mandated by the State; the Columbia River Gorge National Scenic Area activities control land development within the Scenic Area in accordance with Federal requirements; Current Planning reviews land use, building permits, land division and design review applications as required by state and local law; and Code Enforcement responds to citizen complaints regarding zoning code violations.

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

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

Several external events account for delays in some of the land use planning projects programmed this year. The Land Conservation and Development Commission (LCDC) Remand Order work required more time to complete than planned. Also, agriculture and forest land use legislation passed by the 1993 legislature and the subsequent LCDC rule making complicated the advancement of the Rural Area Planning program. Lastly, staff changes resulting from statewide initiatives and other reasons significantly delayed the advancement of all planning programs while new staff was recruited. During the 1995 Legislature, several land use bills pertaining to forest and agricultural lands and Statewide Goal 5 process may require additional modifications to the county's Comprehensive Plan, Rural Area Plans, and zoning code.

## Action Plan

- Revise sections of the Zoning Code to incorporate new state statutory and administrative rule requirements and to streamline application review process by June 30, 1996.
- Publish a second Rural Area Plan (for area east of the Sandy river) by January 31, 1996 and third Rural Area Plan (for Sauvie's Island), by June 30, 1996,, which reflect area resident's desires; comply with state and federal requirements, and clarify County land use policies.
- Complete strategies which are required by the West Hills Rural Area by June 30, 1996.
- Implement customer service improvements as identified in the FY 1994-95 Quasi-Judicial Process Redesign project by June 30, 1996.
- Begin micro-fiche of paper records to allow faster and more efficient customer service and internal operations.



# Land Use Planning

# Environmental Services

## Significant Changes - Revenues

No State funding for long range planning work	<b>Amount</b>
	(\$70,000)
Revenue from Natural Areas Fund was one time only	(\$60,000)
Increase in fee revenue due to change in volume and fee increases	\$52,000

## Significant Changes - Expenditures

	<b>FTE's</b>	<b>Amount</b>
Increase in Temporary to accelerate zoning violation inspection backlog, and to fund interns to assist with Rural Area Plan field data.	0.00	\$13,500
Professional Services to micro-fiche paper records		\$26,000
Decrease in Professional Services due to completion of projects		(\$107,000)

## Budget Trends

	<b>1993-94 Actual</b>	<b>1994-95 Current Estimate</b>	<b>1994-95 Adopted Budget</b>	<b>1995-96 Adopted Budget</b>	<b>Difference</b>
Staffing FTE	10.50	10.50	10.50	10.50	0.00
Personal Services	\$551,258	\$602,371	\$602,371	\$598,539	(\$3,832)
Contractual Services	101,535	236,500	256,500	185,200	(71,300)
Materials & Supplies	51,009	101,145	100,765	106,513	5,748
Capital Outlay	0	0	0	17,200	17,200
<b>Total Costs</b>	<b>\$703,802</b>	<b>\$940,016</b>	<b>\$959,636</b>	<b>\$907,452</b>	<b>(\$52,184)</b>
Program Revenues	\$79,700	\$125,882	\$182,183	\$104,056	(\$78,127)
General Fund Support	\$624,102	\$814,134	\$777,453	\$803,396	\$25,943

## Key Results

	<b>1993-94 Actual</b>	<b>1994-95 Estimated</b>	<b>1994-95 Adopted</b>	<b>1995-96 Projected</b>
% of Rural Area Within Rural Area Plans	NA	14.0%	60.0%	80.0%
% of Zoning Violation Complaints Processed Within 45 Working Days	NA	Being Revised	100.0%	Being Revised
% of Hearing Participants Satisfied With the Land Use Hearing Process.	NA	87.0%	75.0%	90.0%

## Costs by Program

	<b>1993-94 Actual</b>	<b>1994-95 Adopted Budget</b>	<b>1995-96 Approved Budget</b>	<b>Difference</b>
Land Use Planning	\$703,802	\$959,636	\$907,452	(\$52,184)

## Staffing by Program

	<b>1993-94 Actual</b>	<b>1994-95 Adopted Budget</b>	<b>1995-96 Approved Budget</b>	<b>Difference</b>
Land Use Planning	10.50	10.50	10.50	0.00

1995-96 Adopted Budget

## Description

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

Multnomah County has over 120 owned and leased properties, with over 2 million square feet for which we provide services. The division provides 24 hour, seven day per week service to many diverse programs in aging facilities with limited resources. New and expanded programs continue to increase the need for Facilities' services.

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

Facilities Management oversees the Facilities Capital Improvement program, which accounts for 65% of the division's budget in 1995-96. For details on capital improvement projects, see the "Capital Budget" section of this document.

## Action Plan

- Continue to manage and improve the Facilities Management Fund implemented in July of 1994 in order to authenticate, account for and determine programs' actual facilities costs.
- Create a property management information system which will improve customer service, and create a central location for easier access to technical information on the County properties.
- Improve maintenance service levels for clients in FY 1995-96 in response to concerns raised in Customer Satisfaction surveys.
- Implement recommendations made in the Strategic Space Plan and continue to work with other jurisdictions to coordinate common space needs.

### Significant Changes - Revenues

	<u>Amount</u>
Increase in internal svc. reimb. due to increase in space & services provided.	\$1,400,000
Increase in Beginning Working Capital for Natural Areas Fund	\$1,150,000
Changes in capital improvement projects. See program for detail.	(\$8,000,000)

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Personnel Changes detailed at the program level	5.50	\$350,000
Increases in Rental		\$635,000
Increase in custodial contracts due to policy changes		\$400,000
Changes in capital improvement projects. See program for detail.	4.00	(\$8,000,000)
Increase in Natural Areas Fund expenditures due to carryover		\$1,150,000

# Facilities & Property Mgmt

# Environmental Services

## Budget Trends

	1993-94	1994-95	1994-95	1995-96	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	73.55	71.50	71.50	81.00	9.50
Personal Services	\$3,658,089	\$3,872,587	\$3,872,587	\$4,374,698	\$502,111
Contractual Services	2,355,515	4,229,167	4,229,167	4,323,858	94,691
Materials & Supplies	10,450,442	13,545,131	13,345,131	15,571,308	2,226,177
Capital Outlay	<u>15,026,237</u>	<u>18,014,363</u>	<u>56,512,407</u>	<u>48,633,506</u>	<u>(7,878,901)</u>
<b>Total Costs</b>	<b>\$31,490,283</b>	<b>\$39,661,248</b>	<b>\$77,959,292</b>	<b>\$72,903,370</b>	<b>(\$5,055,922)</b>
Program Revenues	\$67,845,644	\$77,842,477	\$75,991,396	\$71,420,220	(\$4,571,176)
General Fund Support	\$2,986,051	\$2,960,032	\$2,960,032	\$2,255,000	(\$705,032)

## Costs by Program

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Division Management	\$370,196	\$765,701	\$641,851	(\$123,850)
Facilities Maintenance	6,842,185	7,936,847	9,049,569	1,112,722
Facilities Custodial	1,183,869	1,645,022	1,912,794	267,772
Property Management	5,153,464	7,216,372	8,301,531	1,085,159
Tax Title - Facilities	1,461,802	675,968	641,445	(34,523)
Capital Improvement Program	16,450,728	59,160,103	50,518,189	(8,641,914)
Natural Areas Acquisition	<u>28,039</u>	<u>559,279</u>	<u>1,837,991</u>	<u>1,278,712</u>
<b>Total Costs</b>	<b>\$31,490,283</b>	<b>\$77,959,292</b>	<b>\$72,903,370</b>	<b>(\$5,055,922)</b>

## Staffing by Program

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Division Management	10.15	10.65	10.00	(0.65)
Facilities Maintenance	42.25	42.25	50.50	8.25
Facilities Custodial	11.35	9.30	6.50	(2.80)
Property Management	0.80	0.80	1.00	0.20
Tax Title - Facilities	4.00	2.00	2.00	0.00
Capital Improvement Program	5.00	6.50	11.00	4.50
Natural Areas Acquisition	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Staffing FTE's</b>	<b>73.55</b>	<b>71.50</b>	<b>81.00</b>	<b>9.50</b>

# Division Management

## Facilities & Property Management Environmental Services

### Description

The purpose of Division Management is to provide Management administration and centralized support for Facilities and Property Management.

The responsibilities of Division Management are to: oversee divisional compliance with established rules, policies and procedures; assist other section managers, department staff, elected officials and court personnel; purchase supplies and other commodities for countywide facilities and property operations and maintenance; prepare and process contracts and payroll; coordinate personnel records and activities; prepare payment vouchers; prepare and collect accounts receivable invoices; perform word processing functions, reception services, and facility repair dispatch; manage and maintain the internal cost tracking system; maintain financial records; and coordinate the division's budget process.

### Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Budget</u>	<u>Budget</u>	
Staffing FTE	10.15	10.65	10.00	(0.65)
Program Costs	\$370,196	\$765,701	\$641,851	(\$123,850)
Program Revenues	\$370,196	\$765,701	\$641,851	(\$123,850)
General Fund Support	\$0	\$0	\$0	\$0

### Significant Changes - Revenues

### Amount

Changes in Revenue at the Division level.

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Reallocate administrative costs to appropriate Division programs	(2.65)	(\$183,197)
Add staff to administer Facilities Fund and to support CIP program	2.00	\$93,342

# Facilities Maintenance

## Facilities & Property Management Environmental Services

### Description

Facilities Maintenance provides for a safe, cost effective environment conducive to the needs of all County, State and public programs utilizing County-owned and leased facilities and property. Maintenance program responsibilities are: facility operations; mechanical, electrical and architectural maintenance; improvements, alterations and building repairs of all County-owned and leased-managed facilities and property; 24 hours per day, 7 days per week availability for emergency building repairs; many special services such as indoor air quality, asbestos abatement, environmental assessments and abatement for County programs in all County-owned and lease facilities and property; and monitoring and paying utility costs for County facilities and property. Facilities Maintenance is responsible for maintenance of over 2 million square feet of County owned and leased real property in approximately 124 facilities.

An Energy Conservation Program was adopted by the Board of County Commissioners in FY 1994-95. This program, which will be funded through the State Energy Loan Program and ongoing energy savings, will monitor energy consumption in our county-wide facilities.

### Budget Overview

	1993-94 <u>Actual</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	42.25	42.25	50.50	8.25
Program Costs	\$6,842,185	\$7,936,847	\$9,049,569	\$1,112,722
Program Revenues	\$6,842,185	\$8,686,847	\$9,799,569	\$1,112,722
General Fund Support	\$0	\$0	\$0	\$0

### Key Results

	1993-94 <u>Actual</u>	1994-95 <u>Estimated</u>	1994-95 <u>Adopted</u>	1995-96 <u>Projected</u>
% of Customers Rating Performance as "Satisfactory" or "Outstanding"	97.7%	99.0%	99.0%	99.0%
Cost To Maintain County Facilities Per Square Foot	NA	NA	NA	Being Developed
Emergency Response Time	NA	NA	NA	Being Developed

### Significant Changes - Revenues

Changes in Revenue at the Division level.

### Amount

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Implement Energy Conservation Program	1.00	\$46,608
Computer and client maintenance services previously paid for with Prof. Svcs.	4.50	\$798,957
Add one Construction Projects Tech to maintain space allocation database	1.00	\$34,593
Reallocate program administrative costs from Division Management	1.75	\$115,441

# Facilities Custodial

## Facilities & Property Management Environmental Services

### Description

The purpose of the Facilities Custodial Section is to ensure County facilities/properties are maintained in a safe, clean, sanitary and aesthetically pleasant manner while preserving the capital investment. Major program responsibilities are custodial services; window cleaning; parking-lot and landscape maintenance/repair; County-wide recycling; and facilities refurbishment. Activities include managing service contracts for custodial, windows, refuse/recycle, pest control, and carpet cleaning services and responding to refurbishment and move requests by utilizing in-house staff and contractors to meet the needs of the client while assuring compliance to County established purchasing procedures and set standards.

The Facilities Custodial section directly responds to the requirement to provide all people who use County owned or operated facilities with clean, safe and sanitary conditions to assist in limiting the spread of disease and provide an acceptable working environment for employees.

### Budget Overview

	1993-94 <u>Actual</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	11.35	9.30	6.50	(2.80)
Program Costs	\$1,183,869	\$1,645,022	\$1,912,794	\$267,772
Program Revenues	\$1,183,869	\$1,645,022	\$1,912,794	\$267,772
General Fund Support	\$0	\$0	\$0	\$0

<u>Key Results</u>	1993-94 <u>Actual</u>	1994-95 <u>Estimated</u>	1994-95 <u>Adopted</u>	1995-96 <u>Projected</u>
% of Customers Rating Service "Good" or Better	21.2%	27.4%	NA	50.0%
% of Waste Recycled	NA	NA	Being Developed	Being Developed
Custodial Cost Per Square Foot	\$0.83	\$1.04	\$0.93	\$0.93

### Significant Changes - Revenues

Changes in Revenue at the Division level.

