

# Environmental Services

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## **Mission**

The mission of the Department of Environmental Services (DES) is to manage a unique variety of services in a professional, collegial atmosphere that stresses innovation, accountable government, cost effectiveness, and service excellence.

## **Vision**

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

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

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

**Direct County Services** - The livability and vitality in the region thrives due to the County's role in managing a safe and balanced regional transportation network of major east County arterials, roads, bikeways, the Willamette River bridges, and capital assets. The County's valuable natural resources are preserved and protected through effective management of land use in the unincorporated areas. The community consistently rates Animal Control services as responsive, humane and professional.

**Fundamental State Services** - The public has a high degree of confidence in the integrity and efficiency of the state services under DES management—specifically, the electoral process, property tax assessment and collection, and document recording. Property tax revenues authorized by voters are collected in an equitable and uniform way to provide essential services to county citizens.

# Environmental Services

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## Oregon Quality Assessment Summary

In FY 1997-98, the department initiated a strategic planning process that will align strategic objectives with the Oregon Quality Assessment categories. Divisions will complete "business unit" strategic plans by June 30, 1998. Objectives will correspond with the seven categories of the Oregon Quality Assessment application. Departmental Strategic Objectives are:

#	OQI Assessment Category	DES Strategic Direction
1	LEADERSHIP	SET DIRECTION FOR THE DEPARTMENT
2	INFORMATION & ANALYSIS	IMPROVE INFORMATION ACCESS AND USE OF DATA
3	STRATEGIC PLANNING	THINK, PLAN AND MANAGE STRATEGICALLY
4	HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT	DEVELOP A MOTIVATED, WELL-TRAINED, DIVERSE WORKFORCE
5	MANAGEMENT OF PROCESS QUALITY	IMPROVE CORE DEPARTMENTAL PROCESSES
6	QUALITY AND OPERATIONAL RESULTS	FOCUS ATTENTION ON OUTCOMES
7	CUSTOMER SATISFACTION	IMPROVE CITIZEN AND CUSTOMER SATISFACTION

### Oregon Quality Assessment Efforts in FY 1997-98

- A departmental team developed a training plan to align DES with the County's training vision and RESULTS initiative.
- Department divisions reviewed and revised Performance Measurements, Performance Trends and Key Results.

### Oregon Quality Assessment Efforts for FY 1998-99

- Conduct training needs assessments to ensure employees have the proper knowledge and skills for a changing work environment.
- Explore electronic means of collecting and disseminating information about DES operations and quality improvement efforts.
- Gathering customer and employee survey information on service excellence.
- Examine new organizational structure and processes for providing PC/LAN support in DES and develop recommendations by July, 1998.
- Complete a department FY 97-98 Annual Performance Report by September 1998.
- Develop and implement a comprehensive, department Human Resource system by June 1999.

# Environmental Services

<b>Budget Overview</b>	<b>1997-98</b>		<b>1997-98</b>	<b>1998-99</b>	<b>Difference</b>
	<b>1996-97</b>	<b>Current</b>	<b>Adopted</b>	<b>Adopted</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>	<b>Budget</b>	
Staffing FTE	508.03	534.40	512.65	560.00	47.35
Departmental Costs	\$123,541,555	\$131,463,138	\$223,581,545	\$260,305,432	\$36,723,887
Program Revenues	\$112,086,225	\$117,857,099	\$210,755,344	\$245,676,407	\$34,921,063
General Fund Support	\$11,455,330	\$13,606,039	\$12,826,201	\$14,629,025	\$1,802,824

## Department Services

The Department of Environmental Services offers the following services:

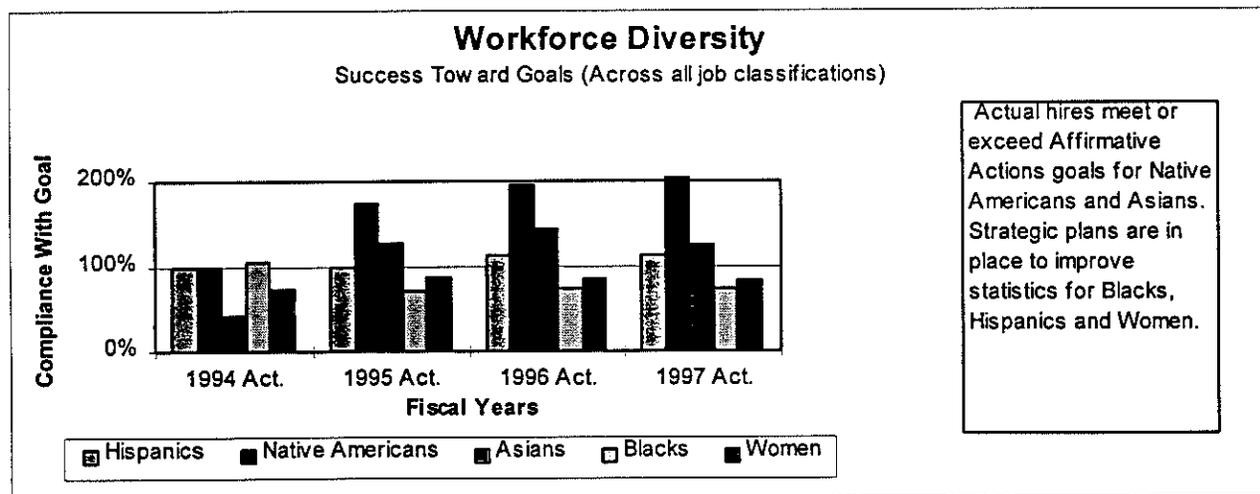
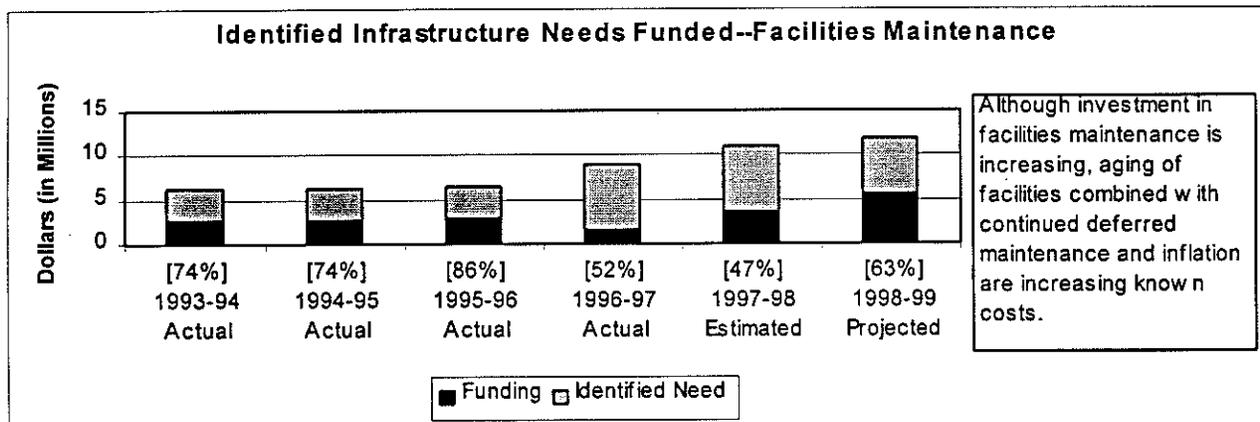
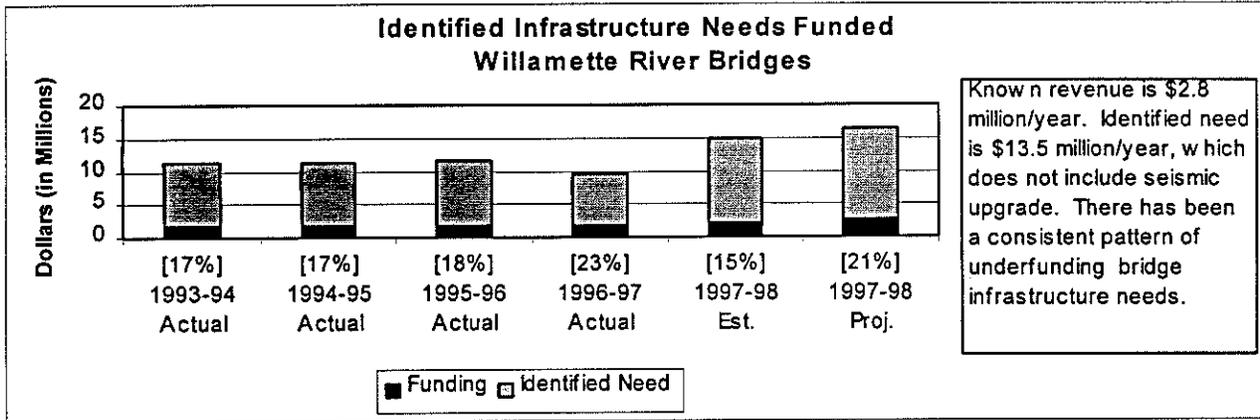
- Operate, manage and maintain all County owned and leased facilities and properties;
- Protect people and animals through promotion and enforcement of responsible animal ownership;
- Provide fleet services, records management, electronics services and mail distribution;
- Develop and implement land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

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

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

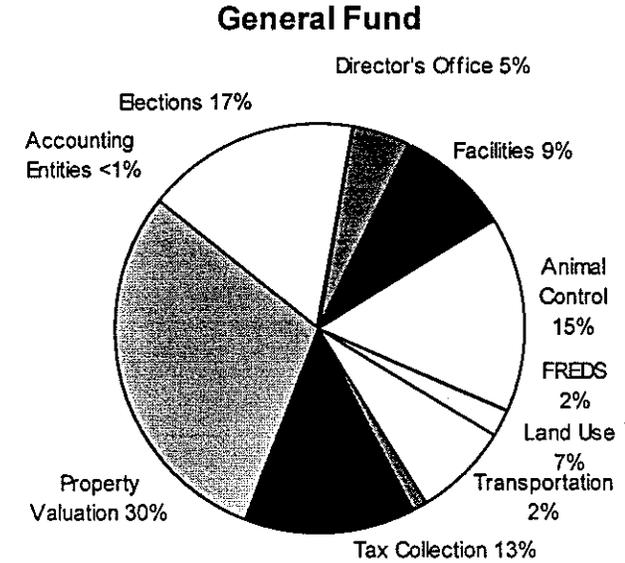
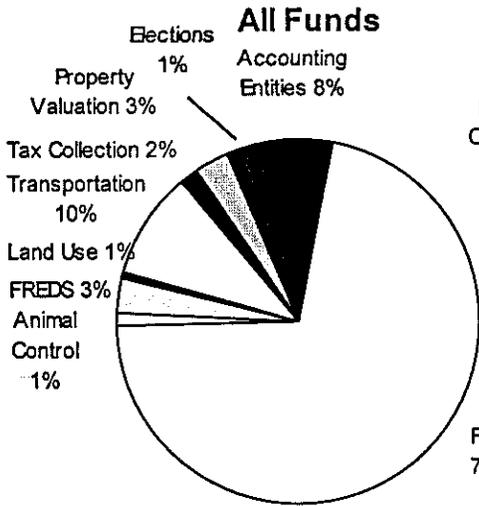
# Environmental Services

## Performance Trends

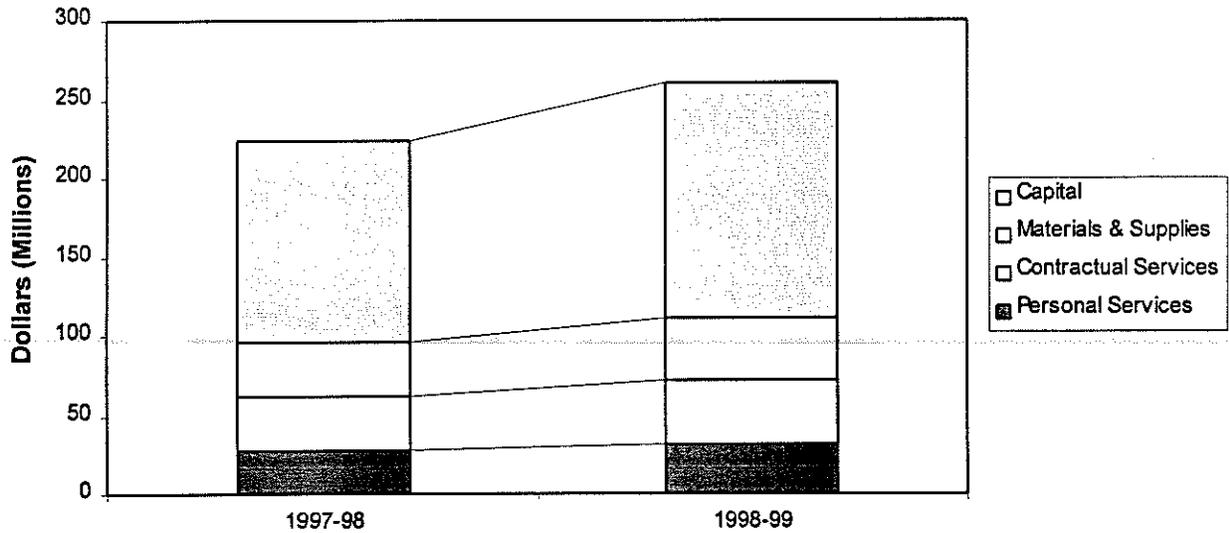


# Environmental Services

## Expenditure Graphs



### Major Expenditures



# Environmental Services

## Budget Trends

	1996-97	1997-98	1997-98	1998-99	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
Staffing FTE	508.03	534.40	512.65	560.00	47.35
Personal Services	\$27,488,627	\$27,013,161	\$28,436,702	\$31,127,461	\$2,690,759
Contractual Services	27,539,351	32,141,191	33,615,774	40,979,974	7,364,200
Materials & Supplies	36,081,152	30,930,017	34,576,031	38,659,425	4,083,394
Capital Outlay	<u>32,432,425</u>	<u>41,378,769</u>	<u>126,953,038</u>	<u>149,538,572</u>	<u>22,585,534</u>
<b>Total Costs</b>	<b>\$123,541,555</b>	<b>\$131,463,138</b>	<b>\$223,581,545</b>	<b>\$260,305,432</b>	<b>\$36,723,887</b>
Program Revenues	\$112,086,225	\$117,857,099	\$210,755,344	\$245,676,407	\$34,921,063
General Fund Support	\$11,455,330	\$13,606,039	\$12,826,201	\$14,629,025	\$1,802,824

## Costs by Division

	1996-97	1997-98	1997-98	1998-99	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
Director's Office	\$417,438	\$595,310	\$657,307	\$874,143	\$216,836
Facilities & Prop. Mgm	57,422,902	58,782,774	148,011,223	186,533,481	38,522,258
Animal Control	2,719,579	2,774,756	2,774,808	2,852,206	77,398
FREDS	5,762,489	6,493,580	7,976,178	7,997,729	21,551
Transportation	23,949,845	26,455,037	28,872,958	24,818,614	(4,054,344)
Land Use Planning	831,345	1,269,728	1,202,063	1,408,167	206,104
Tax Collection & Reco	3,786,870	4,337,652	4,488,235	4,831,835	343,600
Property Valuation	6,801,017	7,513,968	7,164,424	7,559,674	395,250
Elections	2,869,201	3,116,802	3,324,201	3,135,662	(188,539)
Accounting Entities	<u>18,980,869</u>	<u>20,123,531</u>	<u>19,110,148</u>	<u>20,293,921</u>	<u>1,183,773</u>
<b>Total Costs</b>	<b>\$123,541,555</b>	<b>\$131,463,138</b>	<b>\$223,581,545</b>	<b>\$260,305,432</b>	<b>\$36,723,887</b>

## Staffing by Division

	1996-97	1997-98	1997-98	1998-99	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
Director's Office	4.09	4.50	4.50	6.00	1.50
Facilities & Prop. Mgm	76.77	84.50	84.50	106.50	22.00
Animal Control	44.79	43.60	43.60	44.60	1.00
FREDS	41.74	43.00	43.00	44.40	1.40
Transportation	168.24	191.80	178.30	188.00	9.70
Land Use Planning	10.24	12.50	13.50	13.50	0.00
Tax Collection & Reco	56.76	59.00	58.75	61.00	2.25
Property Valuation	90.20	79.50	70.50	80.00	9.50
Elections	15.20	16.00	16.00	16.00	0.00
Accounting Entities	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
<b>Total Staffing FTE's</b>	<b>508.03</b>	<b>534.40</b>	<b>512.65</b>	<b>560.00</b>	<b>47.35</b>

# Environmental Services

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## Issues and Opportunities

### 1. Asset Preservation Fund Implementation

A process for addressing stable, adequate and long term funding for necessary facility maintenance and preservation has been developed and incorporated into this budget.

Part of the process entailed performing an analysis on the Hansen Building, Library Administration, Midland Library and the S.E. Probation Office as Facilities' staff felt these were representative of the County's buildings portfolio. The average asset preservation cost was found to be \$1.33 per square foot. Administrative costs, as well the resources necessary to complete a condition assessment of the remainder of County owned facilities has brought the cost to \$1.653 per square foot. During FY 1998-99, Facilities and Property Management will create a financial plan to match the needs of each building through the condition assessment of each facility.

#### ***Board Action:***

*Facilities and Property Management will bring before the Board of County Commissioners an administrative procedure with language that will guarantee the soundness and adequacy of the fund to address long-term maintenance and preservation of County owned facilities.*

### 2. Transportation Funding Shortfall

The need for an adequate, predictable revenue stream for constructing, maintaining, and preserving the County's roads and bridges has never been greater. We are facing greater demands upon our road and bridge system because of increasing population density and vehicle trips in the urban area while the revenue from the state gas tax has not increased commensurately since 1991. In addition, the costs for construction are outpacing the CPI. Our Willamette River Bridges are aging and have over 250 million in unfunded capital improvement costs anticipated over the next twenty years.

The ability to maintain, preserve and improve the transportation infrastructure remains a high priority. It is integral to the success of all other community goals because of the relationship between livability and our access to jobs, commerce, recreation and services. Conversely, the costs of NOT maintaining and preserving our transportation system compounds in terms of lost time, increased safety problems, and escalating repair costs when maintenance is deferred.

# Environmental Services

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## **Board Action:**

*The transportation system is balanced and integrated with state and local systems to achieve a highly coordinated, rational network. Funding decisions are part of a Regional Transportation Plan that is approved through the Joint Policy Advisory Committee on Transportation (JPACT). The Chair recommends that the County work closely regionally and in conjunction with the legislature to fund transportation maintenance and construction.*

## **Budget Highlights**

### **Organizational Change**

- Department personnel increased from 512.65 FTE in FY 97-98 to 558.5 in FY 98-99, an increase of 45.85 FTE.
- The Transportation and Land Use Division has been reconfigured to reflect changes in department management structure, span of control and shifts in responsibility. The FY98-99 budget creates two operating divisions: Transportation Division and the Land Use Planning Division, each with Division Managers reporting to the Department Director.
- Mid-year in FY 97-98, the Assessment and Taxation Division was split into two operating divisions: Tax Collection and Recording Division and the Property Valuation Division. This change reduced costs, maintained the high quality service to the public and clarified the reporting relationship to the Department Director.
- A department-level Human Resource Administrator position has been created to build department capacity to implement the County Human Resource reengineering project.

### **Buildings and Bridges – Asset Preservation and New Construction**

- The Facility Asset Preservation Program has been created to establish a stable, adequate and long-term funding mechanism for Facility maintenance and asset preservation of the County's fifty owned buildings.
- A number of major construction projects—funded by bonds, levies and Federal money—are underway from FY 97-98 or scheduled to begin in FY 98-99. These include the Hawthorne Bridge Project, the multi-service East County facility, new Health clinics, the Yeon Annex, and renovation of a number of Library branches. Corresponding increases in staffing levels are reflected in both the Transportation division and Facilities and Property Management division.
- Service improvements have been funded in Facilities maintenance in response to customer demands for service and better accountability for facility costs.

# Environmental Services

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## **Property Taxes – Year Two under Measure 47/50**

- Tax Collection and Property Valuation systems continue to be realigned in FY 98-99 to ensure compliance with provisions of Measure 50.

## **Improved Information Access and Management**

- Critical databases will be moved off the County's mainframe and mini-computers to PC-based platforms in Animal Control, Tax Collection, Property Valuation and Elections.
- The FY 98-99 budget includes the assessment and initial funding to ensure that the Department's information systems and mechanical systems are year 2000 compliant.

## Description

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

## Action Plans

- Negotiate with the Oregon Humane Society to contract for Animal Shelter Services.
- Complete construction of the Yeon Building Annex. Move Right of Way Permits, DES Administration, and Land Use Planning out of the Morrison building to the Annex. Move County Surveyor and Transportation Engineering from the Yeon Building to the annex. Plan on vacating the Morrison Building by 2000.
- Complete the department's RESULTS Strategic Plan and coordinate Division Strategic plans; begin to implement responses to Oregon Quality Initiative baseline assessment findings by July, 1998.
- Implement a Facilities Asset Preservation Fee for ongoing funding, complete assessment of remaining buildings and develop building-specific assessments in time for 1999-00 budget development.
- Oversee responses and followup to operational audits of Tax Collection & Records Management, Property Valuation, and Transportation & Land Use Planning Divisions.
- Implement GIS projects within DES, focusing initially on use by Transportation, Land Use Planning, County Surveyor, Tax Collection & Records Management, Property Valuation, and Elections by July, 1999.
- Examine new organizational structure and processes for providing PC/LAN support in DES and develop recommendations by July, 1999.
- Begin initial phase of decentralized approach to human resource management by July, 1998.

## Significant Changes - Revenues

No significant changes

## Significant Changes - Expenditures

	<u>FTEs</u>	<u>Amount</u>
Complete transition of Department Director position previously budgeted in both DES Administration and in the Road Fund	0.50	\$61,200
Add HR Administrator and associated Materials & Services for Human Resource (HR) reengineering and recruitment	1.00	\$90,627
Change service reimbursement for GIS coordinator from payment to ISD to payment to Road Fund, reflecting movement of that position to DES (ISD reimbursement down, Road fund reimbursement up, by this amount)		\$29,360

# Director's Office

# Environmental Services

<u>Budget Trends</u>	1996-97	1997-98	1997-98	1998-99	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	4.09	4.50	4.50	6.00	1.50
Personal Services	\$260,778	\$313,188	\$313,210	\$463,004	\$149,794
Contractual Services	32,909	117,616	183,696	232,696	49,000
Materials & Supplies	93,805	152,706	156,401	173,043	16,642
Capital Outlay	<u>29,946</u>	<u>11,800</u>	<u>4,000</u>	<u>5,400</u>	<u>1,400</u>
<b>Total Costs</b>	<b>\$417,438</b>	<b>\$595,310</b>	<b>\$657,307</b>	<b>\$874,143</b>	<b>\$216,836</b>
External Revenues	\$0	\$21,696	\$21,696	\$71,696	\$50,000
General Fund Support	\$417,438	\$573,614	\$635,611	\$802,447	\$166,836

<u>Costs by Program</u>		1997-98	1998-99	
	<u>1996-97 Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Department Management	\$417,438	\$657,307	\$874,143	\$216,836

<u>Staffing by Program</u>		1997-98	1998-99	
	<u>1996-97 Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Department Management	4.09	4.50	6.00	1.50

## Description

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

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

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

Changes in statutes restricting response times in land use permitting services increased administrative and legal research costs; so a cost recovery system for development applications has been established. Mid year 1997-98, this division was separated from the Transportation & Land Use Planning Division to become a separate division within DES.

## Action Plans

- Implement and adjust deposits for cost-recovery billing system for permitting by November 1998.
- Restructure county zoning use code to be consistent with new county code structure, and make available as a user-friendly reference via the internet and other means.

<u>Key Results</u>	1994-95	1995-96	1996-97	1997-98	1997-98	1998-99
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Original Projection</u>	<u>Current Estimate</u>	<u>Projected</u>
% of Zoning Violation Complaints Processed Within 30 Working Days	NA	100%	100%	100%	100%	100%
% of cases meeting the 120 Day Rule	NA	100%	100%	100%	100%	100%
% of Rural Area Plans Completed to Codification	NA	NA	0%	0%	0%	20%

### Significant Changes – Revenues

Revenue moved to Survey mid-year via budget modification

Amount  
(\$110,625)

### Significant Changes – Expenditures

Decrease Service Reimbursement to Road Fund for half of Transportation Planning Manager

Amount  
(\$50,772)

Health Department reclassification of employee shared for nuisance abatement (reclass from Nuisance Enforcement Officer to Sanitarian)

\$1,990

Carryover Professional Services intergovernmental agreement with Portland, GIS, Sauvie Island moorages, Hearings Officers

\$170,200

# Land Use Planning

# Environmental Services

## Budget Trends

	<u>1996-97 Actual</u>	<u>1997-98 Current Estimate</u>	<u>1997-98 Adopted Budget</u>	<u>1998-99 Adopted Budget</u>	<u>Difference</u>
Staffing FTE	10.24	12.50	13.50	13.50	0.00
Personal Services	\$584,082	\$784,902	\$745,423	\$848,686	\$103,263
Contractual Services	52,460	295,921	270,574	388,463	117,889
Materials & Supplies	179,462	160,705	182,666	166,018	(16,648)
Capital Outlay	<u>15,341</u>	<u>28,200</u>	<u>3,400</u>	<u>5,000</u>	<u>1,600</u>
<b>Total Costs</b>	<b>\$831,345</b>	<b>\$1,269,728</b>	<b>\$1,202,063</b>	<b>\$1,408,167</b>	<b>\$206,104</b>
Program Revenues	\$195,539	\$193,500	\$483,795	\$446,522	(\$37,273)
General Fund Support	\$635,806	\$1,076,228	\$718,268	\$961,645	\$243,377

## Costs by Program

	<u>1996-97 Actual</u>	<u>1997-98 Adopted Budget</u>	<u>1998-99 Adopted Budget</u>	<u>Difference</u>
Land Use Planning	\$831,345	\$1,202,063	\$1,408,167	\$206,104

## Staffing by Program

	<u>1996-97 Actual</u>	<u>1997-98 Adopted Budget</u>	<u>1998-99 Adopted Budget</u>	<u>Difference</u>
Land Use Planning	10.24	13.50	13.50	0.00

# Facilities & Property Management

# Environmental Services

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

## Action Plans

- Implement phase II of the asset preservation fund by completing building-by-building assessments, and establishing fees on a building-specific basis.
- Implement materials handling software and management practices to more productively utilize maintenance workers' time.
- Complete embedded microprocessor technology Year 2000 assessment and remediation, pending board policy and funding resolution.
- Develop plans and schedule for vacating the Morrison building and locating suitable space for tenants not relocating to the Yeon Annex.
- Analyze feasibility of converting CIP funding to COP repayment to address capital improvement needs.