### Amount

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Reallocate program administrative costs from Division Management	0.20	\$15,500
Reduce Custodial position through attrition	(3.00)	(\$171,500)
Increase in Custodial Contracts - Policy shift to Contracting Custodial services and "Living Wage" provisions.		\$400,000

# Property Management

## Facilities & Property Management

## Environmental Services

### Description

Property Management seeks to accomplish the acquisition of the highest quality real property suitable for County operations within available financial resources, and to achieve maximum revenue or other public benefit from sale or lease of surplus real property. The Property Management program acquires real property suitable for use by various agencies of Multnomah County by purchase or lease at reasonable cost; administers approximately 40 lease and other agreements for use of real property, and sells surplus real property.

This program acquires and manages approximately 2.3 million square feet of County owned and leased real property to provide appropriate facility space to County programs.

### Budget Overview

	1993-94 <u>Actual</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	0.80	0.80	1.00	0.20
Program Costs	\$5,153,464	\$7,216,372	\$8,301,531	\$1,085,159
Program Revenues	\$5,153,464	\$7,216,372	\$8,301,531	\$1,085,159
General Fund Support	\$0	\$0	\$0	\$0

<u>Key Results</u>	1993-94 <u>Actual</u>	1994-95 <u>Estimated</u>	1994-95 <u>Adopted</u>	1995-96 <u>Projected</u>
Occupancy Rate of County-owned Facilities	96.6%	95.6%	96.3%	96.9%
Cost to Rent Facilities	\$8.90/Sq Ft	\$8.43/Sq Ft	\$9.09/Sq Ft	\$8.44/Sq Ft
Rental Revenue from Owned Facilities	\$9.36/Sq Ft	\$10.12/Sq Ft	\$9.48/Sq Ft	\$9.87/Sq Ft

### Significant Changes - Revenues

Changes in Revenue at the Division level.

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Reallocate program administrative costs from Division Management	0.20	\$12,228
Net Rental increase due to lease increases		\$634,705

## Tax Title - Facilities

**Description**

The Tax Title - Facilities program maintains real property acquired by Multnomah County as a result of tax foreclosure to preserve and enhance its value, safety and appearance, providing a community service by eliminating eyesores and maximizing neighborhood potential. Tax Title inspects, secures and maintains structures and maintains grounds on a revolving property inventory averaging approximately 700 parcels; demolishes dangerous structures; conducts auction sales of the properties; and identifies and reports instances of occupants whose circumstances may warrant special assistance.

State laws and County ordinances require tax foreclosed property to be maintained until disposition of the property is completed.

**Budget Overview**

	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	
	<b><u>Actual</u></b>	<b><u>Adopted</u></b>	<b><u>Adopted</u></b>	<b><u>Difference</u></b>
		<b><u>Budget</u></b>	<b><u>Budget</u></b>	
Staffing FTE	4.00	2.00	2.00	0.00
Program Costs	\$1,461,802	\$675,968	\$641,445	(\$34,523)
Program Revenues	\$1,461,802	\$675,968	\$641,445	(\$34,523)
General Fund Support	\$0	\$0	\$0	\$0

**Key Results**

	<b>1993-94</b>	<b>1994-95</b>	<b>1994-95</b>	<b>1995-96</b>
	<b><u>Actual</u></b>	<b><u>Estimated</u></b>	<b><u>Adopted</u></b>	<b><u>Projected</u></b>
Cost per Parcel of Tax Title Real Property Maintenance	\$209.88	\$240.00	\$247.50	\$240.00

**Significant Changes - Revenues**

No Significant Changes.

**Significant Changes - Expenditures**

No Significant Changes.



# Facilities & Property Management Capital Improvements Program

## Environmental Services

### Description

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

This program exists to increase the long-term effectiveness of occupying space for the County's services. The major current problems are dealing with deferred maintenance and new mandates such as ADA and structural concerns. For details on capital improvement projects, see the "Capital Budget" section of this document.

Many state or federal laws limit our discretion, including ADA, OSHA rules, the Building Code, the City's Building Regulations, Zoning Ordinances, Public Bidding Rules and BOLI regulations, and other state laws.

### Budget Overview

	1993-94 <u>Actual</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	5.00	6.50	11.00	4.50
Program Costs	\$16,450,728	\$59,160,103	\$50,518,189	(\$8,641,914)
Program Revenues	\$51,830,836	\$56,352,207	\$48,263,189	(\$8,089,018)
General Fund Support	\$2,986,051	\$2,960,032	\$2,255,000	(\$705,032)

### Key Results

	1993-94 <u>Actual</u>	1994-95 <u>Estimated</u>	1994-95 <u>Adopted</u>	1995-96 <u>Projected</u>
Project Management Cost as a % of Total Project Cost	2.8%	.75%	0.9%	1.35%
Comparison of Final Project Cost To Contract Award Price	NA	120.0%	109.0%	110.0%
% of County-owned Buildings Accessible According to ADA Requirements	0.0%	10.0%	20.0%	25.0%

### Significant Changes - Revenues

	<u>Amount</u>
Reduction in General Fund transfer due to change in carryover	(\$2,010,032)
Change in Lease/Purchase and Library Construction funds carryover	(\$16,926,000)
Increase of General Fund transfer to CIP Fund for new projects	\$1,500,000
Change in Carryover in CIP Fund	\$625,000
COP Proceeds to Lease Purchase Fund for Elections Building capital improvements and expansion of Juvenile Justice Complex.	\$8,405,000

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Reallocate program administrative costs from Division Management	0.50	\$41,475
Increase in Temporary for major maint. project management & CIP Plan update		\$74,881
Payment to Facilities Mgmt for .75 OA 2 (FTE shown in Div Mgmt)		\$25,590
Net increase in Capital Impr. Program projects due to increased carryover, COP proceeds and General Fund allotment, decreases in other revenues.	4.00	\$1,500,000
Expansion of Juvenile Justice Complex		\$7,405,000
Change in Lease/Purchase and Library Construction funds carryover		(\$16,926,000)

# Natural Areas Acquisition

## Facilities & Property Management Environmental Services

### Description

The responsibility of the Natural Areas Protection and Management Section, managed by Metro, is to implement adopted County policy as contained in the "Natural Areas Protection and Management Plan." The types of activities provided under this section include acting as an advocate for the protection, preservation and enhancement of the natural area system identified by the plan, funding for environmental education efforts, acquiring through purchase or other means natural area sites of county-wide or region-wide significance, developing cooperative projects for the protection and restoration of natural area sites, and participating in or monitoring planning projects and land use issues which impact natural area systems.

Rapid growth throughout the region and citizens' desire to maintain a high quality of life make plan implementation a county-wide objective.

Federal and state laws require the County to protect significant natural areas, satisfy recreational needs of citizens, maintain air and water quality. Implementation of the Natural Areas Protection and Management Plan contributes to compliance with a variety of federal and state mandates.

Because of the transfer of County Parks staff to Metro in 1993-94, the Natural Areas fund is required to compensate Metro for the provision of some services by former County employees.

Funding from the Natural Areas Fund will allow Multnomah County to participate in the work of the Johnson Creek Corridor Committee in FY 1995-96, in order to help determine the scope of work necessary and responsibilities of the government agencies involved.

### Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Budget</u>	<u>Budget</u>	
Staffing FTE	0.00	0.00	0.00	0.00
Program Costs	\$28,039	\$559,279	\$1,837,991	\$1,278,712
Program Revenues	\$1,003,292	\$649,279	\$1,859,841	\$1,210,562
General Fund Support	\$0	\$0	\$0	\$0

### Significant Changes - Revenues

	<u>Amount</u>
Beginning working capital net increase	\$1,151,160
Net increase in earned interest on investments	\$69,020
Land sales	\$216,832

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Increase in funds available for land acquisition - sites to be selected	0.00	\$1,363,396

# Animal Control

# Environmental Services

## Description

The mission of the Animal Control Division is to protect people and animals through the promotion and enforcement of responsible animal ownership. The division is responsible for Field Services, Animal Care Services, Pet Licensing Services, and community education for all areas of Multnomah County. Field Services enforces the community's animal ownership ordinances that protect people and animals; Animal Care Services operates an animal shelter for lost, stray and unwanted animals; Pet Licensing administers a pet license identification system; Division Management and Community Education provides information, education and services in the area of responsible animal ownership.

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

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

Based upon the recommendations of the Animal Control Study compiled by Commissioner Collier's Office, two Office Assistants, one Animal Control Officer and a telephone system upgrade have been added to increase service provided to citizens.

## Action Plan

- Conduct a customer satisfaction survey, by June 1996, regarding the Division's performance in resolving neighborhood animal problems in order to assess effectiveness and performance.
- Increase pet license sales in FY 1995-96 by conducting a year-long promotional and canvassing campaign.
- Reduce the number of customers receiving busy signals when calling for service by adding additional telephone lines and routing calls through an automated call distributing system beginning in September 1995.
- Update the animal control ordinance to current community needs and expectations by June 1996.

### Significant Changes - Revenues

	<u>Amount</u>
Increase in license revenue	\$253,000
Increase in Beginning Working Capital	\$110,000
Increased revenue due to fee increases	\$56,000

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Add 2.0 Office Assistants and 1.0 Animal Control Officer to increase customer service capabilities	3.00	\$95,000
Upgrade to telephone system to handle increasing volume of calls		\$10,000
Reduction in Carryover		(\$22,500)

# Animal Control

# Environmental Services

## Budget Trends

	1993-94	1994-95	1994-95	1995-96	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	42.00	43.00	43.00	46.00	3.00
Personal Services	\$1,751,359	\$1,872,100	\$1,897,216	\$1,950,826	\$53,610
Contractual Services	167,870	120,000	145,493	151,119	5,626
Materials & Supplies	230,743	428,322	394,447	432,392	37,945
Capital Outlay	<u>6,784</u>	<u>32,000</u>	<u>29,300</u>	<u>26,408</u>	<u>(2,892)</u>
<b>Total Costs</b>	<b>\$2,156,756</b>	<b>\$2,452,422</b>	<b>\$2,466,456</b>	<b>\$2,560,745</b>	<b>\$94,289</b>
Program Revenues	\$1,168,406	\$1,149,919	\$1,001,931	\$1,409,327	\$407,396
General Fund Support	\$988,350	\$1,302,503	\$1,464,525	\$1,151,418	(\$313,107)

## Costs by Program

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Div. Mgmt & Comm. Ed.	\$46,723	\$190,695	\$232,050	\$41,355
Field Services	939,643	1,031,498	1,080,119	48,621
Animal Care	909,162	974,838	991,992	17,154
Pet Licensing	<u>261,228</u>	<u>269,425</u>	<u>256,584</u>	<u>(12,841)</u>
<b>Total Costs</b>	<b>\$2,156,756</b>	<b>\$2,466,456</b>	<b>\$2,560,745</b>	<b>\$94,289</b>

## Staffing by Program

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Div. Mgmt & Comm. Ed.	3.00	3.00	4.00	1.00
Field Services	19.00	19.00	20.00	1.00
Animal Care	18.00	19.00	20.00	1.00
Pet Licensing	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>
<b>Total Staffing FTE's</b>	<b>42.00</b>	<b>43.00</b>	<b>46.00</b>	<b>3.00</b>

# Division Mgmt & Community Ed

Animal Control  
Environmental Services

## Description

The Division Management and Community Education activity provides overall Division management and provides programs to increase the public's awareness and commitment to responsible animal ownership - utilizing effective information, education and motivational methods. The major program responsibilities are increase the community's awareness of Animal Control programs and services - such as Field services, Shelter services, Pet Licensing, and Spay/Neuter services; and, motivate the community to greater responsible animal ownership through media stories, advertising and community presentations.

Each year the Division's services and programs are the focus of more than one hundred media stories, as well as requests to provide hundreds of community and school presentations. As the population grows, along with the popularity of pet ownership, requests for information are expanding.

## Budget Overview

	1993-94 <u>Actual</u>	1994-95 Adopted <u>Budget</u>	1995-96 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	3.00	3.00	4.00	1.00
Program Costs	\$46,723	\$190,695	\$232,050	\$41,355
Program Revenues	\$0	\$0	\$0	\$0
General Fund Support	\$46,723	\$190,695	\$232,050	\$41,355

<u>Key Results</u>	1993-94 <u>Actual</u>	1994-95 <u>Estimated</u>	1994-95 <u>Adopted</u>	1995-96 <u>Projected</u>
Revenues Generated vs. Operational Program Costs	49.0%	46.8%	50.0%	47.5%
% of Customers That Rate Services "Good" or Better	NA	45.0%	75.0%	50.0%
Alternative/Volunteer Labor Hours	2,000	7,525	2,000	8,000

## Significant Changes - Revenues

No Significant Changes.

## Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Add one Office Assistant to increase telephone service capabilities	1.00	\$26,006
Reclassify one OA2 position to an OA Senior		\$1,000

# Field Services

## Animal Control Environmental Services

### Description

The Field Services program provides timely response and effective resolution to animal-related emergencies and neighborhood problems involving animal ownership. Major program responsibilities are 24-hour response to immediate public safety emergencies involving dangerous dogs; 24-hour rescue of injured, sick or abused animals involved in life-threatening emergencies; assistance to neighborhoods in resolving animal-related problems through education, mediation and ordinance enforcement; impounding of stray, lost or abandoned dogs held by people at their homes; protection of the community from serious injury by regulating the ownership of potentially dangerous dogs; removal and disposition of dead animals from all streets and roads; and, investigation and quarantine of animals that have bitten people or are suspected of rabies.