### Significant Changes - Revenues

### Amount

#### Fund 230 – Justice Bond Project Fund

Decrease Justice Bond beginning working capital to reflect charges made to Inverness, Courthouse and MCDC projects in 1997-98 (\$13,856,694)

#### Fund 231 – Edgefield Children's Center Construction Fund

Increase beginning working capital revenues for Edgefield Children's Center \$652,000

#### Fund 232 – Senate Bill 1145 Fund

Decrease reimbursement expected from State 1145 construction funds to reflect funds received in 1997-98 for Inverness expansion (\$14,600,000)

#### Fund 235 – Lease Purchase Project Fund

# Facilities & Property Management

# Environmental Services

Increase beginning working capital for Yeon Expansion and North Portland Clinic COPs issued in 1997-98	\$10,373,511
Increase COP proceeds for East County facility project	\$14,855,000
<u>Fund 236 – Library Construction Fund</u>	
Decrease Library Bond 1993 funds to reflect completion of Central and Midland Libraries projects	(\$1,650,000)
<u>Fund 237 – Library Construction Fund</u>	
Add Library Bond 1996 funds transferred from Library during 1997-98	\$23,650,000
<u>Fund 240 – Capital Improvement Fund</u>	
Increase beginning working capital to reflect estimated carryover of construction projects	\$2,322,243
Decrease Portland Utility revenues to reflect end of energy rebate program	(\$95,000)
Decrease interest on investments due to interest estimates	(\$60,000)
Decrease service reimbursements from Data Processing fund repayment of a 5 year loan from fund 240 completed in 1997-98	(\$36,950)
Decrease general fund support to CIP program	(\$97,500)
Decrease reimbursement from Justice Services Operating Fund for remodel of Courthouse 8 <sup>th</sup> floor completed in 1997-98	(\$200,000)
Decrease transfer from Facilities Fund for capital surcharge shortfall	(\$350,000)
Add transfer from Facilities Fund for Asset Preservation Fund	\$2,680,980
Increase estimates of State Energy Loans for Justice Center project	\$245,000
Add repayment from Lease Purchase Fund for Yeon expansion costs made in 1997-98 before COPs were issued	\$485,357
New COP revenue	\$15,000,000
<u>Fund 410 – Facilities Management Fund</u>	
Increase City of Portland revenue to reflect increased level of custodial service in City buildings, including full year of City Hall custodial costs	\$192,687
Increase estimates for client service requests for facilities service over base level	\$246,129
Increase collections of asset preservation charge per sq ft for new asset preservation program	\$2,680,980
Increase estimated revenue for rent at Solomon Courthouse	\$1,691,834
Add revenue from Metro for construction project management at Zoo	\$130,756
Increase service reimbursement revenue from County programs	\$2,492,715
Decrease beginning working capital budgeted in 1997-98	(\$225,000)

## Significant Changes - Expenditures

	<u>FTEs</u>	<u>Amount</u>
Add Fiscal Assistant Sr, Customer Service and Information Systems Spec to Admin Section	3.00	\$161,091
Add Facilities Dispatcher/Scheduler; Inventory Utility Worker and Materials Handling Positions; Program Dev Specs; Carpenter and Carpenter/Locksmiths; Alarm Tech Assts; Construction Project Spec positions to Facilities Maintenance Sections	12.00	\$389,540
Delete Plant Maintenance Engineers and Facilities Coordinator positions from Facilities Maintenance Sections	(3.00)	(\$139,770)
Add Property Management Specialist to Property Management Section	1.00	\$47,515
Add Construction Project Specs to Capital Improvements Program	4.00	\$200,183
Add Construction Project Spec Sr., OA2, materials and services to support revenue bond construction projects	2.00	\$132,222
Add Program Development Spec, Construction Project Techs, materials and services to support revenue bond projects	3.00	\$149,117

# Facilities & Property Management

# Environmental Services

Implement Dispatch, Inventory Control, budget and cost tracking systems	\$154,400
Adjust Yeon energy retrofit project to reflect expenditures made 1998-98	(\$370,000)
Add energy conservation projects at Justice Center and other facilities	\$75,000
Adjust temporary and overtime budgets for trades personnel	\$268,822
Add Asset Preservation program	\$148,998
Increase custodial contract costs to include increased hours at libraries, full year service at City Hall, addition of Solomon Courthouse and contract wage increases	\$932,690
Increase garbage/recycling costs and building security contract costs	\$117,810
Increase rentals for Solomon Courthouse, increased space at Commonwealth Bldg and King Neighborhood Facility, add Juvenile Day Reporting Center	\$1,335,567
Net changes in debt service payments, including principal payments for North Portland and Yeon Expansion	\$545,244
Adjustment to Justice Bond project to reflect expenditures made	(\$6,762,530)
Adjustment to State 1145 funds to reflect expenditures made	(\$14,600,000)
Addition of East County facility project	\$24,197,917
Completion of Central Library Renovation and Midland Library construction	(\$3,650,000)
Library Bond 1996 construction projects moved from Library mid 97-98	\$23,650,000
Adjustment to CIP fund for carryover projects from 1997-98	\$2,060,229
Increase to Edgefield Children's Center project	\$652,000
Increase North Portland Clinic construction project	\$1,200,000
Carryover Juvenile Justice, McCoy and Walnut Park projects	\$750,000
<b>New Projects Funded by Certificates of Participation</b>	
McCoy building elevators	\$1,400,000
MCCF roof	\$350,000
Walnut Park remodel north side phase one	\$300,000
Justice Center roof	\$1,700,000
Kelley building water pipes	\$30,000
Hooper Detox HVAC upgrade	\$60,000
Justice Center, repair, clean and seal exterior	\$306,000
New \$6.5 million COP debt repayment	\$636,341

# Facilities & Property Management

# Environmental Services

## Budget Trends

	1996-97	1997-98	1997-98	1998-99	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	76.77	84.50	84.50	106.50	22.00
Personal Services	\$4,702,068	\$4,872,817	\$4,935,133	\$6,166,160	\$1,231,027
Contractual Services	6,516,883	5,494,300	10,966,492	18,068,987	7,102,495
Materials & Supplies	23,690,300	16,956,069	18,226,743	21,840,070	3,613,327
Capital Outlay	<u>22,513,651</u>	<u>31,459,588</u>	<u>113,882,855</u>	<u>140,458,264</u>	<u>26,575,409</u>
<b>Total Costs</b>	<b>\$57,422,902</b>	<b>\$58,782,774</b>	<b>\$148,011,223</b>	<b>\$186,533,481</b>	<b>\$38,522,258</b>
External Revenues	\$55,968,909	\$56,495,774	\$145,702,375	\$184,891,481	\$39,189,106
General Fund Support	\$1,453,993	\$2,287,000	\$2,308,848	\$1,642,000	(\$666,848)

## Costs by Program

	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Division Management	\$721,174	\$677,328	\$1,140,792	\$463,464
Facilities Utilities	3,461,297	4,885,637	4,566,626	(319,011)
Facilities Maintenance	6,902,855	7,365,510	7,521,426	155,916
Facilities Contracts	2,303,740	3,682,607	4,638,326	955,719
Property Management	8,228,666	8,640,024	11,598,497	2,958,473
Tax Title - Facilities	736,997	203,492	0	(203,492)
Capital Improvement Program	33,748,173	122,556,625	157,067,814	34,511,189
Natural Areas Acquisition	<u>1,320,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Costs</b>	<b>\$57,422,902</b>	<b>\$148,011,223</b>	<b>\$186,533,481</b>	<b>\$38,522,258</b>

## Staffing by Program

	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Division Management	9.70	9.50	13.50	4.00
Facilities Utilities	1.00	1.00	1.00	0.00
Facilities Maintenance	49.32	57.00	69.00	12.00
Facilities Contracts	2.92	3.00	3.00	0.00
Property Management	1.00	1.00	2.00	1.00
Tax Title - Facilities	1.00	1.00	0.00	(1.00)
Capital Improvement Program	11.84	12.00	18.00	6.00
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>76.77</b>	<b>84.50</b>	<b>106.50</b>	<b>22.00</b>

# Division Management

## 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; payroll; accounting; word processing and reception services; maintain the facilities cost tracking system; and prepare the division's budget.

## Budget Overview

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	9.70	9.50	13.50	4.00
Program Costs	\$721,174	\$677,328	\$1,140,792	\$463,464

## Significant Changes - Expenditures

	<u>FTEs</u>	<u>Amount</u>
Add Fiscal Assistant Sr	1.00	\$37,671
Add Customer Service position	1.00	\$71,019
Transfer Fac Maint Supervisor from Oper & Maint Section for Customer Service program	1.00	\$74,873
Add Information Systems Spec 3	1.00	\$52,401
Add division-wide personal computers and other equipment for new staff		\$51,424
Add programmer time to implement Dispatch and Inventory Control components; budgeting and cost tracking components		\$154,400
Reclass Sr. Admin Analyst to Admin Services Officer (mid-year)		\$0
Add share of Motor Pool charges for Customer Services program		\$5,239

Facilities Utilities

**Description**

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

In FY 1997-98, the Energy Conservation Program completed a comprehensive energy retrofit of the Yeon Building. Energy efficiency measures included a new high efficiency chiller, carbon dioxide sensors and variable speed drives for fan control, installation of an energy management system and new lighting. Estimated energy savings for this project total \$54,290 annually. In addition, a new heat recovery system is being installed at the Justice Center - total energy loan amount equal to \$78,807 and energy savings estimated at \$18,780 annually. The Energy Program is also involved with Capital Improvement projects at Animal Control and the Library Branches. Energy efficiency measures are currently being evaluated for enhancements at these sites. Evaluation of a building-wide lighting retrofit of the Mead Building is also underway.

**Budget Overview**

	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	1.00	1.00	1.00	0.00
Program Costs	\$3,461,297	\$4,885,637	\$4,566,626	(\$319,011)

**Key Results**

	1994-95	1995-96	1996-97	1997-98	1997-98	1998-99
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Original Projection</u>	<u>Current Estimate</u>	<u>Projected</u>
Energy use within County facilities (Kilowatts/sq.ft.)	18.3	17.9	17.5	17.2	17.4	Being Developed

**Significant Changes - Expenditures**

	<b>Amount</b>
Adjust utilities charges for County facilities	(\$59,388)
Move Yeon debt service to Property Management	(\$61,452)
Add Justice Center debt service	\$18,780
Adjust Yeon Energy Retrofit project to reflect expenditures made 1997-98	(\$370,000)
Add energy conservation project at Justice Center and others not yet determined	\$75,000

Facilities Maintenance

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. Facilities Maintenance is responsible for maintenance of over 2 million square feet of county owned and leased real property in approximately 120 facilities.

The Asset Preservation Program is being established for 1998-99 to implement a plan for addressing stable, adequate and long term funding for necessary facility maintenance and preservation of County owned buildings.

**Budget Overview**

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	49.32	57.00	69.00	12.00
Program Costs	\$6,902,855	\$7,365,510	\$7,521,426	\$155,916

**Key Results**

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 <u>Original Projection</u>	1997-98 <u>Current Estimate</u>	1998-99 <u>Projected</u>
% of Customers Rating Performance as Satisfactory or Outstanding	NA	NA	NA	NA	NA	NA
Cost To Maintain County Facilities Per Square Foot						
1) Health Clinics	NA	NA	\$3.44	\$5.21	\$5.21	\$5.81
2) Detention			\$3.00	\$5.22	\$5.22	\$5.94
3) Office			\$2.32	\$3.59	\$3.59	\$4.21
4) Warehouse			\$0.93	\$1.25	\$1.25	\$1.48

\* Method of measuring customer satisfaction is under review at this time.

**Significant Changes - Expenditures**

	<u>FTEs</u>	<u>Amount</u>
Transfer Fac Maint Supervisor in Customer Svc program to Admin Section	(1.00)	(\$74,873)
Add 2 Alarm Tech Assistants and Facilities Dispatcher/Scheduler	3.00	\$127,404
Reclass Fac. Maintenance Worker to Inventory Utility Worker and add one new Materials Handling position	2.00	\$66,929
Add two Program Dev Spec positions mid-year 97-98; and one new Program Dev Spec position in 98-99 to Asset Preservation and Planning	3.00	\$143,769
Delete Plant Maintenance Engineers	(3.00)	(\$154,324)
Carpenter and Carpenter/Locksmith for service request and jail expansion	2.00	\$102,662
Construction Project Spec positions for Metro Zoo & service request projects	3.00	\$142,545
Increase Temporary hours for trades personnel		\$282,314
Add Asset Preservation program		\$148,998
Adjustment to supplies and repair budget to reflect actual costs		(\$289,804)
Delete cost of 3 vans purchased in 1997-98		(\$54,500)
Add Program Development Specialist 2 and 2 Construction Project Technicians and support for revenue bond projects	3.00	\$149,117
Reclassifies Asbestos Project Spec. to Program Development Spec., & 2 Construction Project Specialists to Fiscal Specialist Seniors via amendment		\$0

Facilities Contracts

**Description**

The purpose of the Facilities Contracts Assistance and Technical Support Section is to provide qualified technical assistance in the development and processing of all Division-wide contracting while monitoring and measuring compliance with the Sheltered Market Contracting Program, by being a positive resource for Facilities and Property Management, DES, Finance, County Counsel and the community. Major program responsibilities are implementation of Disparity Study recommendations, Divisional contract development, and management of Facilities service contracts. Activities include developing, implementing and monitoring Sheltered Market Program, developing and monitoring all Division contracts and managing service contracts for custodial, window cleaning, refuse/recycle, pest control and security services utilizing contractors to meet the needs of the client.