Each year the Field Services program responds to more than 20,000 calls for service 24-hours a day, throughout all jurisdictions within Multnomah County. The number of service calls has been stable over the past three years.

### Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	19.00	19.00	20.00	1.00
Program Costs	\$939,643	\$1,031,498	\$1,080,119	\$48,621
Program Revenues	\$179,498	\$183,431	\$180,419	(\$3,012)
General Fund Support	\$760,145	\$848,067	\$899,700	\$51,633

### Key Results

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
% of Emergency Responses In Less Than 30 Minutes	NA	95.0%	95.0%	95.0%
% of Problem Calls That Repeat Within 1 Year	NA	26.0%	25.0%	25.0%

### Significant Changes - Revenues

	<u>Amount</u>
Decrease revenue for civil penalties	(\$13,500)
Increased revenue due to fee increases and additional staff	\$10,000

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Add one Animal Control Officer to expedite service	1.00	\$42,988
Reclassify two line supervisors to exempt status		\$2,000
Reclassify Chief Field Supervisor position to an Animal Control Officer		(\$10,000)
Increase after-hours emergency services		\$4,000

# Animal Care

## Animal Control Environmental Services

### Description

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

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

In April, 1994, the County Board of Commissioners approved the continuation of the Pet Adoption Outreach Center at Clackamas Town Center. The highly successful program was funded in the FY 1994-95 budget and is continued again for FY 1995-96.

### Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u> <u>Budget</u>	<u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Staffing FTE	18.00	19.00	20.00	1.00
Program Costs	\$909,162	\$974,838	\$991,992	\$17,154
Program Revenues	\$195,496	\$209,500	\$256,908	\$47,408
General Fund Support	\$713,666	\$765,338	\$735,084	(\$30,254)

<u>Key Results</u>	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
Percent of Live Dogs Reunited With Owner/Adopted Into New Homes	49.0%	60.0%	50.0%	60.0%
Percent of Live Cats Reunited With Owner/Adopted Into New Home	18.0%	46.0%	20.0%	30.0%

### Significant Changes - Revenues

	<u>Amount</u>
Increase in revenue due to fee increases	\$50,000
Reduction in Carryover	(\$22,500)

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Add one Office Assistant to increase telephone service capabilities	1.00	\$26,006
Upgrade to telephone system		\$10,000
Reduction in Carryover		(\$22,500)

# Pet Licensing

Animal Control  
Environmental Services

## Description

The Pet Licensing Services program promotes and administers a countywide animal identification system that associates all dogs, cats and animal facilities with a responsible owner or keeper. The major program responsibilities are the processing, maintenance and updating of all license applications, renewals and records; selling licenses door-to-door and through business partnerships; and enforcing pet licensing ordinances.

Multnomah County has an estimated population of 250,000 dogs and cats, which are required by ordinance to be licensed at six months of age. The population of animals has been steadily increasing over the past ten years.

## Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	2.00	2.00	2.00	0.00
Program Costs	\$261,228	\$269,425	\$256,584	(\$12,841)
Program Revenues	\$793,412	\$609,000	\$972,000	\$363,000
General Fund Support	(\$532,184)	(\$339,575)	(\$715,416)	(\$375,841)

## Key Results

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
% Increase in Annual Number of Pet Licenses Sold	15.0%	-2.0%	18.0%	10.0%

## Significant Changes - Revenues

Increase in revenues due to license canvassing project

Amount  
\$248,000

## Significant Changes - Expenditures

No Significant Changes.



# FREDS

## Environmental Services

### Fleet, Records, Electronics & Distribution Services

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#### Description

The mission of the Fleet, Records, Electronic, and Distribution Services (F.R.E.D.S.) Division is to support County programs and other requesting government agencies in their delivery of services through the provision of cost effective operational support services. F.R.E.D.S. is responsible for providing operational support services in the areas of fleet services, records management, electronic equipment maintenance, interoffice mail and supplies delivery, and U.S. mail processing. Fleet Services acquires, equips, maintains, fuels, and manages County vehicles; Electronic Services installs and maintains two-way radios, detention electronics, intercoms and other electronic equipment; Records Management develops record retention schedules and manages a record center in compliance with those retention schedules; Distribution Services delivers interoffice mail/supplies and processes U.S. mail for delivery to the U.S. Postal Service.

The program is intended to address the County's direct service programs' and other internal support service programs' need for certain centralized and coordinated operational support services. The demand for F.R.E.D.S.' services directly relates to the size of the County's programs and the number and size of the other governments served by the Division's support service programs.

#### Action Plan

- Complete the construction phase of the Fleet Services' Underground Storage Tank program to comply with EPA and DEQ regulations by installing leak detection equipment at the Downtown Motor Pool and Yeon Shops by June 1996.
- Continue to implement improvements in F.R.E.D.S. services in response to the Customer Satisfaction Surveys.
- Maintain the intergovernmental partnerships related to the division's services by maintaining or expanding our provision and purchase of services in the most cost effective manner.

#### Significant Changes - Revenues

	<u>Amount</u>
Reduced revenue from outside agencies (General Fund)	(\$16,000)
Increased revenue from outside agencies (Fleet Fund)	\$37,000
Decrease in service reimbursement (Distribution Fund)	(\$38,000)
Reduction in projected service reimbursements from other County agencies - primarily Transportation (Fleet Fund)	(\$260,000)
Increase in Fleet Fund Beginning Working Capital	\$375,000

#### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Added and eliminated various positions - detail in program pages	(0.34)	(\$19,000)
Reduction in supplies (Fleet) due to decreased requests from County agencies		(\$58,000)
Change in Capital expenditures due to progress on UST removal and normal replacement schedule variations.		\$650,000

# FREDS

## Environmental Services

### Fleet, Records, Electronics & Distribution Services

#### Budget Trends

	1993-94 <u>Actual</u>	1994-95 Current <u>Estimate</u>	1994-95 Adopted <u>Budget</u>	1995-96 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	41.80	42.34	42.34	42.00	(0.34)
Personal Services	\$1,910,601	\$1,910,306	\$2,117,077	\$2,072,315	(\$44,762)
Contractual Services	86,648	94,758	103,802	96,615	(7,187)
Materials & Supplies	1,898,862	2,030,494	2,486,073	2,472,213	(13,860)
Capital Outlay	<u>973,822</u>	<u>1,726,500</u>	<u>1,727,700</u>	<u>2,356,700</u>	<u>629,000</u>
<b>Total Costs</b>	<b>\$4,869,933</b>	<b>\$5,762,058</b>	<b>\$6,434,652</b>	<b>\$6,997,843</b>	<b>\$563,191</b>
Program Revenues	\$6,241,503	\$7,022,886	\$7,624,948	\$7,706,080	\$81,132
General Fund Support	\$440,235	\$516,828	\$573,366	\$590,036	\$16,670

#### Costs by Program

	1993-94 <u>Actual</u>	1994-95 Adopted <u>Budget</u>	1995-96 Adopted <u>Budget</u>	<u>Difference</u>
Division Management	\$1,277,292	\$133,123	\$144,709	\$11,586
Fleet Services	1,984,588	4,321,437	4,899,122	577,685
Records Management	148,957	211,140	232,151	21,011
Electronic Services	397,616	478,127	458,285	(19,842)
Distribution Services	<u>1,061,480</u>	<u>1,290,825</u>	<u>1,263,576</u>	<u>(27,249)</u>
<b>Total Costs</b>	<b>\$4,869,933</b>	<b>\$6,434,652</b>	<b>\$6,997,843</b>	<b>\$563,191</b>

#### Staffing by Program

	1993-94 <u>Actual</u>	1994-95 Adopted <u>Budget</u>	1995-96 Adopted <u>Budget</u>	<u>Difference</u>
Division Management	1.80	1.80	2.00	0.20
Fleet Services	23.00	23.00	22.00	(1.00)
Records Management	2.00	2.54	3.00	0.46
Electronic Services	6.00	6.00	6.00	0.00
Distribution Services	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>0.00</u>
<b>Total Staffing FTE's</b>	<b>41.80</b>	<b>42.34</b>	<b>42.00</b>	<b>(0.34)</b>

# Division Management

## Environmental Services

### Description

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

F.R.E.D.S. Division Management meets the personnel, budget, purchasing, billing, policy development, and other administrative needs of the Division which allow operational program staff to focus on the needs of their clients. The management needs are changing and increasing due to the opportunities created by continuously striving to improve services and working with more formalized cooperative efforts with other government agencies.

### Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Budget</u>	<u>Budget</u>	
Staffing FTE	1.80	1.80	2.00	0.20
Program Costs	\$1,277,292	\$133,123	\$144,709	\$11,586
Program Revenues	\$1,277,292	\$133,123	\$144,709	\$11,586
General Fund Support	\$0	\$0	\$0	\$0

### Significant Changes - Revenues

No Significant Changes.

Amount

### Significant Changes - Expenditures

Increased Senior Office Assistant from 0.80 to 1.00 FTE

FTE's  
0.20

Amount  
\$7,400

# Fleet Services

## Environmental Services

### Description

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

The program is intended to address the County's direct service programs' and other internal support service programs' needs for fleet services in a cost effective and efficient manner. The need for fleet services will change with the vehicular needs of County programs and the number of other governments utilizing our services.

### Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u> <u>Budget</u>	<u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Staffing FTE	23.00	23.00	22.00	(1.00)
Program Costs	\$1,984,588	\$4,321,437	\$4,899,122	\$577,685
Program Revenues	\$3,706,895	\$6,022,437	\$6,152,174	\$129,737
General Fund Support	\$0	\$0	\$0	\$0

<u>Key Results</u>	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
Average Charge Per Mile to User (subcompact car)	\$0.362	\$0.379	\$0.353	\$0.389
Percentage of Vehicle Downtime (subcompact car)	3.0%	3.2%	3.8%	3.4%
Motor Pool Vehicle Availability	99.9%	99.9%	99.5%	99.9%

### Significant Changes - Revenues

	<u>Amount</u>
Increased revenue from outside agencies (by 14%)	\$37,100
Increase in Beginning Working Capital	\$375,000
Reduction in projected service reimbursements from other County agencies - primarily Transportation (Fleet Fund)	(\$260,000)

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Eliminated one Equipment Mechanic 1 and one Office Assistant 2	(2.00)	(\$78,300)
Added one Garage Attendant	1.00	\$36,000
Reduction in supplies (Fleet) due to decreased requests from County agencies		(\$58,000)
Change in Capital expenditures due to progress on UST removal and normal replacement schedule variations.		\$650,000

## Records

## Environmental Services

**Description**

The purpose of Records Management is to support County programs and other requesting government agencies in their delivery of services through the provision of cost effective records management services. The program is responsible for the maintenance of inactive records for County Departments in accordance with statute and in conjunction with management's needs for access, preservation, space, and security. The services provided include the development of retention schedules and the receiving, coding, storing, retrieving, preserving, and destroying of records.

The program is intended to address the County's direct service programs' and internal support service programs' needs for record management services in a cost effective and efficient manner. The need for services is increasing due to the transfer of various State programs to the County and the increased use of the Record Center by existing County Programs to relieve their increased demand for office space.

The volume of Records Management activities has grown significantly in recent years. The number of boxes stored has increased by 33%, and records actions have increased 51%, since FY 92-93. Both areas continue to grow rapidly. These additional customer requests result in increased space and personnel needs for the program.

**Budget Overview**

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	2.00	2.54	3.00	0.46
Program Costs	\$148,957	\$211,140	\$232,151	\$21,011
Program Revenues	\$0	\$13,881	\$13,000	(\$881)
General Fund Support	\$148,957	\$197,259	\$219,151	\$21,892

**Key Results**

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
On Time Retrieval Percentage	88.8%	94.0%	80.0%	90.0%
Average Unit Cost Per Record Action	\$1.11	\$1.29	\$1.35	\$1.31

**Significant Changes - Revenues**

No Significant Changes.

**Amount****Significant Changes - Expenditures**

OA 1 reclassified to Warehouse Worker and increased to 1.00 FTE

Storage space increased to accommodate larger demand

**FTE's**

0.46

**Amount**

\$16,000

\$7,200

# Electronics

## Environmental Services

### Description

The purpose of Electronic Services is to support County programs and other requesting government agencies in their delivery of services through the provision of cost effective electronic equipment maintenance and installation services. The program is responsible for the installation and maintenance of the County's detention facilities' electronic equipment, two-way radio equipment, intercoms and other electronic equipment. The section designs, specifies, installs, maintains and repairs detention electronic equipment and systems, two-way radio equipment and systems, and other electronic equipment.

The program is intended to address the County's direct service programs' and other internal support programs' needs for electronic services in a cost effective and efficient manner. The need for Electronic Services has been increasing as the amount of electronic equipment owned by the County increases and additional governments request our services.

### Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	6.00	6.00	6.00	0.00
Program Costs	\$397,616	\$478,127	\$458,285	(\$19,842)
Program Revenues	\$106,338	\$102,020	\$87,400	(\$14,620)
General Fund Support	\$291,278	\$376,107	\$370,885	(\$5,222)

### Key Results

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
Time to Return to Service - Critical Detention Electronic Equipment	65 minutes	94 minutes	90 minutes	90 minutes
Average Maintenance Cost Per Portable Radio	\$38.67	\$28.94	\$57.20	\$50.00

### Significant Changes - Revenues

	<u>Amount</u>
Increased warranty coverage on new 800mhz radios purchased by East County Cities results in less work contracted to County	(\$16,400)

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Electronic Technician reclassified to Electronic Technician Assistant	0.00	(\$17,100)

# Distribution

## Environmental Services

### Description

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

The program is intended to address the County's direct service programs' and other internal support programs' needs for mail and delivery services in a cost effective and efficient manner. The need for distribution services has been stable.

### Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	9.00	9.00	9.00	0.00
Program Costs	\$1,061,480	\$1,290,825	\$1,263,576	(\$27,249)
Program Revenues	\$1,150,978	\$1,353,487	\$1,308,797	(\$44,690)
General Fund Support	\$0	\$0	\$0	\$0

### Key Results

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
% of Mail Receiving Postage Discounts	93.8%	94.7%	90.0%	93.8%
Customer Satisfaction with Interoffice Mail Delivery	4.12	4.20	4.20	4.25

### Significant Changes - Revenues

Reduction in projected service reimbursements from other County agencies, primarily due to projected decreases from Assessment & Taxation

**Amount**  
(\$38,000)

### Significant Changes - Expenditures

Reduction in Postage due to new A&T imaging system

**FTE's**      **Amount**  
0.00      (\$32,141)

### Description

The mission of the Transportation Division is to serve as an enabling organization that ensures the County's transportation system contributes to the economic vitality of the region, livability of neighborhoods and communities, and is the safest possible system for our citizens. The division is charged with assuring that all people have access and open mobility in utilizing the County's Transportation System. The division is responsible for planning cooperatively for future transportation needs, developing improvements in the system and maintaining the County Surface Street System as part of a balanced regional transportation network. The division's programs address the changing needs and demands of all users of the County's surface street system and a growing bikeway system. The Transportation Division is also responsible for road, bridge and bikeway capital projects, costs for which are included in the program pages. Project details can be found in the Capital section of the Budget.

The division provides state mandated services for county roads and bridges as prescribed by Oregon State law (ORS Ch. 382 and 368).

During the past fiscal year, two events have helped validate the Transportation Division's position in the region. First, Portland has completed annexations and the county has finished transfers of roads to the city. Second, through the Transportation Initiative Process, a stable regional transportation network has been established with Multnomah County responsible for the arterial and major collector system, while Fairview, Gresham, Troutdale, and Wood Village will have jurisdiction over many collectors and all local roads.

### Action Plan

- Seek funding for major capital liabilities of the Willamette River Bridges.
- Conduct customer satisfaction research and implement program changes by July 1996.
- Begin seismic retrofit of John B. Yeon Shops by July 1996.

### Significant Changes - Revenues

	<u>Amount</u>
Traffic Impact Fee - new systems development charge used to pay for development's specific contribution to traffic improvements.	\$503,000
Decreased revenue to Bike Path Fund	(\$210,000)
Increase in Beginning Working Capital (Corner Fund)	\$237,000
Increase in Beginning Working Capital (Road Fund)	\$950,000
Increase in Motor Vehicle Fees from State	\$860,000

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Transfers to City of Portland due to annexation	(7.00)	(\$327,000)
FTE additions in Division Management and Traffic Signs & Signals	2.00	\$103,000
Normal fluctuations in capital expenditures due to project variations		\$2,100,000
Global positioning system for Land Corner Conservation Program (Corner Fund)		\$350,000
Decrease in Motor Pool due to review of actual costs		(\$318,000)
Decrease in expenditures for Bike Paths, due to decreased revenue		(\$210,000)
Bridge toll feasibility study		\$100,000



# Transportation Division

# Environmental Services

## Budget Trends

	1993-94 <u>Actual</u>	1994-95 Current <u>Estimate</u>	1994-95 Adopted <u>Budget</u>	1995-96 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	174.50	174.50	174.50	169.50	(5.00)
Personal Services	\$8,752,380	\$8,747,204	\$9,207,093	\$9,064,833	(\$142,260)
Contractual Services	420,666	1,236,078	1,614,821	1,790,527	175,706
Materials & Supplies	4,657,117	5,522,365	5,861,361	5,522,158	(339,203)
Capital Outlay	<u>8,404,402</u>	<u>5,062,530</u>	<u>10,792,991</u>	<u>13,249,612</u>	<u>2,456,621</u>
<b>Total Costs</b>	<b>\$22,234,565</b>	<b>\$20,568,177</b>	<b>\$27,476,266</b>	<b>\$29,627,130</b>	<b>\$2,150,864</b>
Program Revenues	\$35,187,265	\$30,334,393	\$30,313,945	\$32,819,213	\$2,505,268
General Fund Support	\$217,878	\$225,500	\$506,500	\$506,500	\$0

## Costs by Program

	1993-94 <u>Actual</u>	1994-95 Adopted <u>Budget</u>	1995-96 Adopted <u>Budget</u>	<u>Difference</u>
Division Management	\$877,929	\$971,995	\$1,158,253	\$186,258
Program Development & Planning	680,332	882,063	830,454	(51,609)
Right of Way	366,711	463,079	633,406	170,327
Water Quality	130,061	414,000	486,850	72,850
County Surveyor	1,094,677	1,460,268	1,838,544	378,276
Road Maintenance	4,614,217	5,544,223	5,025,784	(518,439)
Traffic Signs & Signals	1,819,328	2,196,951	1,997,008	(199,943)
Engineering Services	9,063,822	9,059,244	11,848,829	2,789,585
Bridge Operations & Maintenance	1,712,811	1,873,055	1,888,489	15,434
Bridge Engineering	<u>1,874,677</u>	<u>4,611,388</u>	<u>3,919,513</u>	<u>(691,875)</u>
<b>Total Costs</b>	<b>\$22,234,565</b>	<b>\$27,476,266</b>	<b>\$29,627,130</b>	<b>\$2,150,864</b>

## Staffing by Program

	1993-94 <u>Actual</u>	1994-95 Adopted <u>Budget</u>	1995-96 Adopted <u>Budget</u>	<u>Difference</u>
Division Management	15.00	16.00	17.00	1.00
Program Development & Planning	6.50	6.50	6.50	0.00
Right of Way	6.00	8.00	9.00	1.00
Water Quality	0.00	0.00	0.00	0.00
County Surveyor	13.00	13.00	14.00	1.00
Road Maintenance	52.00	50.00	44.00	(6.00)
Traffic Signs & Signals	19.00	19.00	19.00	0.00
Engineering Services	27.00	24.00	22.00	(2.00)
Bridge Operations & Maintenance	26.00	27.00	27.00	0.00
Bridge Engineering	<u>10.00</u>	<u>11.00</u>	<u>11.00</u>	<u>0.00</u>
<b>Total Staffing FTE's</b>	<b>174.50</b>	<b>174.50</b>	<b>169.50</b>	<b>(5.00)</b>

# Division Management

## Transportation Division Environmental Services

### Description

The purpose of Division Management and Administrative Services is to coordinate policy of the Transportation Division and to provide administrative support for the Transportation and Fleet Maintenance Divisions of the Department of Environmental Services. The Office of the Director is responsible for information coordination and management for the Transportation Division, supplies coordination and management of travel and training for the Transportation Division, and acts as liaison with Employee Services and other county offices; Administrative Services provides word processing, payroll and timekeeping activities, accounting functions, contract administration, controls inventories of Fleet Maintenance, Traffic, and Road Maintenance, maintains the county property lists, acquires needed right of way for road property, provides budget development coordination and management, manages the Transportation Division's Safety Program, administers division purchasing, maintains and administers the Yeon Shops warehouse, and maintains the cost accounting system.

### Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
Staffing FTE	15.00	16.00	17.00	1.00
Program Costs	\$877,929	\$971,995	\$1,158,253	\$186,258
Program Revenues	\$877,929	\$971,995	\$1,158,253	\$186,258
General Fund Support	\$0	\$0	\$0	\$0

### Significant Changes - Revenues

Significant changes described at Division level.

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Add one Administrative Analyst to provide support for all Transportation programs	1.00	\$53,414
Bridge toll feasibility study		\$100,000

# Prgm Development & Planning

Transportation Division  
Environmental Services

## Description

The purpose of Program Development and Planning is to manage the Transportation Division's Strategic Planning and Transportation Planning processes and support the division's specialized data and management information needs through the computer support program. Major responsibilities are developing transportation system and capital plans for approximately 500 miles of county roads and bikeways, coordinating meaningful citizen involvement in the Capital Improvement Plan and Program, developing an integrated regional transportation system with our partners in local, regional and state transportation agencies. It also tracks federal revenue to apply to capital projects; develops and maintains a Local Area Network of 66 personal computers, a Computer Aided Drafting system and 12 software programs to successfully manage pavement, bridge, and inventory management. This program also administers the Bike Path fund and projects.

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

## Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u> <u>Budget</u>	<u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Staffing FTE	6.50	6.50	6.50	0.00
Program Costs	\$680,332	\$882,063	\$830,454	(\$51,609)
Program Revenues	\$754,108	\$882,063	\$830,454	(\$51,609)
General Fund Support	\$0	\$0	\$0	\$0

## Key Results

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
% of Planning Milestones Achieved As Scheduled	100%	97.5%	100%	100%

## Significant Changes - Revenues

Decreased revenue to Bike Path Fund due to annexations by City of Portland, change in project type, and completion of carryover projects.  
Road Fund significant changes described at Division level.

Amount  
(\$210,000)

## Significant Changes - Expenditures

Decreased expenditures due to decreased revenue on the Bike Path Fund.  
Professional Services - Includes two large studies to be funded by Fed/State Reimbursement:

FTE's      Amount  
0.00      (\$210,000)  
\$99,500

Intermodal street facility study  
Mt Hood Parkway accommodations study

# Right of Way Administration

Transportation Division  
Environmental Services

## Description

The purpose of Right of Way Administration is to manage the County Right of Way in order to facilitate development, and preserve and enhance the public's investment. Right of Way Administration is responsible for authorizing and stewarding the use of county right of way by citizens, utilities and private contractors. It also coordinates with other jurisdictions' planning and development divisions to determine the impact that a development has on the public transportation system and establish requirements to mitigate the impact. The Right of Way Permits and Utilities Unit issues permits, inspects construction and responds to citizen inquiries; the Development Permit Plans Unit prepares right of way deeds and descriptions; and the Development Project Unit reviews and approves development plans within the right of way and oversees construction of those plans to ensure compliance with county standards.

Citizens, developers, contractors, private and public utilities, and other jurisdictions all place demands upon Right of Way Administration. Coordination between Right of Way Administration and each of these parties is becoming more important as construction activities increase within the County right of way.

In addition to State mandates that guide county road management (ORS 368), Right of Way Administration also must comply with additional laws in regards to permits and utilities (ORS 374.305 and ORS 750.010).

## Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	6.00	8.00	9.00	1.00
Program Costs	\$366,711	\$463,079	\$633,406	\$170,327
Program Revenues	\$366,711	\$463,079	\$633,406	\$170,327
General Fund Support	\$0	\$0	\$0	\$0

## Key Results

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
Right of Way Permits Turnaround Time	5 days	3 days	3 days	3 days

## Significant Changes - Revenues

Significant changes described at Division level.

## Significant Changes - Expenditures

	FTE's	Amount
One Sr. Eng. Tech. transferred from Engineering Services	1.00	\$57,217
Pass Through Payment for City of Gresham - held in trust by County for developers.		\$73,213

# Water Quality Management

Transportation Division  
Environmental Services

## Description

The purpose of Water Quality Management is to ensure compliance with applicable environmental laws. Water Quality Management is responsible for coordinating activities with other agencies and jurisdictions and also for developing and implementing necessary division plans. Water Quality Management coordinates Multnomah County's participation in the National Pollutant Discharge Elimination System Municipal Stormwater Permit Application (NPDES) process, the Tualatin River Basin Nonpoint Source Control Watershed Management Plan, and the Columbia Slough Management Program.

Implementation plans must be developed and several division activities accomplished to achieve strict timelines that both the State Department of Environmental Quality and the Environmental Protection Agency have placed upon the county.

Funding from the Natural Areas Fund will allow Multnomah County to participate in the work of the Johnson Creek Corridor Committee in FY 1995-96, in order to help determine the scope of work necessary and responsibilities of the government agencies involved.

## Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u> <u>Budget</u>	<u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Staffing FTE	0.00	0.00	0.00	0.00
Program Costs	\$130,061	\$414,000	\$486,850	\$72,850
Program Revenues	\$0	\$165,000	\$237,850	\$72,850
General Fund Support	\$130,061	\$249,000	\$249,000	\$0

## Key Results

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
% of Legally Mandated Milestones and Deliverables Achieved On Time	100%	100%	100%	100%

## Significant Changes - Revenues

	<u>Amount</u>
1994-95 Carry-over	\$119,500
Cash transfer from Natural Areas Fund	\$21,850

## Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Professional Services - Delay in issuing NPDES Permits and increased involvement in the Columbia Slough Management Program and Johnson Creek Corridor Committee require more technical support than FY1994-95.	0.00	\$133,000

# County Surveyor

## Transportation Division Environmental Services

### Description

The purpose of County Surveyor's Office is to perform State and County mandated services which apply to all lands in the County. Responsibilities of the County Surveyor include all surveying related activities, in response to the needs of the public, the Engineering Services Design/Construction Section and other agencies. The County Surveyor's Office provides field surveying for transportation capital improvement projects, responds to general public inquiries, maintains the Public Land Corner Program, reviews and approves subdivision and partition plats, and provides surveying services to maintain the County road system.

The County Surveyor's Office reviews approximately 240 subdivision and partition plats yearly and responds to public questions and requests regarding boundary concerns, records of real property and general survey information. Demand for these services has increased recently.

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

### Budget Overview

	1993-94 <u>Actual</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	13.00	13.00	14.00	1.00
Program Costs	\$1,094,677	\$1,460,268	\$1,838,544	\$378,276
Program Revenues	\$1,006,860	\$1,367,768	\$1,746,044	\$378,276
General Fund Support	\$87,817	\$92,500	\$92,500	\$0

<u>Key Results</u>	1993-94 <u>Actual</u>	1994-95 <u>Estimated</u>	1994-95 <u>Adopted</u>	1995-96 <u>Projected</u>
Plat Review and Approval Turnaround Time	25 days	28.6 days	25 days	25 days
Comparison of Revenue Generated (including legally required Gen. Fund special appropriation) to Program Costs	100%	100%	100%	100%

### Significant Changes - Revenues

	<u>Amount</u>
Increase in Beginning Working Capital (Corner Fund)	\$237,000
Road Fund significant changes described at Division level.	

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Transfer of one FTE from Engineering Services to improve processing of plat reviews and provide anticipated land corner support.	1.00	\$39,764
Global positioning system for Land Corner Conservation Program (Corner Fund)		\$350,000

# Road Maintenance

Transportation Division  
Environmental Services

## Description

The purpose of Road Maintenance is to manage and preserve the County's investment in its surface street system. Road Maintenance is responsible for maintaining approximately 400 miles of County roads and right of way. It also assists the cities of Fairview, Maywood Park, Troutdale and Wood Village, and other County departments in the development and implementation of their yearly maintenance programs. It also participates in implementing best management practices for NPDES (National Pollutant Discharge Elimination System) Stormwater Permit Co-applications and other environmental projects. Road maintenance major activities areas include surface maintenance, drainage maintenance, rock crushing, street sweeping, shoulder maintenance, right of way maintenance and emergency services for snow, ice and slides.

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

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

## Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
Staffing FTE	52.00	50.00	44.00	(6.00)
Program Costs	\$4,614,217	\$5,544,223	\$5,025,784	(\$518,439)
Program Revenues	\$4,614,217	\$5,544,223	\$5,025,784	(\$518,439)
General Fund Support	\$0	\$0	\$0	\$0

## Key Results

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
% of Major Annual Maintenance Program	100%	100%	100%	100%
Goals Achieved During Fiscal Year				

## Significant Changes - Revenues

Significant changes described at Division level.

## Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Transferred to City of Portland	(6.00)	(\$265,000)
Decreased Maintenance Contracts and Supplies due to decreased road miles.		(\$73,000)
Decrease in Motor Pool due to review of actual costs		(\$225,000)

# Traffic Signs & Signals

Transportation Division  
Environmental Services

## Description

The purpose of Traffic Signs and Signals is to prevent traffic accidents, reduce congestion, and provide a smooth, efficient flow of traffic on the county road system. Traffic Signs and Signals is responsible for designing, installing, and maintaining traffic improvements for the county road system and providing building and grounds maintenance for the Yeon Shops. It also assists the cities of Fairview, Maywood Park, Troutdale and Wood Village in the development and implementation of their yearly maintenance programs. The Maintenance Section manufactures, installs and maintains traffic signs and barricades for county roads and other cities, and provides signs for other departments; the Striping Section paints lane lines, crosswalks, guardrails, and other pavement markings; and the Signal Section installs and maintains traffic signals for the County and maintains signals for the City of Gresham, and provides electrical maintenance for Yeon Shops, Road District Shops and county park facilities.

Traffic Signs and Signals addresses the traffic concerns of the road system's users, related to traffic safety, congestion and traffic delay, and parking issues. Increased traffic generated by continued growth in the area has put more responsibility on Traffic Signs and Signals to be more proactive in the prevention of traffic problems.

Traffic Signs & Signals activities are guided by both professional and nationwide standards. Most traffic safety principles are derived from the Manual of Uniform Traffic Control Devices, which has been adopted by the Oregon Transportation Commission as the set of standards within the state.

## Budget Overview

	1993-94 <u>Actual</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	19.00	19.00	19.00	0.00
Program Costs	\$1,819,328	\$2,196,951	\$1,997,008	(\$199,943)
Program Revenues	\$1,819,328	\$2,196,951	\$1,997,008	(\$199,943)
General Fund Support	\$0	\$0	\$0	\$0

<u>Key Results</u>	1993-94 <u>Actual</u>	1994-95 <u>Estimated</u>	1994-95 <u>Adopted</u>	1995-96 <u>Projected</u>
% of Intersections with Improved Level of Service (Degree of Delay)	2%	2%	2%	2%
% of Identified Safety Improvements Implemented	77%	59%	60%	60%

## Significant Changes - Revenues

Increased service reimbursement due to ADA sign requirements; further significant changes described at Division level.

**Amount**  
\$50,000

## Significant Changes - Expenditures

Transfer of Civil Engineer Asst to City of Portland.

**FTE's**  
(1.00) (\$62,368)

Addition of one Sign Painter due to ADA sign requirements

1.00 \$50,048

Decrease in Prof. Svcs. due to completion of Gresham area signal study

(\$60,000)

Decrease in Motor Pool due to review of actual costs

(\$92,500)

1995-96 Adopted Budget



# Engineering Services

## Transportation Division Environmental Services

### Description

The purpose of Transportation Engineering Services is to implement the division's Capital Improvement Program. Engineering Services is responsible for engineering design and construction management of all capital improvements to the County Surface Street System, and for providing engineering services to other cities on a contract basis, and to other County departments. The Engineering unit provides construction documentation records for all projects, and conducts quality control and laboratory analysis for project materials.

Growth in use of the County's Surface Street System places continual pressure upon the capital improvement process to make streets and intersections safer and more efficient. Project management must coordinate right of way acquisition, environmental permit requirements, and design completion with funding availability as well as coordination with utilities and other jurisdictions to lessen the impact upon successful project completion.

Engineering Services must comply with State mandates established for improvements to county roads (ORS Ch. 368), with federal, state and local design standards (Multnomah County Street Standards), and with other state and federal regulations in regard to project funding.

### Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	27.00	24.00	22.00	(2.00)
Program Costs	\$9,063,822	\$9,059,244	\$11,848,829	\$2,789,585
Program Revenues	\$19,450,939	\$12,238,423	\$15,382,412	\$3,143,989
General Fund Support	\$0	\$0	\$0	\$0

<u>Key Results</u>	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
Comparison of Final Project Cost to Contract Award Price	.994	.960	1.00	1.05
Comparison of Contract Bids Received to Project Engineer's Estimate	NA	NA	NA	.95

### Significant Changes - Revenues

Significant changes described at Division level.

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Transfers to Right of Way and County Surveyor's Office	(2.00)	(\$96,981)
Normal fluctuations in capital expenditures due to carryover/planned project variations		\$2,700,000

# Bridge Operations & Maint

Transportation Division  
Environmental Services

## Description

The purpose of Willamette River Bridges Operations and Maintenance is to provide the most cost effective means to operate and preserve the County's long term investment in its Willamette River Bridges and other structures. It is responsible for maintaining the County's 6 Willamette River Bridge crossings and 21 other bridges within Multnomah County. Included in this program is the operation of 4 Willamette River drawspans. The program incorporates the Preventative Maintenance Program into its regular work schedule and makes mechanical, structural, electrical and corrosion protection repairs to bridges to insure functional reliability.

In order to prolong the life of its bridges the program must overcome demands placed upon it by wear on mechanical and electrical components, and structural deterioration caused by weathering, aging and traffic loading.

A number of mandates dictate the level of service by the program, including: the River and Highway Act of 1894, federal regulations (USC 117.750), U.S. Coast Guard regulations and State law (ORS 382.305-382.315).

## Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u> <u>Budget</u>	<u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Staffing FTE	26.00	27.00	27.00	0.00
Program Costs	\$1,712,811	\$1,873,055	\$1,888,489	\$15,434
Program Revenues	\$1,712,811	\$1,873,055	\$1,888,489	\$15,434
General Fund Support	\$0	\$0	\$0	\$0

<u>Key Results</u>	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
% of Scheduled Preventative	87%	93%	90%	90%
Maintenance Program Completed				

## Significant Changes - Revenues

No Significant Changes.

## Significant Changes - Expenditures

No Significant Changes.

# Bridge Engineering

## Transportation Division Environmental Services

### Description

The purpose of Willamette River Bridges Engineering is to provide the most cost effective means of improving and prolonging the service life of the County's six Willamette River Bridge crossings and its 21 other structures. It is responsible for developing and implementing its 20 year Willamette River Bridge Capital Improvement Program. Bridge Engineering provides complete engineering services, including planning, design and preparation of contract documents, and administering construction projects for rehabilitation and improvement to structural, mechanical, electrical and corrosion protection (painting) bridge systems.

In order to preserve and extend the service life of its bridges and increase safety to the user public, Willamette River Bridges Engineering must overcome demands placed upon it by wear on mechanical and electrical components, and structural deterioration caused by weathering, aging and traffic loading.

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

### Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u> <u>Budget</u>	<u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Staffing FTE	10.00	11.00	11.00	0.00
Program Costs	\$1,874,677	\$4,611,388	\$3,919,513	(\$691,875)
Program Revenues	\$4,584,362	\$4,611,388	\$3,919,513	(\$691,875)
General Fund Support	\$0	\$0	\$0	\$0

<u>Key Results</u>	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
Comparison of Final Project Cost to Contract Award Price	1.06	.95	1.05	1.05
Comparison of Contract Bids Received to Project Engineer's Estimate	NA	NA	NA	1.10

### Significant Changes - Revenues

Significant changes described at Division level.

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Normal fluctuations in capital expenditures due to carryover/planned project variations	0.00	(\$579,319)
Decrease in Professional Services due to less costly contracts needed		(\$115,500)

## Description

The mission of Assessment and Taxation is to carry out all mandated functions within prescribed time frames with integrity, effectiveness, and excellent customer service, while prudently managing public resources. The Division is responsible for property assessment, tax collection, recording and records management, tax redemption and foreclosure, support of the Board of Equalization appeals process, and Tax Title account management. The Division issues marriage licenses and passports.

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

During 1994-95, the County entered into a new five-year lease that moved the offices of the Assessment and Taxation Division into the Commonwealth Building---the Board of Equalization and Residential Appraisal remain in the Morrison Building. Costs will remain the same with the new lease.

The 1995-96 budget includes funding for enhancements in two major computer systems financed by Certificates of Participation: 1) a \$150,000 graphics system upgrade in Records Management to improve the maintenance of graphic data; and, 2) a \$500,000 cashiering, imaging, and indexing system in Document Recording Services. Both of these changes are a result of the Division's TRIM project (Tax Roll Maintenance), a continuous quality improvement effort.

## Action Plan

- Continue implementation of "as needed appraisal" in current residential appraisal district, to allow for more attention to properties undergoing change and to improve efficiency and accuracy of appraisals.
- Implement first full cycle of procedural changes under the new Tax Title Ordinance.
- Implement Document Imaging System and graphics system upgrade.
- Complete move to the Commonwealth Building.