The Facilities Contracts Assistance and Technical Support 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**

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	2.92	3.00	3.00	0.00
Program Costs	\$2,303,740	\$3,682,607	\$4,638,326	\$955,719

**Key Results**

	1996-97 <u>Actual</u>	1997-98 <u>Original Projection</u>	1997-98 <u>Current Estimate</u>	1998-99 <u>Projection</u>
Cost/Benefit Rating for Routine Custodial Services by Category of Space, and Overall (5.00 maximum)				
Health Clinics	4.00	4.00	4.00	4.00
Detention/Courts	4.25	4.50	4.40	4.25
Reduced Service Areas	3.50	4.50	3.80	4.00
Office/Library	4.00	4.00	4.00	3.38
Overall	3.93	4.25	4.05	4.01
% of Informal Facilities Mgmt contracts awarded to M/W/ESB Contractors \$2,500-\$50,000				
# of contracts	NA	50%	66% or 51 contracts	75%
# of dollars	NA	NA	79% or \$842,799	85%

**Significant Changes - Expenditures**

	<u>Amount</u>
Cut temporary employee costs for Central Library day porter	(\$30,202)
Increased custodial contract costs including increased hours at libraries, full year service at City Hall, addition of Solomon Courthouse, contracted cost wage adjustments	\$932,690
Increased garbage/recycling charges	\$45,979
Increased building security contract costs	\$71,831
Increased training in Contracting and Purchasing	\$9,125

# Property Management

**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 50 leases to tenants of county owned property and 65 leases of non-county owned property for use by county programs; and sells surplus real property.

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

**Budget Overview**

	<b>1996-97 Actual</b>	<b>1997-98 Adopted Budget</b>	<b>1998-99 Adopted Budget</b>	<b>Difference</b>
Staffing FTE	1.00	1.00	2.00	1.00
Program Costs	\$8,228,666	\$8,640,024	\$11,598,497	\$2,958,473

<b><u>Key Results</u></b>	<b>1996-97 Actual</b>	<b>1997-98 Original Projection</b>	<b>1997-98 Current Estimate</b>	<b>1998-99 Projection Under Development</b>
Cost of Leased Facilities per sq ft				

**Significant Changes - Expenditures**

	<b>FTEs</b>	<b>Amount</b>
Add Property Management Specialist position mid-year 97-98	1.00	\$47,515
Increased rentals for Solomon Courthouse, increased space at Commonwealth Bldg, increased space at King Neighborhood Facility, Juvenile Day Reporting		\$1,335,567
Net changes in debt service payments, including principal payments for North Portland and Yeon Expansion		\$545,244
Adjust 1997-98 budget to reflect addition of DSO lease costs and North Portland Clinic and East County facilities debt service		\$1,056,122

# Capital Improvements Program

## 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.

Many state or federal laws affect CIP work, including ADA, OSHA rules, the Building Code, City Building Regulations, Zoning Ordinances, Public Bidding Rules and BOLI regulations, and other state laws.

The major current problems are dealing with deferred maintenance and recent mandates such as ADA and structural concerns. For details on capital improvement projects, see the "Capital Budget" section of this document.

## Budget Overview

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	11.84	12.00	18.00	6.00
Program Costs	\$33,748,173	\$122,556,625	\$157,067,814	\$34,511,189

Key Results	1994-95	1995-96	1996-97	1997-98	1997-98	1998-99
	Actual	Actual	Actual	Original Projection	Current Estimate	Projected
Project Mgt. Cost as a % of Total						
Project Cost by class of project						
1) \$25,000-\$100,000	NA	NA	15%	15%	16%	15%
2) \$100,000-\$1 million			2%	6%	4%	3%
3) \$1 million-\$5 million				3%	3%	2%
4) Over \$5 million			1%	2%	1%	1%

Significant Changes - Expenditures	FTEs	Amount
Construction Project Specialist, one to be added mid-1997-98 for Metro Zoo projects	4.00	\$200,183
Debt service for East County facility moved to Property Management		(\$345,000)
Adjustment to Justice Bond fund to reflect expenditures made		(\$9,911,891)
Additional Buyer position in Purchasing funded by Justice Bond		\$55,234
Adjustment to State 1145 funds to reflect expenditures made		(\$14,613,075)
Additional Buyer and OA2 positions in Purchasing funded by Lease Purchase projects and CIP projects funds respectively		\$71,411
Addition of East County Facility project to Lease Purchase projects		\$24,197,917
Completion of Central Library Renovation and Midland Library construction		(\$3,650,000)
Library Bond 1996 construction projects moved to FM in mid-1997-98		\$23,650,000
Adjustment to CIP fund for carryover projects from 1997-98		\$1,619,229
Increase to Edgefield Children's Center project		\$652,000
Increase North Portland Clinic construction project		\$1,200,000
Carryover Juvenile Justice, McCoy and Walnut Park projects		\$750,000
Addition of Construction Proj. Spec. Sr. and Office Asst. and support for revenue bond projects, via amendment	2.00	\$132,222
Buildings increase, funded by revenue bonds		\$3,968,661
Reclassification of 9 Construction Project Specialists to Construction Project Specialist Seniors via amendment		\$21,671

# Facilities Tax-Title

**Description**

The Tax Title - Facilities program has been transferred entirely to the Tax Collection and Records Management Division for Fiscal Year 1998-99 as part of the reorganization of the former division of Assessment & Taxation. Financial information shows history only.

**Budget Overview**

	<b>1996-97 Actual</b>	<b>1997-98 Adopted Budget</b>	<b>1998-99 Adopted Budget</b>	<b>Difference</b>
Staffing FTE	1.00	1.00	0.00	(1.00)
Program Costs	\$736,997	\$203,492	\$0	(\$203,492)

**Significant Changes - Expenditures**

Transfer to Tax Collection & Property Management

<b><u>FTEs</u></b>	<b><u>Amount</u></b>
(1.00)	(\$203,492)

# Animal Control

# Environmental Services

## Description

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

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

Multnomah County is a high-density, metropolitan area with an estimated population of 250,000 dogs and cats, which create a myriad of animal-related problems and service needs. As the community grows, the demand for services expands. To meet increasing demand for adoption services, operations at the Outreach Center will remain open 7 days per week in FY 1997-98.

In April 1996, the Board of County Commissioners passed a new Animal Control Ordinance. However, the revisions were not adopted by the individual jurisdictions within the county. Currently, the ordinance is undergoing further revisions to address issues and concerns raised, including the continuing problem of venomous reptiles and the added burden of dealing with large exotic cats. After review by staff, County Counsel, and County Board, Multnomah County Animal Control will meet with the individual jurisdictions to discuss the ordinance and to ensure they will adopt the re-write when passed by the County Board of Commissioners.

## Action Plans

- A diversion program is being developed for implementation by December 1998, that will provide a classroom environment for teaching pet owners the related responsibilities of pet ownership. This program will primarily be offered to those whose pets have exhibited behavior characteristic of Potentially Dangerous Dogs, as classified by the Animal Control Ordinance.
- Complete the Animal Control database migration by fiscal year end, from the ISD mainframe to a Division, Year 2000 compliant PC based system, with a focus on database design. A donation from the Kruger Foundation of software will save hundreds of hours of development time.
- Determine the feasibility of partnering with the Oregon Humane Society shelter operations.

### Significant Changes - Revenues

	<u>Amount</u>
Miscellaneous revenue increases attributable to 1997-98 fee increase	\$95,476

### Significant Changes - Expenditures

	<u>FTEs</u>	<u>Amount</u>
Reclassified Community Information Specialist as Public Affairs Coordinator		\$8,688
Establish an Animal Control Program Coordinator position.	1.00	\$50,312
Capital asset acquisition fund debt service repayment		\$46,835
Increase in building management costs		\$26,825
Reduction in professional services fees. One time expenditure in fiscal 1997-98 for Field Operations facility set-up.		(\$30,000)
Elimination of older vehicles.		(\$59,292)
Increase Night telephone/emergency services due to increased demand		\$27,600
Carryover Pet Food Licensing Professional Services via amendment		\$50,000

# Animal Control

# Environmental Services

## Budget Trends

	1996-97 <u>Actual</u>	1997-98 <u>Current Estimate</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	44.79	43.60	43.60	44.60	1.00
Personal Services	\$2,007,771	\$1,942,047	\$1,957,122	\$2,001,494	\$44,372
Contractual Services	149,068	135,137	132,119	136,719	4,600
Materials & Supplies	556,367	694,172	685,567	713,993	28,426
Capital Outlay	<u>6,373</u>	<u>3,400</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Costs</b>	<b>\$2,719,579</b>	<b>\$2,774,756</b>	<b>\$2,774,808</b>	<b>\$2,852,206</b>	<b>\$77,398</b>
External Revenues	\$1,281,096	\$1,460,000	\$1,576,819	\$1,661,295	\$84,476
General Fund Support	\$1,438,483	\$1,314,756	\$1,197,989	\$1,190,911	(\$7,078)

## Costs by Program

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Div. Mgmt & Comm. Ed.	\$247,039	\$276,180	\$330,074	\$53,894
Field Services	1,076,935	1,161,538	1,158,302	(3,236)
Shelter Program	701,897	584,325	568,397	(15,928)
Client Services	<u>693,708</u>	<u>752,765</u>	<u>795,433</u>	<u>42,668</u>
<b>Total Costs</b>	<b>\$2,719,579</b>	<b>\$2,774,808</b>	<b>\$2,852,206</b>	<b>\$77,398</b>

## Staffing by Program

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Div. Mgmt & Comm. Ed.	4.50	4.00	5.00	1.00
Field Services	19.20	19.80	19.80	0.00
Shelter Program	8.70	9.00	9.00	0.00
Client Services	<u>12.40</u>	<u>10.80</u>	<u>10.80</u>	<u>0.00</u>
<b>Total Staffing FTE's</b>	<b>44.79</b>	<b>43.60</b>	<b>44.60</b>	<b>1.00</b>

# Division Mgmt & Community Ed.

# Animal Control Environmental Services

## Description

The Division Management and Community Education program 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 requested 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

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	4.50	4.00	5.00	1.00
Program Costs	\$247,039	\$276,180	\$330,074	\$53,894

## Key Results

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
Revenues Generated vs. Operational Program Costs	49%	47.9%	44.5%	40.7%	53.2%	56.4%
Percent of Customers That Rate Services Good or Better	NA	40%	50%	48.2%	45%	45%
Alternative/Volunteer Labor Hours	2,000	7,109	8,000	7,800	6,500	7,500

## Significant Changes - Expenditures

	FTEs	Amount
Reclassified Community Information Specialist as Public Affairs Coordinator		\$8,688
Establish an Animal Control Program Coordinator position.	1.00	\$50,312

# Field 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 include: 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

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	19.20	19.80	19.80	0.00
Program Costs	\$1,076,935	\$1,161,538	\$1,158,302	(\$3,236)

## Key Results

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
Percent of Emergency Responses In Less Than 30 Minutes	NA	90%	90%	90%	85%	80%
% of Problem Calls That Repeat Within 1 Year	NA	25%	30%	30%	30%	30%

## Significant Changes - Expenditures

	Amount
Increase after hours telephone & pick up services to respond to demand	\$27,600
Elimination of older vehicles.	(\$52,292)
Allocation of utilities and asset preservation fund fees.	\$32,500

# Shelter Operations

Animal Control  
Environmental Services

## Description

The Shelter Operations program, formerly Animal Care, 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.

## Budget Overview

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	8.70	9.00	9.00	0.00
Program Costs	\$701,897	\$584,325	\$568,397	(\$15,928)

## Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 Original <u>Projection</u>	1997-98 Current <u>Estimate</u>	1998-99 <u>Projected</u>
% of Live Dogs Reunited With Owner/Adopted Into New Homes	49%	71.9%	73%	90%	83%	90%
% of Live Cats Reunited With Owner/Adopted Into New Home	18%	38.7%	41%	35%	32%	35%

## Significant Changes - Expenditures

No significant changes

Client Services

**Description**

Client Services encompasses pet licensing services which 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 assisting clients who call the shelter or visit for purposes of adopting an animal or reclaiming a lost pet; 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**

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	12.40	10.80	10.80	0.00
Program Costs	\$693,708	\$752,765	\$795,433	\$42,668

**Key Results**

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 Original <u>Projection</u>	1997-98 Current <u>Estimate</u>	1998-99 <u>Projected</u>
% Change in Annual Number of Pet Licenses Sold	1.5%	9.9%	5%	10%	10%	10%

**Significant Changes - Expenditures**

	<u>Amount</u>
Miscellaneous increases in Materials & Services.	\$25,373
Capital asset acquisition fund debt service repayment	\$26,763

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

Environmental 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 Plans

- Explore and analyze opportunities for partnerships with other governments to produce improved coordination of interoffice deliveries and U.S. mail processing by June, 1999 in order to improve service or reduce costs to our customers.
- Review, evaluate, and select or develop replacement information systems by June, 1999 to support effective management of the County's fleet, records, electronic and distribution programs.

## Significant Changes - Revenues

No significant changes at the Division level.  
Changes are shown at the program level

## Significant Changes - Expenditures

No significant changes at the Division level.  
Changes are shown at the program level

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

Environmental Services

<u>Budget Trends</u>	1996-97 <u>Actual</u>	1997-98 <u>Current Estimate</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	41.74	43.00	43.00	44.40	1.40
Personal Services	\$2,072,147	\$2,103,636	\$2,262,449	\$2,398,322	\$135,873
Contractual Services	112,612	122,058	116,775	206,943	90,168
Materials & Supplies	2,252,755	2,461,624	3,088,143	2,776,364	(311,779)
Capital Outlay	<u>1,324,975</u>	<u>1,806,262</u>	<u>2,508,811</u>	<u>2,616,100</u>	<u>107,289</u>
<b>Total Costs</b>	<b>\$5,762,489</b>	<b>\$6,493,580</b>	<b>\$7,976,178</b>	<b>\$7,997,729</b>	<b>\$21,551</b>
External Revenues	\$5,548,014	\$6,251,107	\$7,733,005	\$7,610,386	(\$122,619)
General Fund Support	\$214,475	\$242,473	\$243,173	\$387,343	\$144,170

## Costs by Program

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Division Management	\$1,835,442	\$200,448	\$250,932	\$50,484
Fleet Services	2,089,759	5,619,849	5,260,821	(359,028)
Records Management	216,837	243,173	387,343	144,170
Electronic Services	452,199	544,043	657,574	113,531
Distribution Services	<u>1,168,252</u>	<u>1,368,665</u>	<u>1,441,059</u>	<u>72,394</u>
<b>Total Costs</b>	<b>\$5,762,489</b>	<b>\$7,976,178</b>	<b>\$7,997,729</b>	<b>\$21,551</b>

## Staffing by Program

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Division Management	5.62	3.00	3.00	0.00
Fleet Services	18.52	22.00	22.00	0.00
Records Management	3.00	3.00	4.00	1.00
Electronic Services	6.67	7.00	7.40	0.40
Distribution Services	<u>7.94</u>	<u>8.00</u>	<u>8.00</u>	<u>0.00</u>
<b>Total Staffing FTE's</b>	<b>41.74</b>	<b>43.00</b>	<b>44.40</b>	<b>1.40</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, working with more formalized cooperative efforts with other government agencies, and responding to changing customer needs.

## Budget Overview

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	5.62	3.00	3.00	0.00
Program Costs	\$1,835,442	\$200,448	\$250,932	\$50,484

## Significant Changes - Expenditures

Addition in Professional Services for assistance in replacing or upgrading division's computer systems

Amount  
\$40,000

# 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 addresses 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 using our services.

## Budget Overview

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	18.52	22.00	22.00	0.00
Program Costs	\$2,089,759	\$5,619,849	\$5,260,821	(\$359,028)

Key Results	1994-95	1995-96	1996-97	1997-98	1997-98	1998-99
	Actual	Actual	Actual	Original Projection	Current Estimate	Projected
Average Charge Per Mile to User (subcompact car)	\$0.362	\$0.436*	\$0.376*	\$0.382*	\$0.382*	\$0.382*
% of Vehicle Downtime (subcompact car)	3.0%	3.2%	3.1%	3.4%	in revision	in revision
Motor Pool Vehicle Availability	99.9%	100%	100%	99.9%	99.99%	99.90%

\* method of calculation revised to use fixed 7000 mile annual usage

## Significant Changes - Revenues

	Amount
Reduction in Service Reimbursements due primarily to over-budgeting by our customers in FY 97/98	(\$275,872)
Increase in interest based on larger reserves	\$20,000
Increase in Auto Sales based on improved auction returns	\$25,000

## Significant Changes - Expenditures

	Amount
Change in capital expenditures due to normal vehicle replacement schedule variations	(\$567,811)
Reduction in supplies due mainly to over-budgeting of service reimbursement by customers in FY 97/98	(\$520,368)
Facility Management costs reduced due to a reallocation of the space in the Yeon Building between FREDS and Transportation divisions	(\$57,544)

# Records Management

## 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 Records Management Program has an increasing backlog of work that has been postponed due to the continuing constraint or cut budgets that the County has experienced. The work involves long-term record preservation including the following needs: microfilming of approximately 175 cubic feet of District Attorney Class A felony records (\$17,500); treating 6000 rolls of microfilm with polysulfide to allow them to be stored in the State Archives and the silver duplication of approximately 6200 rolls of microfilm (\$74000); archival indexing and preservation of approximately 1600 boxes of archival material (FY96/97's \$25000 add to the Records' budget to begin this process was cut due to M47); and extensive work on restoring and preserving plat maps (estimated at \$100,000 for the worst 900 plats or \$350,000 for all 7000 plats).

### Budget Overview

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	3.00	3.00	4.00	1.00
Program Costs	\$216,837	\$243,173	\$387,343	\$144,170

### Key Results

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
On Time Retrieval Percentage	88.8%	96%	96%	95%	95%	95%
Average Unit Cost Per Record Action	\$1.11	\$1.19	\$1.30	\$1.50	\$1.65	\$1.54

### Significant Changes - Expenditures

	FTEs	Amount
One Time increase for records preservation and one FTE to manage records retention scheduling	1.00	\$100,000
Increase in Facility Management charges for the Records Center		\$42,631

# Electronic Services

# 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

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	6.67	7.00	7.40	0.40
Program Costs	\$452,199	\$544,043	\$657,574	\$113,531

## Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 Original <u>Projection</u>	1997-98 Current <u>Estimate</u>	1998-99 <u>Projected</u>
Average Maintenance Cost Per Portable Radio	\$38.67	\$33.30	\$49.82	\$48.00	\$31.87	\$48.00

## Significant Changes - Revenues

Increase in Service Reimbursement due to increasing workload particularly in detention electronics	<u>Amount</u> \$78,330
Increase in demand for services by other governments	\$20,514

## Significant Changes - Expenditures

Increase in personal services including a retirement payoff, an increase in temporary staffing to aid in the design of the new jail security systems, and the addition of .4 FTE Electronic Technician Assistant to aid in the transition of duties related to the Chief Electronic Technician's retirement	<u>FTEs</u> 0.40	<u>Amount</u> \$44,326
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# Distribution Services

# 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 relatively stable with some growth in the number of programs served generated by new programs coming to the County.

## Budget Overview

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	7.94	8.00	8.00	0.00
Program Costs	\$1,168,252	\$1,368,665	\$1,441,059	\$72,394

## Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 <u>Original Projection</u>	1997-98 <u>Current Estimate</u>	1998-99 <u>Projected</u>
% of Mail Receiving Postage Discounts	93.8%	95.94%	74.15%	80%	82.21%	85%

## Significant Changes - Expenditures

Reduction in Postage due to over-budgeting of postage costs in FY 97/98 by customers

**Amount**  
(\$71,186)

## 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. 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).

In fiscal year 1998-99 the division is being separated into two divisions. Originally brought together in mid-year FY 1995-96, the Transportation and Land Use Planning Divisions were combined to share management, reduce overhead and foster greater cooperation and improved communication. Land Use Planning responsibilities are now largely for the rural unincorporated areas of the County. The natural linkage and desired staff interaction between Transportation and Land Use Planning will occur by co-locating the divisions in the Yeon Annex. The interim shared management approach for these complex programs will no longer be required.

## Action Plans

- Seek funding for major capital liabilities of the Willamette River Bridges to preserve the facilities beyond their expected service life.
- Seek funding for major capital liabilities identified in the Multnomah County Transportation Capital Improvement Plan.
- Complete construction of Yeon Annex and move Land Use Planning, Right of Way Permits and DES Administration to that facility.

### Significant Changes – Revenues

#### Fund 150 - Road Fund

Decreased BWC due to completion of carryover capital projects and lower FY97-98 revenues.	(\$2,260,225)
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State Highway Division revenue increased due to more reimbursements on specific capital projects and proposed OTIB Financing	\$255,500
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Decreased construction reimbursements due to completion of revenue reimbursable projects	(\$1,982,724)
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Increased Motor Vehicle Fee Sharing	\$1,272,349
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#### Fund 154 - Bicycle Path Fund

Decrease in Beginning Working Capital	(\$67,768)
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Decreased State Highway Division revenue	(\$50,000)
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# Transportation

# Environmental Services

<u>Fund 161 - Bridge Fund</u>		
Decreased BWC due to expected expenditures on capital projects		(\$1,797,687)
Increase in DOT/Bridge Replacement (Engineering) revenue due to delay in program expenditures		\$1,267,721
Decreased Engineering Reimbursement (FAU)		(\$198,600)
Decreased State Highway Division revenues		(\$120,000)
Decreased Road Fund reimbursement		(\$362,700)
<u>Fund 167 - Corner Preservation Fund</u>		
Increased Beginning Working Capital		\$105,409
<b>Significant Changes – Expenditures</b>	<b>FTEs</b>	<b>Amount</b>
<u>All Funds</u>		
Increase Building Management due to debt service for new Yeon Annex and increased facility charges.		\$430,063
Decrease Supplies		(\$195,427)
Decrease Maintenance Contracts		(\$201,173)
Miscellaneous increases in rental charges		\$39,515
Decreased indirect costs		(\$42,226)
Increase Motor Pool		\$117,108
Decrease Professional Services		(\$686,313)
<u>Fund 100 - General Fund</u>		
Decreased reimbursement to Road Fund due to more self-sufficient survey program		(\$104,000)
<u>Fund 150 - Road Fund</u>		
Transfer Planning Manager to new Land Use Planning Division	(1.00)	(\$101,546)
Increase 2.5 FTE due to filling Director's Position, adding an OA Senior, and transferring a GIS Coordinator from ISD.	2.50	\$142,058
Increase 3.2 FTE due to mid-year budget modification responding to workload changes in maintenance and engineering sections	3.20	\$190,812
Reclassify maintenance worker to chemical applicator operator		\$1,265
Decreased Capital Outlay due to project completion and decreased revenue		(\$2,263,871)
Decreased use of Electronics equipment		(\$30,108)
<u>Fund 161 - Bridge Fund</u>		
Add 10.0 FTE mid year 1997-98 to respond to the Hawthorne Bridge Painting and Deck Replacement project	10.00	\$486,141
Increase Payments to CLRF for Hawthorne Bridge Construction C.O.P.s.		538,000
Decreased Capital Expenditures		(\$1,978,757)

# Transportation

# Environmental Services

<b><u>Budget Trends</u></b>	<b>1996-97</b>		<b>1997-98</b>		<b>Difference</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Current</b>	<b>Adopted</b>		
Staffing FTE	168.24		191.80	178.30	188.00	9.70
Personal Services	\$9,394,290		\$8,650,095	\$10,214,774	\$10,660,213	\$445,439
Contractual Services	1,266,037		4,752,440	1,708,992	1,005,879	(703,113)
Materials & Supplies	4,989,902		5,254,604	6,640,122	7,140,914	500,792
Capital Outlay	<u>8,299,616</u>		<u>7,797,898</u>	<u>10,309,070</u>	<u>6,011,608</u>	<u>(4,297,462)</u>
<b>Total Costs</b>	<b>\$23,949,845</b>		<b>\$26,455,037</b>	<b>\$28,872,958</b>	<b>\$24,818,614</b>	<b>(\$4,054,344)</b>
External Revenues	\$23,832,454		\$26,251,037	\$28,668,958	\$24,688,565	(\$3,980,393)
General Fund Support	\$117,391		\$204,000	\$204,000	\$130,049	(\$73,951)

## **Costs by Program**

	<b>1996-97</b>		<b>1997-98</b>		<b>Difference</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>	<b>Adopted</b>	
Division Management	\$1,357,360		\$1,662,757	\$1,954,599	\$291,842
Program Development & Planning	382,561		940,202	627,947	(312,255)
Right of Way	574,611		689,882	666,176	(23,706)
Water Quality	119,408		320,578	286,874	(33,704)
County Surveyor	1,181,364		1,676,881	1,600,118	(76,763)
Road Maintenance	4,800,905		5,689,882	5,359,598	(330,284)
Traffic Signs & Signals	1,855,684		2,224,084	2,139,329	(84,755)
Engineering Services	9,331,943		9,092,272	7,011,957	(2,080,315)
Bridge Operations & Maintenance	1,902,928		1,966,606	1,966,477	(129)
Bridge Engineering	<u>2,443,081</u>		<u>4,609,814</u>	<u>3,205,539</u>	<u>(1,404,275)</u>
<b>Total Costs</b>	<b>\$23,949,845</b>		<b>\$28,872,958</b>	<b>\$24,818,614</b>	<b>(\$4,054,344)</b>

## **Staffing by Program**

	<b>1996-97</b>		<b>1997-98</b>		<b>Difference</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Adopted</b>	<b>Adopted</b>	
Division Management	20.91		20.50	23.00	2.50
Program Development & Planning	3.91		5.00	3.00	(2.00)
Right of Way	9.01		9.00	10.00	1.00
Water Quality	0.00		0.00	0.00	0.00
County Surveyor	15.47		18.00	18.00	0.00
Road Maintenance	44.59		46.80	48.00	1.20
Traffic Signs & Signals	17.07		18.00	18.00	0.00
Engineering Services	20.25		21.00	20.00	(1.00)
Bridge Operations & Maintenance	24.69		27.00	27.00	0.00
Bridge Engineering	<u>12.34</u>		<u>13.00</u>	<u>21.00</u>	<u>8.00</u>
<b>Total Staffing FTE's</b>	<b>168.24</b>		<b>178.30</b>	<b>188.00</b>	<b>9.70</b>

# Division Management

## 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. 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.

The section is also responsible for computer support operations of the division's specialized data and management information needs; and develops and maintains a Local Area Network of personal computers, a Computer Aided Drafting system, and software programs to successfully manage pavement, bridge, and inventory management. This unit also provides LAN Administration for FREDS, DES Administration, Animal Control, Elections and other DES divisions. A GIS Coordinator for Environmental Services is being transferred from Information Services Division this year to better serve department customers.