## Significant Changes - Revenues

	<u>Amount</u>
Increase in Document Recording revenues due to moderate interest rates and increased property acquisitions and re-financing	\$290,000
Decrease in sales of foreclosed properties	(\$350,000)
Accounting Change in Tax Title program	(\$807,737)

## Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
New imaging system and upgrades to GIS (first year's debt financing payment)	0.00	\$158,100
Accounting changes in Tax Title program		(\$807,737)
Reduction in Pass-Through in Tax Title program		(\$439,972)

# Assessment & Taxation

# Environmental Services

## Budget Trends

	<u>1993-94 Actual</u>	<u>1994-95 Current Estimate</u>	<u>1994-95 Adopted Budget</u>	<u>1995-96 Adopted Budget</u>	<u>Difference</u>
Staffing FTE	155.00	160.00	160.00	160.00	(0.00)
Personal Services	\$6,946,349	\$7,478,184	\$7,624,937	\$7,647,222	\$22,285
Contractual Services	355,043	1,420,015	1,766,865	1,300,343	(466,522)
Materials & Supplies	2,563,422	3,818,811	3,913,404	3,176,025	(737,379)
Capital Outlay	<u>55,490</u>	<u>96,500</u>	<u>96,700</u>	<u>110,059</u>	<u>13,359</u>
<b>Total Costs</b>	<b>\$9,920,304</b>	<b>\$12,813,510</b>	<b>\$13,401,906</b>	<b>\$12,233,649</b>	<b>(\$1,168,257)</b>
Program Revenues	\$5,613,719	\$7,525,415	\$7,502,799	\$6,597,079	(\$905,720)
General Fund Support	\$4,306,585	\$5,288,095	\$5,899,107	\$5,636,570	(\$262,537)

## Costs by Program

	<u>1993-94 Actual</u>	<u>1994-95 Adopted Budget</u>	<u>1995-96 Adopted Budget</u>	<u>Difference</u>
Division Management	\$265,286	\$291,497	\$292,319	\$822
Technical Support	1,848,541	2,297,347	2,343,715	46,368
Records Management	1,212,820	1,281,853	1,332,427	50,574
Appraisal Support	1,194,982	1,119,958	1,133,007	13,049
Residential Appraisals	1,591,028	1,713,147	1,750,280	37,133
Comm./Ind'l Appraisals	1,250,451	1,444,559	1,465,830	21,271
Pers. Prop. Appraisals	394,973	529,295	459,836	(69,459)
Tax Collections	1,490,192	1,586,801	1,545,357	(41,444)
Board of Equalization	163,091	257,426	255,337	(2,089)
Document Recording	388,542	454,172	444,184	(9,988)
Licenses & Passports	52,830	111,186	119,552	8,366
Tax Title - A&T	<u>67,568</u>	<u>2,314,665</u>	<u>1,091,805</u>	<u>(1,222,860)</u>
<b>Total Costs</b>	<b>\$9,920,304</b>	<b>\$13,401,906</b>	<b>\$12,233,649</b>	<b>(\$1,168,257)</b>

## Staffing by Program

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u> <u>Budget</u>	<u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Division Management	3.00	3.00	3.00	0.00
Technical Support	11.00	13.00	13.00	0.00
Records Management	21.00	21.00	21.00	0.00
Appraisal Support	25.00	23.00	23.00	0.00
Residential Appraisals	28.00	28.00	29.00	1.00
Comm./Ind'l Appraisals	23.00	23.00	23.00	0.00
Pers. Prop. Appraisals	9.00	9.00	8.00	(1.00)
Tax Collections	23.92	23.17	24.85	1.68
Board of Equalization	1.58	3.00	2.65	(0.35)
Document Recording	7.00	8.00	7.00	(1.00)
Licenses & Passports	2.50	2.50	2.50	0.00
Tax Title - A&T	0.00	3.33	3.00	(0.33)
<b>Total Staffing FTE's</b>	<b>155.00</b>	<b>160.00</b>	<b>160.00</b>	<b>(0.00)</b>

# Division Management

Assessment & Taxation  
Environmental Services

## Description

The purpose of Division Management is to direct and coordinate the work of the division. Division Management develops strategic and work plans; develops and monitors the annual budget; prepares the Grant Document and Budget for Department of Revenue (DOR) approval; initiates and responds to audits; prepares legislative packages; processes all division personnel actions; handles grievances; manages purchasing and accounting; provides and tracks all employee training and development; is responsible for those portions of the County Clerk function defined by statute.

Division management has implemented an ongoing program for skills training to enable employees to be successful in continuous quality improvement. One module has been completed; two more are scheduled for Feb/Mar 1995.

## Budget Overview

	1993-94 <u>Actual</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	3.00	3.00	3.00	0.00
Program Costs	\$265,286	\$291,497	\$292,319	\$822
Program Revenues	\$0	\$0	\$0	\$0
General Fund Support	\$265,286	\$291,497	\$292,319	\$822

## Significant Changes - Revenues

No significant changes.

## Significant Changes - Expenditures

No significant changes.

# Technical Support

## Assessment & Taxation Environmental Services

### Description

The purpose of Technical Support is to prepare tax rates for the county, lead the preparation of the annual ratio study (trend report that determines value adjustments); manage local computer information system support for the division of Assessment & Taxation; provide data entry services for assessment, tax collection, accounting and recording operations. An ongoing responsibility is the installation, operation, maintenance, and user support for 80 personal computers on a local area network. The section acts as a liaison with ISD to coordinate development and maintenance services.

Each year this section compiles tax levies from all taxing districts (68) in Multnomah County, and calculates the tax rates for Multnomah County. This section directs the ratio study process, which results in the value trends to be applied to all taxable property. Technical Support enters data for all recordings (160,000 annually) commercial property values (25,000) personal property values (30,000) residential characteristics (200,000) name, address and legal description changes (860,000) and other assessment and taxation transactions (180,000).

Most activities and procedures of this section are governed by Chapter 300 of the Oregon Revised Statutes and the accompanying administrative rules.

### Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u> <u>Budget</u>	<u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Staffing FTE	11.00	13.00	13.00	0.00
Program Costs	\$1,848,541	\$2,297,347	\$2,343,715	\$46,368
Program Revenues	\$0	\$25,000	\$13,439	(\$11,561)
General Fund Support	\$1,848,541	\$2,272,347	\$2,330,276	\$57,929

### Key Results

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
Tax Rate Extension Reconciliation Error	<.01	<.01	<.01	<.01
% (Accuracy of tax rate calculation)				

### Significant Changes - Revenues

No Significant Changes.

### Significant Changes - Expenditures

No Significant Changes.



# Records Management

Assessment & Taxation  
Environmental Services

## Description

The purpose of Records Management is to maintain tax roll descriptions; maintain recorded and filed documents; maintain street lighting and fire patrol rolls; maintain official maps for Assessment and Taxation; consolidate properties; record and process subdivision and condominium and partition plats; process annexations; process county road filings; monitor government exemptions; respond to inquiries.

Annually, there are 31,500 tax roll description changes, 160,000 filed documents recorded, 2,000 filed street light and fire patrol roll changes, 1,649 map changes, 2,000+/- accounts canceled, 250 new subdivisions submitted. This office handles approximately 20,000 inquiries for information, annually.

The activities and procedures of this section are governed by Chapter 300 of the Oregon Revised Statutes and the accompanying administrative rules.

The new imaging system in Document Recording will lead to an estimated 25 day reduction in days required to identify title changes (Key Result below).

## Budget Overview

	1993-94	1994-95	1995-96	
	Actual	Adopted Budget	Adopted Budget	Difference
Staffing FTE	21.00	21.00	21.00	0.00
Program Costs	\$1,212,820	\$1,281,853	\$1,332,427	\$50,574
Program Revenues	\$0	\$24,300	\$65,865	\$41,565
General Fund Support	\$1,212,820	\$1,257,553	\$1,266,562	\$9,009

## Key Results

	1993-94	1994-95	1994-95	1995-96
	Actual	Estimated	Adopted	Projected
Days Required to Review Documents and Identify Title Changes	40	18	40	15

## Significant Changes - Revenues

No Significant Changes.

## Significant Changes - Expenditures

Acquisition of a GIS system upgrade including new technology and additional work stations to improve the maintenance of the graphics data.  
(First year's debt financing payment).

FTE's	Amount
0.00	\$52,700

# Appraisal Support

## Assessment & Taxation Environmental Services

### Description

The purpose of Appraisal Support is to direct all appraisal activities; enter all value for real property and taxable personal property on the roll; provide word processing support for all of Assessment and Taxation; process new applications and monitor accounts eligible for exemption (charitable, veterans, historic, etc.). Appraisal Support services includes the Assessor, the Exemption Section and Clerical Support for the Appraisal Sections.

This section processes and audits over 35,000 new residential values, 4,300 commercial values, 25,000 personal property values; responds to over 90,000 telephone and counter requests for information. It sends out application forms and processes over 6,400 veterans exemptions applications annually along with monitoring over 2,600 other accounts with exemptions.

The activities and procedures of this section are governed by Chapter 300 of the Oregon Revised Statutes and the accompanying administrative rules.

### Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	25.00	23.00	23.00	0.00
Program Costs	\$1,194,982	\$1,119,958	\$1,133,007	\$13,049
Program Revenues	\$488,914	\$420,878	\$423,601	\$2,723
General Fund Support	\$706,068	\$699,080	\$709,406	\$10,326

### Key Results

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
Number of Applications for Exemption Processed Within Time Frame Prescribed by Oregon Statutes	100%	100%	100%	100%

### Significant Changes - Revenues

No Significant Changes.

### Significant Changes - Expenditures

No Significant Changes.

# Residential Appraisals

## Assessment & Taxation Environmental Services

### Description

The purpose of the Residential Appraisal Section is to physically appraise approximately one sixth of the county's residential properties each year. These properties include single family detached and attached housing, mobile homes, condominiums, small apartments and farms. It also values new construction and remodeling, county wide. It provides service to the Board of Equalization and responds to Department of Revenue and Tax Court appeals. It provides service to the taxpayers in the form of responding to telephone and written inquiries concerning taxes, values and related matters.

Each year this section appraises approximately 35,000 property accounts, and responds to approximately 900 appeals, at all levels (from an initial 3,000 +/- appeals). The reappraisal of properties has remained relatively stable but there has been a dramatic increase in the amount of new construction and value appeals over the last few years.

The activities and procedures of this section are governed by Chapter 300 of the Oregon Revised Statutes and the accompanying administrative rules.

For FY 95-96, the section will continue to expand and improve its utilization of an "as needed" appraisal system by selecting different levels of home inspection for each appraisal neighborhood based upon specific criteria and by appraising selected out of district appraisal neighborhoods which meet specified standards. This means not all properties will require physical appraisal every 6 years.

### Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
Staffing FTE	28.00	28.00	29.00	1.00
Program Costs	\$1,591,028	\$1,713,147	\$1,750,280	\$37,133
Program Revenues	\$650,952	\$640,349	\$654,383	\$14,034
General Fund Support	\$940,076	\$1,072,798	\$1,095,897	\$23,099

### Key Results

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
% of Accounts Appraised Within 6 Year Appraisal Cycle	98.2%	96.2%	98.2%	99.5%

### Significant Changes - Revenues

No Significant Changes.

### Significant Changes - Expenditures

Transfer one Appraisal Specialist from Personal Property Appraisal because of transfer of houseboat appraisal function.

FTE's	Amount
1.00	\$41,996

# Commercial/Ind'l Appraisal

## Assessment & Taxation Environmental Services

### Description

The purpose of the Commercial/Industrial Appraisal Section is the appraisal of commercial, multifamily and locally assessed industrial properties on a six year cycle. The section also values new construction and handles applications for cancellation of assessment, pollution control exemption, in lieu tax and property destruction applications. In addition, this section responds to Board of Equalization, Board of Ratio Review, Department of Revenue and Tax Court Appeals. The section provides information and assistance to property owners and other interested parties through telephone inquiries and at the information counter.

Each year the section physically reappraises approximately one sixth of the 26,000 commercial accounts. The section is also responsible for approximately 300 Tax Court and/or DOR appeals. They are available for consultation on the 1,000± Board of Equalization appeals filed annually. In addition, the section values 500-1,000 accounts annually with building permits. The total assessed value of taxable commercial/industrial accounts is 6.5 billion dollars. Appeals have grown drastically in this area in the last few years and the volume seriously impacts the ability of the section to stay in cycle.

The activities and procedures of the Commercial/Industrial Appraisal Section are governed by Chapter 300 of the Oregon Revised Statutes and the accompanying administrative rules.

For FY 95-96, the section is in the first year of implementing a new computerized appraisal card, which will replace the "hard cards" as the record of the characteristics which describe the commercial properties.

### Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u> <u>Budget</u>	<u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Staffing FTE	23.00	23.00	23.00	0.00
Program Costs	\$1,250,451	\$1,444,559	\$1,465,830	\$21,271
Program Revenues	\$511,608	\$541,726	\$548,035	\$6,309
General Fund Support	\$738,843	\$902,833	\$917,795	\$14,962

<u>Key Results</u>	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
% of Accounts Appraised Within 6 Year Appraisal Cycle				
Land	77.2%	79.9%	79.9%	81.2%
Improvements	74.6%	78.0%	78.0%	84.5%

### Significant Changes - Revenues

No Significant Changes.

### Significant Changes - Expenditures

No Significant Changes.

# Personal Property Appraisals

Assessment & Taxation  
Environmental Services

## Description

The purpose of the Personal Property Section is the annual valuation of all taxable personal property in Multnomah County. This service is responsible for discovery, assessment, and appeals of taxable personal property accounts, as mandated by Oregon Revised Statute and Oregon Administrative Rules. The Personal Property function annually reviews all known locations for new accounts; reviews mandated Personal Property returns and calculates assessable value; responds to taxpayer appeals as needed.

This program currently assesses approximately 30,000 Personal Property accounts with a value of 1.3 billion dollars and maintains account records for an additional 20,000 locations. The requirements for this program increase as the county grows and the ability to discover assessable accounts increases.

The activities and procedures of this section are governed by Chapter 300 of the Oregon Revised Statutes and the accompanying administrative rules.

## Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	9.00	9.00	8.00	(1.00)
Program Costs	\$394,973	\$529,295	\$459,836	(\$69,459)
Program Revenues	\$161,599	\$197,343	\$171,920	(\$25,423)
General Fund Support	\$233,374	\$331,952	\$287,916	(\$44,036)

## Key Results

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
% of All Discovered Property Valued Annually	99.5%	99.5%	99.5%	99.5%

## Significant Changes - Revenues

No Significant Changes.