### Budget Overview

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	20.91	20.50	23.00	2.50
Program Costs	\$1,357,360	\$1,662,757	\$1,954,599	\$291,842

### Significant Changes – Expenditures

	<u>FTEs</u>	<u>Amount</u>
Decrease Department Director by 0.5 FTE to reduce Road Fund obligation and add 3.0 FTE with Transportation Director, Office Assistant Sr, and GIS Coordinator—transferred from ISD.	2.50	\$142,058
Net increase in building management charges due to issuance of COP for construction of Yeon Annex (was budgeted last year at a lower amount but not issued)		\$164,289
Decrease Capital Outlay due to completion of upgrade project		(\$28,700)

# Prgm Development & Planning

## Description

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

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

## Budget Overview

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	3.91	5.00	3.00	(2.00)
Program Costs	\$382,561	\$940,202	\$627,947	(\$312,255)

## Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 Original <u>Projection</u>	1997-98 Current <u>Estimate</u>	1998-99 <u>Projected</u>
Percentage of Transportation Systems Plans completed			20%	30%	30%	60%
Percentage of Master Bike Plan Update Completed			0%	40%	40%	100%

## Significant Changes – Expenditures

	<u>FTEs</u>	<u>Amount</u>
Transfer Planning Manager to Land Use Planning	(1.00)	(\$101,546)
Transfer staff to the new Public Affairs Office in Nondepartmental	(1.00)	(\$59,752)
Decrease Professional Services due to change in program scope		(\$96,000)

# Right of Way Administration

## 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 section performs grading and erosion control assistance to the Land Use Planning section. 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 issues Hillside Development Permits; 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

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	9.01	9.00	10.00	1.00
Program Costs	\$574,611	\$689,882	\$666,176	(\$23,706)

## Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 <u>Original Projection</u>	1997-98 <u>Current Estimate</u>	1998-99 <u>Projected</u>
Right of Way Permits Turnaround Time (days)	5	3	3	3	3	3

## Significant Changes - Expenditures

	<u>FTEs</u>	<u>Amount</u>
Added 1.0 FTE Civil Engineering Associate mid-year FY1997-98 by budget modification	1.00	\$68,245
Decrease Professional Services due to reduced scope of program		(\$96,000)

# Water Quality Management

## Description

The purpose of Water Quality Management is to comply with mandatory federal and state environmental laws stemming from the Clean Water Act. Management activities include coordination with Oregon Department of Environmental Quality and other agencies and local jurisdictions to implement required elements and plans within the division. Water Quality Management manages Multnomah County's participation in: regional stormwater quality processes through the DEQ-permitted National Pollutant Discharge Elimination System (NPDES) program; the compliance requirements for meeting Total Maximum Daily Loads (TMDLs) of the Tualatin River Basin Nonpoint Source Control Program; the Columbia Slough Watershed Management Program for TMDLs; and the Johnson Creek Resource Management Plan.

New responsibilities include implementing management practices County-wide (unincorporated area only) for requirements under the Endangered Species Act as requested by National Marine Fisheries Service under their listing for Steelhead Salmon as a threatened species.

Detailed implementation plans have been accomplished through division activities to achieve compliance deadlines imposed by the Oregon Department of Environmental Quality and the U.S. Environmental Protection Agency.

### Budget Overview

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	0.00	0.00	0.00	0.00
Program Costs	\$119,408	\$320,578	\$286,874	(\$33,704)

<u>Key Results</u>	<u>1994-95 Actual</u>	<u>1995-96 Actual</u>	<u>1996-97 Actual</u>	<u>1997-98 Original Projection</u>	<u>1997-98 Current Estimate</u>	<u>1998-99 Projected</u>
% of Legally Mandated Milestones and Deliverables Achieved On Time	100%	100%	100%	100%	100%	100%

### Significant Changes – Revenues

Lower carryover revenue (BWC) due to difference in estimated carry-forward contractual obligations for 1998-99.	<u>Amount</u> (\$63,704)
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### Significant Changes -- Expenditures

Decrease in professional services and pass-through due to one-time-only lower needs anticipated for FY 1998-99	<u>Amount</u> (\$33,704)
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# County Surveyor

## Transportation 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, maintain public survey records and provide copies thereof as requested, maintains the Public Land Corner Program, reviews and approves subdivision, condominium and partition plats, and provides surveying services to maintain the County road system.

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

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

### Budget Overview

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	15.47	18.00	18.00	0.00
Program Costs	\$1,181,364	\$1,676,881	\$1,600,118	(\$76,763)

### Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 Original <u>Projection</u>	1997-98 Current <u>Estimate</u>	1998-99 <u>Projected</u>
Plat Review Turnaround Time						
1) Partitions				14.2 days	14.2 days	14 days
2) Subdivisions				3 weeks	3 weeks	18 days
Comparison of Revenue Generated to Program Costs	100%	100%	100%	100%	100%	100%

### Significant Changes – Expenditures

	<u>Amount</u>
Increased Building Management	\$37,577
Decreased use of Electronics equipment	(\$38,047)
Lower service reimbursement to Road Fund for services provided	(\$95,820)
Reclassification of Engineering Technician Assistant to Survey Specialist	\$6,073

# Road Maintenance

## 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 346 miles of County roads and right of way. It also assists the cities of Fairview, Maywood Park, Troutdale and Wood Village, Gresham, and other County departments in the development and implementation of their yearly maintenance programs. Road Maintenance also participates in implementing best management practices for NPDES (National Pollutant Discharge Elimination System) Stormwater Permit Co-applications and other environmental projects. 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. A new community supported Adopt-A-Road Program will aid in the right of way maintenance of the Vegetation Management Program.

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

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

## Budget Overview

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	44.59	46.80	48.00	1.20
Program Costs	\$4,800,905	\$5,689,882	\$5,359,598	(\$330,284)

## Key Results

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
% of Major Annual Maintenance Program Goals Achieved During Fiscal Year	100%	100%	100%	100%	100%	100%
Percent of County roads that are in "Good" Condition or better			98.3%	98.0%	98.1%	94.0%

## Significant Changes – Expenditures

	FTEs	Amount
Added 1.0 FTE Engineering Technician Associate and 0.2 FTE Engineering Technician Assistant mid-year FY1997-98	1.20	\$67,402
Reclassified Maintenance Worker to Chemical Applicator Operator Mid year 1997-98		\$1,265
Decrease Professional Services due to change in program scope.		(\$74,079)
Decrease Maintenance Contracts due to decreased revenue available.		(\$240,159)
Decrease Supplies due to decreased revenue available.		(\$105,746)
Increase Motor Pool due to staffing increases		\$90,991
Decrease Equipment (Capital Outlay) due to change in program scope.		\$39,400
Decrease service reimbursement to Sheriff's Motor Carrier Safety program		(\$150,000)
Increase Building Management due to reallocation of existing space and increases in building management charges from facilities mgmt		\$169,317

# Traffic Signs and Signals

## 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. The Traffic Signs and Signals 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 Metro 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

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	17.07	18.00	18.00	0.00
Program Costs	\$1,855,684	\$2,224,084	\$2,139,329	(\$84,755)

## Key Results

	1994-95 <u>Actual</u>	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 Original <u>Projection</u>	1997-98 Current <u>Estimate</u>	1998-99 <u>Projected</u>
% of Intersections with Improved Level of Service (Degree of Delay)	2%	3%	3%	2%	3%	2%
% of Identified Safety Improvements Implemented	77%	66%	66%	60%	55%	60%

## Significant Changes – Expenditures

	<u>Amount</u>
Decrease Supplies	(\$65,295)
Increase Building Management	\$7,253

# Engineering Services

## Description

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

Growth in the use of the county's road and street system places continual pressure upon the capital improvement program to make streets and intersections safer and more efficient. Increasingly, project development and construction must respond to more complicated technical, social, environmental, and economic needs and problems.

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

## Budget Overview

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	20.25	21.00	20.00	(1.00)
Program Costs	\$9,331,943	\$9,092,272	\$7,011,957	(\$2,080,315)

<u>Key Results</u>	1994-95	1995-96	1996-97	1997-98	1997-98	1998-99
	Actual	Actual	Actual	Original Projection	Current Estimate	Projected
Comparison of Final Project Cost to Contract Award Price	0.99	1.01	1.01	1.05	1.05	1.05
Comparison of Contract Bids Received to Project Engineer's Estimate	0.99	1.00	1.01	1.00	NA	1.00

## Significant Changes – Expenditures

	FTEs	Amount
Decrease Professional Services.		(\$175,355)
Decrease Supplies		(\$35,000)
Increase Building Management		\$21,185
Decrease Capital Outlay largely due to reduction in carryover projects		(\$2,157,520)
Decrease Engineering Technician Senior via amendment	(1.00)	(\$56,701)

# Bridge Operations & Maintenance

Transportation  
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

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	24.69	27.00	27.00	0.00
Program Costs	\$1,902,928	\$1,966,606	\$1,966,477	(\$129)

## Key Results

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
% of Scheduled Preventative Maintenance Program Completed	87%	96%	90%	90%	90%	90%

## Significant Changes – Expenditures

Increase Building Management

## Amount

\$20,216

# Bridge Engineering

## 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

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	12.34	13.00	21.00	8.00
Program Costs	\$2,443,081	\$4,609,814	\$3,205,539	(\$1,404,275)

## Key Results

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
Comparison of Final Project Cost to Contract Award Price	1.06	1.05	1.05	1.05	NA	1.05
Comparison of Contract Bids Received to Project Engineer's Estimate	NA	1.10	1.10	1.10	NA	1.10

## Significant Changes – Expenditures

	FTEs	Amount
Increase Personnel for Hawthorne Bridge Construction Project by Budget Modification mid-year FY1997-98	8.00	\$391,421
Decrease Temporary Workers		(\$52,446)
Decrease Professional Services		(\$215,350)
Increase Utilities due to new temporary Hawthorne Bridge construction office trailer.		\$16,000
Increased Rentals due to new temporary Hawthorne Bridge construction office trailer.		\$26,200
Increase Supplies due to increased work force		\$11,700
Increased Motor Pool		\$9,000
Decrease Capital Outlay largely due to reduction in carryover projects		(\$2,170,122)
Decreased Capital Outlay (Equipment)		(\$30,000)

## Description

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

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

In 1998-99, the Division will focus efforts in two areas 1) continued realignment of work processes to comply with Measure 50 (which may require the tax statement to be redesigned and reprogrammed before fall of 1998) and 2) begin project to replace A&T computer system.

In response to Measure 50, Tax Collection and Records Management continues to analyze work that was previously required to determine if there are any areas that can be reduced or eliminated.

HB 2049 modified the distribution of delinquent interested collected as a means of increasing the pool of funds (HB 2338 - DOR Assessment & Taxation Grant Fund) available to support county assessment and taxation functions.

## Action Plans

- Continue to evaluate and implement procedures to comply with Measure 50.
- Begin project to replace the existing Assessment and Tax Collection computer system to improve the cost effectiveness of system operation and save funds that otherwise would have to be spent of remediation for Year 2000 and future legislative mandates. This project must be completed in time to produce the 1999-2000 tax bill in October 1999.
- Upgrade existing remittance processing system to meet Year 2000 requirements.

<b><u>Significant Changes - Revenues</u></b>	<b><u>Amount</u></b>
Decrease in Tax Title revenue due to decline in number of foreclosures/contracts	(\$170,750)
Discontinuation of Tax Statement Fee	(310,000)
Reallocation of DOR Grant Revenue to Property Valuation Division	(1,261,640)
Increased DOR Grant Revenue	206,170
Recording Fees revenue transferred to Accounting Entries	(\$1,846,183)

<b><u>Significant Changes - Expenditures</u></b>	<b><u>Amount</u></b>
Transfer repairs & maintenance from Facilities & Property Management to Tax Collections & Records Management (tax title program reorganization)	85,000
Replacement of non Year-2000 compliant cashiering equipment/software	225,000

# Tax Collection & Records Mgmt

# Environmental Services

## Budget Trends

	<b>1996-97 Actual</b>	<b>1997-98 Current Estimate</b>	<b>1997-98 Adopted Budget</b>	<b>1998-99 Adopted Budget</b>	<b>Difference</b>
Staffing FTE	56.76	59.00	58.75	61.00	2.25
Personal Services	\$2,503,611	\$2,576,169	\$2,727,031	\$2,689,646	(\$37,385)
Contractual Services	332,188	708,837	693,703	588,500	(105,203)
Materials & Supplies	951,071	1,046,646	1,059,501	1,240,189	180,688
Capital Outlay	<u>0</u>	<u>6,000</u>	<u>8,000</u>	<u>313,500</u>	<u>305,500</u>
<b>Total Costs</b>	<b>\$3,786,870</b>	<b>\$4,337,652</b>	<b>\$4,488,235</b>	<b>\$4,831,835</b>	<b>\$343,600</b>
Program Revenues	\$5,502,286	\$5,266,205	\$6,314,635	\$3,059,315	(\$3,255,320)
General Fund Support	(\$1,715,416)	(\$928,553)	(\$1,826,400)	\$1,772,520	\$3,598,920

## Costs by Program

	<b>1996-97 Actual</b>	<b>1997-98 Adopted Budget</b>	<b>1998-99 Adopted Budget</b>	<b>Difference</b>
Division Administration	\$314,583	\$338,798	\$222,552	(\$116,246)
Records Management	1,078,902	1,033,437	1,101,965	68,528
Tax Collections	1,360,584	1,574,505	1,833,149	258,644
Board of Property Tax Appeals	206,151	151,547	129,036	(22,511)
Document Recording	535,547	525,593	649,114	123,521
Marriage Licenses & Passports	118,378	97,099	96,019	(1,080)
Tax Title	<u>172,725</u>	<u>767,256</u>	<u>800,000</u>	<u>32,744</u>
<b>Total Costs</b>	<b>\$3,786,870</b>	<b>\$4,488,235</b>	<b>\$4,831,835</b>	<b>\$343,600</b>

## Staffing by Program

	<b>1996-97 Actual</b>	<b>1997-98 Adopted Budget</b>	<b>1998-99 Adopted Budget</b>	<b>Difference</b>
Division Administration	3.55	4.00	2.90	(1.10)
Records Management	17.34	17.50	19.00	1.50
Tax Collections	21.65	24.30	24.00	(0.30)
Board of Property Tax Appeals	1.65	0.85	0.50	(0.35)
Document Recording	6.87	7.00	9.00	2.00
Marriage Licenses & Passports	2.93	2.00	2.00	0.00
Tax Title	<u>2.78</u>	<u>3.10</u>	<u>3.60</u>	<u>0.50</u>
<b>Total Staffing FTE's</b>	<b>56.76</b>	<b>58.75</b>	<b>61.00</b>	<b>2.25</b>

## Division Management

**Description**

The purpose of Division Management is to direct and coordinate the work of the division. Division Management develops strategic direction and work plans; develops and monitors the annual budget; works with the Department of Revenue to assure that procedures and methods used meet statutory requirements; initiates and responds to audits; prepares legislative packages; processes all division personnel actions; handles grievances; manages purchasing, contracts 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 is also responsible for directing the ongoing Continuous Quality Improvement program for the division.