## Significant Changes - Expenditures

Moved one Appraisal Specialist position to Residential Appraisal because of transfer of houseboat appraisal function.

FTE's  
(1.00)

Amount  
(\$41,996)

# Tax Collections

## Assessment & Taxation Environmental Services

### Description

The purpose of Tax Collection is to provide timely accurate tax bills; to collect property taxes, including all delinquent real and personal property taxes; to distribute taxes and maintain tax accounts; to respond to inquiries and maintain computer files on tax accounts; to monitor and provide administrative/accounting for the tax redemption and foreclosure activities.

Each year, this section mails over 400,000 tax statements/notices (275,000 at first trimester, 50,000 second trimester, 50,000 third trimester, 25,000 delinquent real property notices) and collects approximately \$600 million and distributes this to 68 levy districts.

The activities and procedures of this section are governed by Chapter 300 of the Oregon Revised Statutes and the accompanying administrative rules.

### Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u> <u>Budget</u>	<u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Staffing FTE	23.92	23.17	24.85	1.68
Program Costs	\$1,490,192	\$1,586,801	\$1,545,357	(\$41,444)
Program Revenues	\$1,168,981	\$1,099,538	\$1,089,018	(\$10,520)
General Fund Support	\$321,211	\$487,263	\$456,339	(\$30,924)

<u>Key Results</u>	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
% of Tax Payments Processed and Deposited Daily	99.9%	99.9%	99.9%	99.9%

### Significant Changes - Revenues

No Significant Changes.

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Moved clerical staff from Document Recording, Board of Equalization and Tax Title to Tax Collection	1.68	\$60,524

# Board of Equalization

## Assessment & Taxation Environmental Services

### Description

The purpose of this section is to provide support to the Board of Equalization and the Board of Ratio Review by scheduling, recording Board activities and assuring the implementation of Board decisions.

Each year this section responds to requests for information, schedules approximately 5,000 to 7,000 hearings, documents all decisions of the Board(s) and publishes public notices as required by statute. The number of appeals jumped radically the first year after Measure 5 implementation and reduced somewhat the following year as property values rose at a less dramatic pace. We can expect to see the level remain the same or increase as values increase. Should values drop we might also see an increase in appeals.

The activities and procedures of this section are governed by Chapter 300 of the Oregon Revised Statutes and the accompanying administrative rules.

### Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
Staffing FTE	1.58	3.00	2.65	(0.35)
Program Costs	\$163,091	\$257,426	\$255,337	(\$2,089)
Program Revenues	\$0	\$0	\$0	\$0
General Fund Support	\$163,091	\$257,426	\$255,337	(\$2,089)

### Key Results

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
% of Valid Petitions Processed Within Mandated Time Frame	100%	100%	100%	100%

### Significant Changes - Revenues

No Significant Changes.

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Share part of an Office Assistant 2 with Tax Collection program	(0.35)	(\$9,084)

# Document Recording Svcs

## Assessment & Taxation Environmental Services

### Description

The purpose of the Document Recording program is to comply with state mandated requirements; record documents, maintain computer files, record subdivisions and condominiums, respond to inquiries and maintain hard copy records.

Annually, this organization records 160,000 documents and responds to approximately 40,000 inquiries for information.

The work of this area is defined by Oregon Statute (Chapter 300) and ORS 205.180.

During 1994-95, the program was analyzed for redundant processing. The recommendation of the analysis was to acquire a cashiering, imaging, and indexing system to replace the twenty-two year old system and then re-engineer work process using the new technology and greatly improve customer service.

### Budget Overview

	1993-94 <u>Actual</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	7.00	8.00	7.00	(1.00)
Program Costs	\$388,542	\$454,172	\$444,184	(\$9,988)
Program Revenues	\$2,369,103	\$2,050,000	\$2,348,000	\$298,000
General Fund Support	(\$1,980,561)	(\$1,595,828)	(\$1,903,816)	(\$307,988)

<u>Key Results</u>	1993-94 <u>Actual</u>	1994-95 <u>Estimated</u>	1994-95 <u>Adopted</u>	1995-96 <u>Projected</u>
% of Documents Recorded Within Statutory Time Frame	80%	100%	100%	100%

### Significant Changes - Revenues

Continued moderate interest rates have increased property acquisitions and re-financing.

Amount  
\$490,000

### Significant Changes - Expenditures

First year's payment on a five year lease purchase of a cashiering, imaging, and indexing system---hardware and software  
Move one Office Assistant 2 to Tax Collection program

FTE's      Amount  
\$105,400  
(1.00)      (\$33,840)



# Licenses & Passports

Assessment & Taxation  
Environmental Services

## Description

The purpose of the Licenses and Passports section is to process and issue marriage licenses and to process passport applications.

Annually, this unit processes approximately 5,700 marriage licenses and approximately 2,800 passport applications.

The work of this area is defined by federal law.

## Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u> <u>Budget</u>	<u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Staffing FTE	2.50	2.50	2.50	0.00
Program Costs	\$52,830	\$111,186	\$119,552	\$8,366
Program Revenues	\$194,995	\$189,000	\$191,013	\$2,013
General Fund Support	(\$142,165)	(\$77,814)	(\$71,461)	\$6,353

## Key Results

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
% of Accurately Processed Licenses and Passports	NA	97.2%	NA	97.2%

## Significant Changes - Revenues

No Significant Changes.

## Significant Changes - Expenditures

No Significant Changes.

# Tax Title - A&T

## Assessment & Taxation Environmental Services

### Description

The purpose of Tax Title-Assessment & Taxation is to manage the foreclosure and property disposition process in an efficient manner that assures the timely disposition of properties deeded to Multnomah County through tax foreclosure and maximizes benefits to the public.

This program manages the disposition of all properties obtained by the County for non-payment of taxes through the following activities:

- transfer to other government agencies
- transfer to non-profit housing agencies
- sale to the public through auction

The activities carried out by this program are governed by County ordinance.

In the Fall of 1994 the Board of County Commissioners authorized a new comprehensive Tax Title ordinance. Included is an innovative program for identifying areas with potential environmental interest and a process for seeking government sponsorship of these properties.

Sales from foreclosed properties are forecasted lower for 1995-96 due to several factors: a new process assisting delinquent taxpayers to avoid foreclosure; more properties were repurchased with lump sum payments, thereby reducing contract revenues; increased property values have allowed refinancing to reduce foreclosures; and more properties are being transferred to non-profit organizations rather than sold. This reduction in revenue results in reduced pass-through to other jurisdictions.

### Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
Staffing FTE	0.00	3.33	3.00	(0.33)
Program Costs	\$67,568	\$2,314,665	\$1,091,805	(\$1,222,860)
Program Revenues	\$67,568	\$2,314,665	\$1,091,805	(\$1,222,860)
General Fund Support	\$0	\$0	\$0	\$0

### Key Results

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
% of Marketable Foreclosed Properties Sold or Transferred Within Established Time Frames	95%	95%	95%	95%

### Significant Changes - Revenues

	<u>Amount</u>
Decrease in sales of foreclosed properties	(350,000)
Accounting change due to moving expenditures from Fund 175 to Fund 158	(807,737)

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Reduction in estimated Pass-Through to other taxing districts	0.00	(\$432,067)
Accounting change due to moving expenditures from Fund 175 to Fund 158		(807,737)

## Description

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

The Elections Division establishes precinct boundaries and polling places; verifies signatures on petitions; maintains the voter registration file; prints, issues and counts all ballots; audits contributions and expenditure reports; accepts candidate filings; trains election board workers; and maintains precinct committee staffing records for the major political parties.

The 1995 Legislature is considering a proposal that would allow the primary election to be conducted by mail. If passed, this will mean a significant reduction in the cost of the election.

## Action Plan

- Explore the availability and options for a PC based "area network" computer system to manage elections. The system would reduce our present overall hardware and software maintenance costs without sacrificing any of our present capabilities. The system would need to include a vote counting program that would employ the use of a ballot which readily accommodates a Primary and General vote-by-mail election.

## Significant Changes - Revenues

No Significant Changes.

## Significant Changes - Expenditures

Larger Primary Election in 1995-96.

<u>FTE's</u>	<u>Amount</u>
0.00	\$448,014

# Elections

# Environmental Services

## Budget Trends

	<b>1993-94</b>	<b>1994-95</b>	<b>1994-95</b>	<b>1995-96</b>	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	16.00	16.00	16.00	16.00	0.00
Personal Services	\$1,219,069	\$997,448	\$1,157,829	\$1,179,160	\$21,331
Contractual Services	28,268	38,736	42,406	46,358	3,952
Materials & Supplies	1,799,366	1,653,575	1,480,288	1,863,554	383,266
Capital Outlay	0	11,900	10,635	11,500	865
<b>Total Costs</b>	<b>\$3,046,703</b>	<b>\$2,701,659</b>	<b>\$2,691,158</b>	<b>\$3,100,572</b>	<b>\$409,414</b>
Program Revenues	\$421,052	\$618,314	\$705,788	\$769,688	\$63,900
General Fund Support	\$2,625,651	\$2,083,345	\$1,985,370	\$2,330,884	\$345,514

## Key Results

	<b>1993-94</b>	<b>1994-95</b>	<b>1994-95</b>	<b>1995-96</b>
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
Voter Registrations Updated	32,704	31,076	40,000	32,000
% of Precincts Accessible to Persons With Disabilities	79.6%	80.1%	82.0%	82.0%

## Costs by Program

	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Elections	\$3,046,703	\$2,691,158	\$3,100,572	\$409,414

## Staffing by Program

	<b>1993-94</b>	<b>1994-95</b>	<b>1995-96</b>	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Elections	16.00	16.00	16.00	0.00

# Information Services

# Environmental Services

## Description

The mission of the Information Services Division is to improve the productivity of Multnomah County programs through the use of information technology. The division provides a full range of data processing and telecommunications services. These services include: business process reengineering; analysis, design and implementation of new or replacement computer information systems; maintenance and enhancements to existing computer applications; computer operation, technical services and data administration; network support for the County's wide area network and local area networks; analysis and design of telecommunications needs and coordination of changes to existing equipment, voice mail and other telecommunications services.

As the size and complexity of County government continues to increase, County managers will be under growing pressure to improve the efficiency and effectiveness of county programs. It is essential that the necessary information technology be in place to provide information directly and quickly to those responsible for the day-to-day operation of the individual processes and to roll up this lower-level information into composite indicators for management review.

The Data Processing Management Committee (DPMC) was established by Ordinance 511 as the policy setting body for data processing and telecommunications in the county. The Information Services Division provides services under the policy direction and guidelines defined by the DPMC. The current county-wide strategic planning for information technology project is examining the roles and responsibilities of ISD and affiliated committees, policies and ordinances.

## Action Plan

- Complete the analysis, design and installation of all fully funded new development projects recommended by the DPMC by June 1996.
- Implement a Wide Area Network to provide efficient and effective communications between Local Area Networks installed in the County by June 1996.
- Upgrade the County's telecommunication network to allow multiple entry points for outside calls, in order to provide a more fault-tolerant system by May 1996.