In September 1997, the Division of Assessment and Taxation was reorganized into two divisions - the Property Valuation Division and the Tax Collection and Records Management Division. The former division management budget has been distributed accordingly to both divisions to establish a budget for their division support functions.

**Budget Overview**

	<b>1996-97</b>	<b>1997-98</b>	<b>1998-99</b>	
	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Difference</b>
		<b>Budget</b>	<b>Budget</b>	
Staffing FTE	3.55	4.00	2.90	(1.10)
Program Costs	\$314,583	\$338,798	\$222,552	(\$116,246)

**Significant Changes - Expenditures**

	<b>FTEs</b>	<b>Amount</b>
Transfer Tax Collection/Records Manager to Administration	0.90	\$ 90,000
Eliminate Senior A&T Manager	(1.00)	(\$93,000)
Transfer Senior Administrative Analyst to Property Valuation Division	(1.00)	(\$60,000)
Various Materials and Services allocated to Property Valuation Division		(\$14,000)
Building Management Charges allocated to Property Valuation Division		(\$18,400)
(final allocation for this program will be done later in FY 97-98)		
Postage allocated to Property Valuation Division		(\$12,000)

# Records Management

## Description

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

Annually, there are approximately 42,000 tax roll description changes, 200,000 filed documents recorded, 2,000 filed street light and fire patrol roll changes, 1,700 map changes, 2,000 accounts canceled, 250 new subdivisions submitted. This office handles approximately 18,000 telephone inquiries and 10,000 walk-in customers, annually.

The activities and procedures of this section are governed by Chapters 92, 93 and 300, and the accompanying administrative rules.

## Budget Overview

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	17.34	17.50	19.00	1.50
Program Costs	\$1,078,902	\$1,033,437	\$1,101,965	\$68,528

## Key Results

	1996-97 <u>Actual</u>	1997-98 <u>Original Projection</u>	1997-98 <u>Current Estimate</u>	1998-99 <u>Projection</u>
Days Required to Review Documents and Identify Title Changes	90	20	60	30

## Significant Changes - Expenditures

	<u>FTEs</u>	<u>Amount</u>
Replace 2 microfilm reader/printers		\$19,000
OA2 positions restored to budget mid year 1997-98	1.50	\$109,168

# Tax Collections

## Environmental Services

### Description

The purpose of Tax Collections is to provide timely accurate tax bills; collect property taxes, including all delinquent real and personal property taxes; process tax foreclosures; distribute taxes and maintain tax accounts; respond to inquiries and maintain computer files on tax accounts; and manage tax foreclosed properties (Tax Title Fund).

Each year, this section mails over 400,000 tax statements/notices (245,000 at first trimester, 45,000 second trimester, 45,000 third trimester, 25,000 delinquent real property notices and 45,000 other property related notices) and collects approximately \$650 million and distributes this to 66 levy districts. This section also answers approximately 180,000 telephone inquiries and assists 25,000 walk-in customers, annually.

Chapters 305-312 of the Oregon Revised Statutes and the accompanying administrative rules govern the activities and procedures of this section.

### Budget Overview

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	21.65	24.30	24.00	(0.30)
Program Costs	\$1,360,584	\$1,574,505	\$1,833,149	\$258,644

### Key Results

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
% of Tax Payments Processed and Deposited Daily	99.9%	99.9%	98%	97%	98.1%	98%

### Significant Changes - Expenditures

	FTEs	Amount
Net staff changes due to A&T Division reorganization which, in part, eliminated the division's Senior A&T Manager position, and transferred Tax Collection/Records Manager to Division Mgmt.	(0.30)	(\$77,500)
Increase in payments to Capital Lease Retirement Fund for COP issued 1997-98 to purchase recording equipment & software		\$43,500
Anticipated Salary Savings		(\$34,650)
Anticipated increase in Postage rates		\$32,500

# Board of Property Tax Appeals

## Tax Collection & Records Management

## Environmental Services

### Description

Measure 50 established a Board of Property Tax Appeals in place of the Board of Equalization and did away with the Board of Ratio Review. Taxpayers may appeal either their market value, their exception value (which is the value of new construction), or their base tax calculation. The number of appeals is expected to be lower because the owner has to prove the Real Market Value is lower than the Assessed Value. A combination of existing clerical staff, temporary help and an Operation Supervisor (.50 FTE) will take over the day to day operations from November to May. The rest of the year the staff will assist with Tax Collection/Records Management Sections duties/customer service.

### Budget Overview

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	1.65	0.85	0.50	(0.35)
Program Costs	\$206,151	\$151,547	\$129,036	(\$22,511)

### Key Results

	1994-95 Actual	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
% of Valid Petitions Processed Within Mandated Time Frame	100%	100%	100%	100%	100%	100%

### Significant Changes - Expenditures

	FTEs	Amount
Staff reduction/redistribution due Measure 50 changes/reduced appeals	(0.35)	(\$28,000)
Reduction in number of Boards/per diem due to reduced appeals		(\$16,000)

# Document Recording

## 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 over 200,000 documents, responds to approximately 55,000 telephone inquiries, and assists 35,000 walk-in customers.

Oregon Statute Chapters 93 and 205 define the work of this area.

## Budget Overview

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	6.87	7.00	9.00	2.00
Program Costs	\$535,547	\$525,593	\$649,114	\$123,521

## Key Results

	1995-96 Actual	1996-97 Actual	1997-98 Original Projection	1997-98 Current Estimate	1998-99 Projected
% of Documents Recorded Within Statutory Time Frame	80%	100%	100%	100%	100%
% of Documents Returned to Customer Within 10 Day Statutory Time Frame	0%	0%	0	30%	50%

## Significant Changes - Expenditures

	FTEs	Amount
Increased staffing due to increased volume of documents (1-OA2, 1-OA Senior)	2.00	\$69,671
Increased printing to reflect actual costs and increased number of recordings		\$21,500
Increased postage due to postal increase and increased number of recordings		\$8,000
Replace microfilming equipment		\$17,000

# Licenses and Passports

**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 6,000 marriage licenses, 5,000 passport applications and receives over 45,000 telephone inquiries.

The issuance of marriage licenses is defined by ORS Chapter 106. The passport application acceptance criteria are defined by federal law.

**Budget Overview**

	1996-97 Actual	1997-98 Adopted Budget	1998-99 Adopted Budget	Difference
Staffing FTE	2.93	2.00	2.00	0.00
Program Costs	\$118,378	\$97,099	\$96,019	(\$1,080)

<b>Key Results</b>	1994-95	1995-96	1996-97	1997-98	1997-98	1998-99
	Actual	Actual	Actual	Original Projection	Current Estimate	Projected
% of accurately processed:						
1) Marriage Licenses	NA	95.6%	95%	92%	98.6%	97%
2) Passports	NA	96.5%	95%	92%	96.5%	97%

**Significant Changes - Expenditures**

No significant changes

**Tax Title**

Environmental Services

**Description**

Tax Title - Facilities (the property management function) has now been consolidated with Tax Title -Tax Collection (the administrative function). The purpose of Tax Title is to manage tax foreclosed property while under county ownership and conduct the 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 and environmental agencies; and sale to the public through auction.

County Ordinance (895) and ORS Chapter 275 govern the activities carried out by this program.

HB2447 was passed in the last legislative session allowing the transfer of tax foreclosed properties to nonprofit corporations for the creation of open space, parks or natural areas for perpetual public use. The Ordinance (895) has been updated to include this addition to the disposition process.

Revenues from foreclosed properties continue to decrease due to several factors: a significantly lower number of properties foreclosed; continued efforts to assist delinquent taxpayers in avoiding foreclosure; more properties repurchased with lump sum payments (thereby reducing contract revenues and increasing reliance on cash sales of properties); continued increase in property values allowing refinancing which reduces foreclosures; and continuation of programs where properties are being transferred to non-profit organizations rather than sold.

This reduced revenue may result in the need to sell properties and reduce the number of transfers for no consideration. Reduced revenues also means fewer dollars distributed to other jurisdictions.

**Budget Overview**

	1996-97 <u>Actual</u>	1997-98 <u>Adopted Budget</u>	1998-99 <u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	2.78	3.10	3.60	0.50
Program Costs	\$172,725	\$767,256	\$800,000	\$32,744

**Key Results**

	1995-96 <u>Actual</u>	1996-97 <u>Actual</u>	1997-98 <u>Original Projection</u>	1997-98 <u>Current Estimate</u>	1998-99 <u>Projected</u>
Number of Foreclosed Properties	74	43	40	41	35
Number of Properties Sold back to Owner	19	3	10	10	8
Number of Properties Sold at Auction	4	5	8	17	10
* Cost per Parcel of Tax Title Real Property Maintenance	\$210	\$247	\$240	\$240	\$240

\* NOTE: This key result has become part of the Tax Collection & Records Management Division's Tax Title Program due to the transfer of responsibility from Facilities & Property Management.

**Significant Changes - Revenues**

	<u>Amount</u>
Decrease in revenue due to decline in number of foreclosures/contracts	(\$170,750)

**Significant Changes - Expenditures**

	<u>FTEs</u>	<u>Amount</u>
Personnel changes to reflect consolidation	0.50	\$41,000
Reduction in pass through to other taxing jurisdictions		(\$160,000)
Professional Services legal assistance with clearing title		\$25,000
Utilities & Maintenance Contracts (reallocated from Facilities - Tax Title)		\$94,000
External DP to address potential Year 2000 remediation		\$29,500

## Description

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

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

During the past fiscal year, in response to anticipated changes in work requirements under Measure 50, Assessment and Taxation was divided into the Property Valuation Division and the Tax Collection and Records Management Division. The Appraisal section was reduced in staff by about one third and all work that was previously required was analyzed to determine areas that could be reduced or eliminated. Measure 50 produced additional work in some areas and the specific task eliminated was the six-year cyclical reappraisal of real property. During the ensuing year, the staff will work with the Department of Revenue to determine the level of appraisal necessary to keep within tolerable levels of real market value

## Action Plans

- Continue to implement procedures for all processes (Appraisal, valuation, and account administration) that comply with Measure 50.
- Begin project to replace the existing Assessment and Tax Collection computer system to improve the cost effectiveness of system operation and save funds that otherwise would have to be spent on remediation for Year 2000 and future legislative mandates. This project must be completed in time to produce the 1999-2000 tax bill in October 1999.