### Significant Changes - Revenues

	<u>Amount</u>
Certificates of Particip. to upgrade central processing unit	\$350,000
Increase in Beginning Working Capital	\$975,000

### Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Increases in Special Projects to develop County's information systems infrastructure and support new countywide and public access initiatives.		\$722,000
Reallocate funds within Special Projects program to provide greater flexibility in allocating special appropriation for data processing.	(3.00)	(\$157,000)
Restore training to 1% of total budget		\$37,000
Purchase of new central processing unit with COP revenue		\$350,000
Carryover projects (Telephone & Data Processing Funds)		\$1,000,000
Changes in Telephone Fund detailed at program level.	1.00	\$311,000

# Information Services

# Environmental Services

## Budget Trends

	1993-94 <u>Actual</u>	1994-95 Current <u>Estimate</u>	1994-95 Adopted <u>Budget</u>	1995-96 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	66.00	68.00	68.00	68.00	0.00
Personal Services	\$3,739,516	\$3,880,532	\$3,974,476	\$3,993,935	\$19,459
Contractual Services	74,909	293,778	324,428	816,602	492,174
Materials & Supplies	4,492,877	4,600,020	4,681,721	5,173,384	491,663
Capital Outlay	<u>723,416</u>	<u>881,773</u>	<u>489,407</u>	<u>1,901,872</u>	<u>1,412,465</u>
<b>Total Costs</b>	<b>\$9,030,718</b>	<b>\$9,656,103</b>	<b>\$9,470,032</b>	<b>\$11,885,793</b>	<b>\$2,415,761</b>
Program Revenues	\$9,960,834	\$9,678,669	\$9,489,633	\$10,712,485	\$1,222,852
General Fund Support	\$361,693	\$677,800	\$677,800	\$1,400,000	\$722,200

## Costs by Program

	1993-94 <u>Actual</u>	1994-95 Adopted <u>Budget</u>	1995-96 Adopted <u>Budget</u>	<u>Difference</u>
Division Management	\$954,059	\$636,649	\$420,094	(\$216,555)
Applications Maint.	1,177,272	1,358,527	1,406,218	47,691
Special Projects	361,693	668,409	2,043,769	1,375,360
Computer Operations	3,097,954	3,537,266	3,987,791	450,525
Network Services	797,114	782,088	866,586	84,498
Telecommunications	<u>2,642,626</u>	<u>2,487,093</u>	<u>3,161,335</u>	<u>674,242</u>
<b>Total Costs</b>	<b>\$9,030,718</b>	<b>\$9,470,032</b>	<b>\$11,885,793</b>	<b>\$2,415,761</b>

## Staffing by Program

	1993-94 <u>Actual</u>	1994-95 Adopted <u>Budget</u>	1995-96 Adopted <u>Budget</u>	<u>Difference</u>
Division Management	5.00	5.00	5.00	0.00
Applications Maint.	19.00	21.00	21.00	0.00
Special Projects	6.00	6.00	5.00	(1.00)
Computer Operations	22.00	22.00	22.00	0.00
Network Services	7.00	7.00	7.00	0.00
Telecommunications	<u>7.00</u>	<u>7.00</u>	<u>8.00</u>	<u>1.00</u>
<b>Total Staffing FTE's</b>	<b>66.00</b>	<b>68.00</b>	<b>68.00</b>	<b>0.00</b>

# Division Management

Information Services  
Environmental Services

## Description

The Division Management Activity plans, organizes and directs all of the activities of the Information Services Division. The section is responsible for providing strategic direction for all information services activities; to define and maintain acceptable levels of services; to provide accountability to users for all services provided. The section develops a strategic plan for the delivery of information services to county programs; prepares and submits an annual budget which identifies the cost of providing information services; develops a recharge mechanism which allocates the cost of these services to the various county programs; monitors the performance of information services programs to see that program objectives are met; reviews major purchases of data processing hardware, software and consulting for compliance with Data Processing Management Committee (DPMC) policies; works with program staff and the DPMC to develop a Long Range Plan for Computer Information Systems Development.

The use of information technology in the county is doubling every two to three years. Planning and coordination is essential to insure that County programs make cost effective use of new technology to improve the quality of service delivery and increase customer satisfaction.

## Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
Staffing FTE	5.00	5.00	5.00	0.00
Program Costs	\$954,059	\$636,649	\$420,094	(\$216,555)
Program Revenues	\$954,059	\$636,649	\$420,094	(\$216,555)
General Fund Support	\$0	\$0	\$0	\$0

## Significant Changes - Revenues

No Significant Changes.

## Significant Changes - Expenditures

No Significant Changes.

# Applications Maintenance

Information Services  
Environmental Services

## Description

The Applications Maintenance Activity maintains, enhances and supports the County's computer information systems. The work of this section includes the analysis of requested changes and estimation of the time and effort necessary to accomplish the change; development of detail specifications for new programs or modifications to existing programs; programming and testing of the program changes; installation of the modifications and training; installation and testing of maintenance releases to vendor supported computer applications systems.

The County's computer systems portfolio includes 47 different computer applications, over 15,000 individual programs, 3 million lines of computer code and represents an investment in excess of \$30 million. We receive about 600 user submitted requests for changes each year, changes which are required support State and Federal mandates and to adapt these systems to the changing needs of County programs.

## Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted</u> <u>Budget</u>	<u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Staffing FTE	19.00	21.00	21.00	0.00
Program Costs	\$1,177,272	\$1,358,527	\$1,406,218	\$47,691
Program Revenues	\$1,177,272	\$1,349,136	\$1,406,218	\$57,082
General Fund Support	\$0	\$9,391	\$0	(\$9,391)

<u>Key Results</u>	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
% of Customers Who Agree ISD Provides a Quality Service	54.0%	89.0%	67.7%	80.0%
Actual time to complete customer initiated work requests compared to estimated time to complete	NA	NA	NA	TBD

## Significant Changes - Revenues

No Significant Changes.

## Significant Changes - Expenditures

No Significant Changes.



# Special Projects

Information Services  
Environmental Services

## Description

The Special Projects activity works with County programs to design, develop and acquire new or replacement computer applications and physical information infrastructure necessary to support the programs' work. This section is responsible for assisting County programs to identify activities where efficiency or quality can be improved through the use of business process reengineering or automation. The work of this section includes the participating in the analysis of business needs and identification of business process improvements; definition of system requirements and estimates of the resources needed to correct the problems; specification of the data processing system to carry out the system objectives and requirements; the selection of commercially available software or the design and construction of a set of computer programs; installation of the new or modified system; post installation evaluation of system performance.

Advances in information technology will continue to improve the quality and efficiency of County employees and will result in improved customer satisfaction. Projects are identified and prioritized by the Data Processing Management Committee, and are presented to the County Chair and the Board of County Commissioners as part of the annual budget process.

## Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	6.00	6.00	5.00	(1.00)
Program Costs	\$361,693	\$668,409	\$2,043,769	\$1,375,360
Program Revenues	\$0	\$0	\$643,769	\$643,769
General Fund Support	\$361,693	\$668,409	\$1,400,000	\$731,591

## Key Results

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
Actual time to complete projects compared to estimated time to complete	NA	NA	NA	TBD

## Significant Changes - Revenues

	<u>FTE's</u>	<u>Amount</u>
Increase in Beginning Working Capital	0.00	\$585,000

## Significant Changes - Expenditures

	<u>FTE's</u>	<u>Amount</u>
Decrease in staff by three FTE to increase flexibility in allocating new development funds.	(3.00)	(\$156,689)
Carryover projects	2.00	\$700,000
Increase in Equipment to fund development of County's information infrastructure.		\$749,800
Increase in Professional Services to support new countywide and public access initiatives.		\$120,000

# Computer Operations

Information Services  
Environmental Services

## Description

The Computer Operations Activity provides efficient, reliable computer services to all County programs. This section is responsible for all the activities necessary to support the development and maintenance of computer systems and to operate the systems in an effective and responsive manner. The work of this section includes data preparation, job setup and scheduling, output validation and distribution development of standards, technical assistance, implementation and maintenance of the operating system software, systems evaluation and configuration management; planning, design, installation and maintenance of the county's data bases; help desk services.

Computer Operations schedules and processes nearly 200,000 jobs a year which produce over 12 million pages of computer printed reports. The section supports 173 million requests for online information each year. The computer workload is increasing at a rate of 27 to 32 percent each year.

## Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	22.00	22.00	22.00	0.00
Program Costs	\$3,097,954	\$3,537,266	\$3,987,791	\$450,525
Program Revenues	\$4,142,403	\$3,994,311	\$4,181,392	\$187,081
General Fund Support	\$0	\$0	\$0	\$0

Key Results	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Online Response Time	3.4 sec	2.8 sec	3.5 sec	3.0 sec
% of Scheduled Reports Delivered On Time	98.65%	99.2%	99.5%	99.5%
% of Scheduled Operating Time That the Computer System is Available	98.0%	99.9%	99.0%	99.0%

## Significant Changes - Revenues

	Amount
Certificates of Participation to upgrade central processing unit	\$350,000

## Significant Changes - Expenditures

	FTE's	Amount
Professional Services for external audit of operating center efficiency	0.00	\$34,700
Decrease in Maintenance Contracts due to upgrade of DASD subsystem		(\$61,600)
Debt Payment for COP's for purchase of new central processing unit		\$29,200
Purchase of new central processing unit with COP revenue		\$350,000

# Network Services

Information Services  
Environmental Services

## Description

The Network Services Activity plans, designs and directs the installation of and changes to the County's wide area and local area networks. The section is responsible for the interconnections that allow the data necessary to support county programs to be available at facilities located throughout the county; it also provides the connections for data sharing between computers located in other state and local governments and with the Federal Government. The work of Network Services includes planning and implementation of the necessary changes or additions to the wide area network (WAN); diagnosis and correction of error conditions; technical support to personal computer users and local area network (LAN) administrators; evaluation of new communication technologies and planning for enhancements or upgrades to the existing networks.

The county's wide area network includes seven different computers located in Oregon State and local governments, 1,500 directly attached terminals, 40 local area networks and over 1,600 personal computers. The size and complexity of the network is increasing at the rate of 25% per year.

## Budget Overview

	1993-94	1994-95	1995-96	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	7.00	7.00	7.00	0.00
Program Costs	\$797,114	\$782,088	\$866,586	\$84,498
Program Revenues	\$797,114	\$782,088	\$866,586	\$84,498
General Fund Support	\$0	\$0	\$0	\$0

## Key Results

	1993-94	1994-95	1994-95	1995-96
	<u>Actual</u>	<u>Estimated</u>	<u>Adopted</u>	<u>Projected</u>
Average Time to Repair	12 hrs	10.3 hrs	12 hrs	13.5 hrs

## Significant Changes - Revenues

No Significant Changes.

## Significant Changes - Expenditures

	FTE's	Amount
Communications - normal increases in communications costs	0.00	\$37,000
Maintenance Contracts - removal of WANG unit		(\$22,500)
External D.P. - normal increases		\$27,500

# Telecommunications

Information Services  
Environmental Services

## Description

The Telecommunications Services Activity provides efficient and cost effective telephone and related services to all County programs. The section is responsible for telephone and voice mail services, paging systems, cellular telephones, pagers, pay phones and wiring for local area networks and other data systems. The work of the Telecommunications section is to coordinates new installations and changes to existing telephone and voice mail services; resolves telecommunications problems; identify the needs for paging systems, cellular telephones, pagers, pay phone and data wiring; provides a public information service; and generates an internal telephone directory and telephone company directory listings.

The County's telecommunications system supports the work of County programs by providing over 3000 telephone instruments in 97 different locations. The work of this section has increased as telecommunications technology continues to improve and new features are added to the system; it is also affected by the movement of programs within and between County facilities.

## Budget Overview

	1993-94 Actual	1994-95 Adopted Budget	1995-96 Adopted Budget	Difference
Staffing FTE	7.00	7.00	8.00	1.00
Program Costs	\$2,642,626	\$2,487,093	\$3,161,335	\$674,242
Program Revenues	\$2,889,986	\$2,727,449	\$3,194,426	\$466,977
General Fund Support	\$0	\$0	\$0	\$0

## Key Results

	1993-94 Actual	1994-95 Estimated	1994-95 Adopted	1995-96 Projected
Average Time to Repair	5.8 hrs	5.25 hrs	8.0 hrs	8.0 hrs

## Significant Changes - Revenues

	FTE's	Amount
Increase in Beginning Working Capital	0.00	\$390,000

## Significant Changes - Expenditures

	FTE's	Amount
Add one Telecommunication Office Specialist due to growth in voice mail	1.00	\$44,800
Carryover Projects		\$300,000
Increase in Maintenance contracts due to growth in telecommunications system		\$101,700
External D.P. for redesign and automated distribution of telephone book		\$45,000
Payment on voice mail upgrade		\$120,000

**Description**

This section accounts for the following fund, or portions of funds:

- Road Fund Special Appropriations: Used to distribute certain Road Fund revenues to the Cities of Portland, Gresham, Troutdale and Fairview per the Intergovernmental Agreements regarding the transfer of urban services.
- Recreation Fund: Historical data reflects the entire Parks Services and Expo Center operations, which were transferred to METRO in FY 1993-94. The County retains responsibility for the collection and disbursements of certain revenues in this fund.
- Funds With Historical Data Only:
  - Assessment District Operating Fund
  - Assessment District Bond Sinking Fund
  - Jail Levy Fund

**Significant Changes - Revenues**

Increase in amount of Road Fund allocated this program.  
 Decrease in projected revenue that must be passed through to Metro.

**Amount**  
 \$247,619  
 (\$54,333)

**Significant Changes - Expenditures**

Increase in Road Fund transfer to City of Portland  
 Transfers to East County jurisdictions under new IGA  
 Decrease in Pass Through to Metro

<b><u>FTE's</u></b>	<b><u>Amount</u></b>
0.00	\$247,619
	\$413,550
	(\$57,141)

# Accounting Entities

# Environmental Services

## Budget Trends

	1993-94 <u>Actual</u>	1994-95 <u>Current Estimate</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	14.17	0.00	0.00	0.00	0.00
Personal Services	\$818,723	\$0	\$0	\$0	\$0
Contractual Services	16,000,278	16,582,687	16,585,895	17,189,923	604,028
Materials & Supplies	483,886	3,208	0	2,808	2,808
Capital Outlay	<u>126,275</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Costs</b>	<b>\$17,429,162</b>	<b>\$16,585,895</b>	<b>\$16,585,895</b>	<b>\$17,192,731</b>	<b>\$606,836</b>
Program Revenues	\$17,429,162	\$16,585,895	\$16,585,895	\$17,192,731	\$606,836
General Fund Support	\$0	\$0	\$0	\$0	\$0

## Costs by Program

	1993-94 <u>Actual</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Accounting Entities	\$17,429,162	\$16,585,895	\$17,192,731	\$606,836

## Staffing by Program

	1993-94 <u>Actual</u>	1994-95 <u>Adopted Budget</u>	1995-96 <u>Adopted Budget</u>	<u>Difference</u>
Accounting Entities	14.17	0.00	0.00	0.00