### Significant Changes – Revenue

	<u>Amount</u>
Transfer DOR Grant Funds from Tax Collection & Records Mgmt Division	\$1,261,640
Increase anticipated in DOR Grant Funds due to larger fund and higher percent to County	\$323,830

### Significant Changes – Expenditures

	<u>FTEs</u>	<u>Amount</u>
Building Management transferred from Tax Collection & Records Mgmt Division org #7565		\$18,000
Building Management expense under budgeted last year due to 5% escalation clause in lease		\$52,830
Telephone charge increases due to use of Interactive Voice Response and additional staff		\$17,279
Staff increases resulting from A&T reorganization and mid-year budget modification responding to Measure 50	9.00	\$583,123

# Property Valuation Division

# Environmental Services

## Budget Trends

	1996-97 <u>Actual</u>	1997-98 Current <u>Estimate</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	90.20	79.50	70.50	80.00	9.50
Personal Services	\$4,803,342	\$4,532,319	\$4,005,351	\$4,538,475	\$533,124
Contractual Services	80,571	442,415	440,915	79,650	(361,265)
Materials & Supplies	1,771,214	2,473,481	2,652,405	2,820,849	168,444
Capital Outlay	<u>145,890</u>	<u>65,753</u>	<u>65,753</u>	<u>120,700</u>	<u>54,947</u>
<b>Total Costs</b>	<b>\$6,801,017</b>	<b>\$7,513,968</b>	<b>\$7,164,424</b>	<b>\$7,559,674</b>	<b>\$395,250</b>
Program Revenues	\$6,735	\$1,440,300	\$160,000	\$1,965,655	\$1,805,655
General Fund Support	\$6,794,282	\$6,073,668	\$7,004,424	\$5,594,019	(\$1,410,405)

## Costs by Program

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Appraisal Section	\$4,429,937	\$3,107,682	\$3,735,118	\$627,436
Technical Support	1,995,141	3,492,883	3,244,962	(247,921)
Property Valuation Administration	<u>375,939</u>	<u>563,859</u>	<u>579,594</u>	<u>15,735</u>
<b>Total Costs</b>	<b>\$6,801,017</b>	<b>\$7,164,424</b>	<b>\$7,559,674</b>	<b>\$395,250</b>

## Staffing by Program

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Appraisal Section	75.66	48.00	57.00	9.00
Technical Support	9.90	14.50	16.00	1.50
Property Valuation Administration	<u>4.65</u>	<u>8.00</u>	<u>7.00</u>	<u>(1.00)</u>
<b>Total Staffing FTE's</b>	<b>90.20</b>	<b>70.50</b>	<b>80.00</b>	<b>9.50</b>

# Division Management

## Description

The purpose of Division Management is to direct and coordinate the work of the division. Division Management develops strategic direction and work plans; develops and monitors the annual budget; works with the Department of Revenue to assure that procedures and methods used meet statutory requirements; initiates and responds to audits; prepares legislative packages; processes all division personnel actions; handles grievances; manages purchasing, contracts and accounting; provides and tracks all employee training and development; is responsible for directing the ongoing Continuous Quality Improvement program for the division.

Division Management includes the Assessor, Sales Ratio Analysis, Exemptions and three support personnel. It processes new applications and reviews existing exemptions (charitable, veterans, historic, etc.) for continued eligibility. The section sends out application forms and processes over 6,400 veterans exemptions applications annually along with monitoring over 2,600 accounts with other types of exemptions. Each year this section produces the County's ratio study, which results in the value adjustments to be applied to all taxable property in order to maintain 100% of Real Market Value.

Division Management has a key role working with a joint committee of the Assessors' Association and the Department of Revenue to interpret Measure 50 and to provide information about how procedures can be developed and implemented to meet the requirements of the measure.

## Budget Overview

	<u>1996-97</u> <u>Actual</u>	<u>1997-98</u> <u>Adopted</u> <u>Budget</u>	<u>1998-99</u> <u>Adopted</u> <u>Budget</u>	<u>Difference</u>
Staffing FTE	4.65	8.00	7.00	(1.00)
Program Costs	\$375,939	\$563,859	\$579,594	\$15,735

## Significant Changes – Expenditures

	<u>FTEs</u>	<u>Amount</u>
Reclass Office Assistant 2 to Office Assistant Sr.		\$875
Senior Data Analysts moved to residential org. 7610 and commercial org #7590	(2.00)	(\$131,851)
Administrative Analyst moved from Tax Collection & Records Mgmt org # 7565	1.00	\$61,016
Senior Administrative Analyst moved from Tax Collection & Records Mgmt org # 7565	1.00	\$60,060
Transfer Office Assistant 2 to Clerical Support org # 7620 (incorrectly named in FY 1997-98 as clerical unit supervisor)	(1.00)	(\$44,559)

# Property Appraisal

## Description

The purpose of the Property Appraisal Section is to perform all appraisal activities; determine and enter all Real Market Value and Maximum Assessed Value for real property and taxable personal property on the roll and to provide word processing support for all of Assessment and Taxation. Valuation includes Residential, Commercial/Industrial, and Personal Property Appraisal; and Clerical Support for the Property Valuation Section.

This section responds to approximately 5,000 appeals and researches 4-5,000 permits for new construction, annually in order to value exceptions needed to adjust the Maximum Assessed Value of property as required under Measure 50. Chapter 300 of the Oregon Revised Statutes and the accompanying administrative rules governs the activities and procedures of this section.

## Budget Overview

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	75.66	48.00	57.00	9.00
Program Costs	\$4,429,937	\$3,107,682	\$3,735,118	\$627,436

## Key Results

	1996-97 <u>Actual</u>	1997-98 Original <u>Projection</u>	1997-98 Current <u>Estimate</u>	1998-99 <u>Projected</u>
100% of all known taxable property on Assessment roll annually	100%	100%	100%	100%
100% of M 50 exceptions valued annually	(new requirement for 1997)		100%	100%

## Significant Changes - Expenditures

	<u>FTEs</u>	<u>Amount</u>
1.25 OA2, 3.75 appraiser and 1 supervisor FTE restored in mid-year 1997-98 budget modification from M50 contingency	6.00	\$313,730
Office Assistant 2, JCL # 6002 moved to clerical organization 7620	1.00	\$37,527
Senior Data Analysts, JCL #9747 moved to residential org. 7610 and commercial org #7590	2.00	\$131,851
Equipment increase due to microfilm reader/printer		\$9,500
Increase in building management costs due to contractual increases		\$42,390

# Technical Support

## Description

The purpose of Technical Support is to prepare tax rates for the county; manage local computer information system support for the division of Assessment & Taxation; design and run audit reports to assure accurate tax roll; and provide data entry services for appraisal, tax collection, accounting and recording operations. An ongoing responsibility is the installation, operation, maintenance, and user support for 100 personal computers on a local area network. The section acts as a liaison with ISD to coordinate development and maintenance services. This section researches promising technical practices used in other jurisdictions to determine their value to A&T.

Each year this section compiles tax levies from all taxing districts (66) in Multnomah County, and calculates the tax rates for Multnomah County. Technical Support enters data for commercial property values (4,300) personal property values (30,000) residential characteristics (35,000) name, address and legal description changes (860,000) and other assessment and taxation transactions (180,000).

Chapter 300 of the Oregon Revised Statutes and the accompanying administrative rules governs most activities and procedures of this section.

Technical Support will be responsible for working with ISD to define the implementation for all systems changes required to install a new A & T system, to insure that a tax statement is produced on the new system in October 1999.

### Budget Overview

	1996-97 <u>Actual</u>	1997-98 Adopted <u>Budget</u>	1998-99 Adopted <u>Budget</u>	<u>Difference</u>
Staffing FTE	9.90	14.50	16.00	1.50
Program Costs	\$1,995,141	\$3,492,883	\$3,244,962	(\$247,921)

### Key Results

	1996-97 <u>Actual</u>	1997-98 Original <u>Projection</u>	1997-98 Current <u>Estimate</u>	1998-99 <u>Projection</u>
Tax Rate Extension Reconciliation Error % (Accuracy of initial tax calculation)	<0.01	<.001	<.001	<.0005

### Significant Changes – Expenditures

	<u>FTEs</u>	<u>Amount</u>
Full year funding for personnel approved in mid-year 1997-98 budget modification	1.50	\$59,446
Data Processing charges decrease due to completion of Measure 50 computer changes		(\$408,583)
Professional Services decrease due to completion of Measure 50 computer changes		(\$371,625)
Increase in Payments to CLRF to finance system replacement and implementation		\$354,500
Decrease of Maintenance Contracts for recording system		(\$136,329)
Miscellaneous increases in other maintenance contracts including client/server system and intergraph cartography system		\$55,000
Anticipated salary savings		(\$25,100)
LAN wiring, remote access equipment		\$23,200
Reduction of capital purchases due to change in definition		(\$42,553)

## 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 and vote-by-mail ballot envelopes; maintains the voter registration file; prints, issues and counts all ballots; audits contribution and expenditure reports; accepts candidate filings; trains election board workers; and maintains precinct committeeperson records for the major political parties.

The trend toward using vote-by-mail for high turnout elections has increased the urgency for the Elections Division to increase its speed and efficiency by using the most up-to-date technology available to us. To that end, we are continuing to transition into a networked PC environment and beginning to leverage the technological opportunities presented by the Internet and GIS. CQI efforts regarding changing or adjusting our work processes to take advantage of changing postal regulations has meant we consistently get the lowest cost and best service for our extensive mailings.

## Action Plans

- Complete migration away from mini-computer to PC network.
- Begin using the County's GIS system to replace our manual mapping process
- Post election results on the World Wide Web
- Refine the process for certifying elections, should double-majority requirements be upheld.

## Significant Changes – Revenues

No significant changes

## Significant Changes - Expenditures

	<u>Amount</u>
A Primary Election held in 1997-98 is not scheduled for 1998-99	(\$1,132,472)
A General Election is scheduled for 1998-99	\$984,273
A November Election held in 1997-98 is not scheduled for 1998-99	(\$266,778)
A May Election not scheduled for 1997-98 will be held in 1998-99	\$270,107
A March Election voters pamphlet and ballot costs more in odd years than in even years	\$29,000
Increase in Data Processing due to full year network connection	\$25,521
Increase in Bldg. Mgmt due to Asset Preservation & inflation	\$92,925
Miscellaneous Materials & Services reductions across all elections	(\$108,396)

# Elections

# Environmental Services

## Budget Trends

	<b>1996-97 Actual</b>	<b>1997-98 Current Estimate</b>	<b>1997-98 Adopted Budget</b>	<b>1998-99 Adopted Budget</b>	<b>Difference</b>
Staffing FTE	15.20	16.00	16.00	16.00	0.00
Personal Services	\$1,160,538	\$1,237,988	\$1,276,209	\$1,361,461	\$85,252
Contractual Services	115,615	88,891	125,297	119,286	(6,011)
Materials & Supplies	1,496,415	1,590,055	1,751,546	1,646,915	(104,631)
Capital Outlay	<u>96,633</u>	<u>199,868</u>	<u>171,149</u>	<u>8,000</u>	<u>(163,149)</u>
<b>Total Costs</b>	<b>\$2,869,201</b>	<b>\$3,116,802</b>	<b>\$3,324,201</b>	<b>\$3,135,662</b>	<b>(\$188,539)</b>
External Revenues	\$780,624	\$364,249	\$994,213	\$997,871	\$3,658
General Fund Support	\$2,088,577	\$2,752,553	\$2,329,988	\$2,137,791	(\$192,197)

## Key Results

	<b>1994-95 Actual</b>	<b>1995-96 Actual</b>	<b>1996-97 Actual</b>	<b>1997-98 Original Projection</b>	<b>1997-98 Current Estimate</b>	<b>1998-99 Projected</b>
Average Cost per Ballot Issued for Special Elections Department		\$0.616	\$0.665	\$0.738	\$0.738	\$0.727

## Costs by Program

	<b>1996-97 Actual</b>	<b>1997-98 Adopted Budget</b>	<b>1998-99 Adopted Budget</b>	<b>Difference</b>
Elections	\$2,869,201	\$3,324,201	\$3,135,662	(\$188,539)

## Staffing by Program

	<b>1996-97 Actual</b>	<b>1997-98 Adopted Budget</b>	<b>1998-99 Adopted Budget</b>	<b>Difference</b>
Elections	15.20	16.00	16.00	0.00

# Accounting Entities

# Environmental Services

## Description

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

- Road Fund Special Appropriations: Used to distribute certain Road Fund revenues to the Cities of Portland, Gresham, Troutdale and Fairview per the Intergovernmental Agreements regarding the transfer of urban services.
- Recreation Fund: The entire Parks Services and Expo Center operations were transferred to Metro in FY 1993-94. The county retains responsibility for the collection and disbursements of certain revenues in this fund.

### Significant Changes - Revenues

Increase in amount of Road Fund allocated to this program due to increased revenues and consequent pass through expenditures to the City of Portland per the Urban Services IGA, and other cities due to cost of living adjustments.

**Amount**  
\$1,343,773

Legislative Change allowing Metro to receive directly fees for RV Registration Fees, eliminating Multnomah County's pass through of this revenue.

(\$233,000)

Beginning Working Capital, reflects timing differences between receipt of revenue in Recreation Fund and its pass-through to other agencies.

\$60,000

### Significant Changes - Expenditures

Increase in Road Fund transfer to City of Portland and East County jurisdictions.

**Amount**  
\$1,343,773

Net difference in anticipated pass-through payments to Metro resulting from elimination of RV Registration Fees, and other changes in revenues.

(\$160,000)

# Accounting Entities

## Environmental Services

<u>Budget Trends</u>	1996-97	1997-98	1997-98	1998-99	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	0.00	0.00	0.00	0.00	0.00
Personal Services	\$0	\$0	\$0	\$0	\$0
Contractual Services	18,881,008	19,983,576	18,977,211	20,152,851	1,175,640
Materials & Supplies	99,861	139,955	132,937	141,070	8,133
Capital Outlay	0	0	0	0	0
<b>Total Costs</b>	<b>\$18,980,869</b>	<b>\$20,123,531</b>	<b>\$19,110,148</b>	<b>\$20,293,921</b>	<b>\$1,183,773</b>
External Revenues	\$18,970,569	\$20,113,231	\$19,099,848	\$20,283,621	\$1,183,773
General Fund Support	\$10,300	\$10,300	\$10,300	\$10,300	\$0

<u>Costs by Program</u>	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Accounting Entities	\$18,980,869	\$19,110,148	\$20,293,921	\$1,183,773

<u>Staffing by Program</u>	1996-97	1997-98	1998-99	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Accounting Entities	0.00	0.00	0.00	0.00