

Department of Business & Community Services

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Department of Business & Community Services

Department Services

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

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

Department of Business & Community Services

How the Department Delivers Its Services

The Department is committed to creating an environment and forging relationships that foster strategic action and excellence in customer service.

The goals of the Department of Business and Community Services for the coming year are extensive and varied. The office seeks to:

1. Improve its ability to provide the information decision makers need to serve the public:
 - Establish the use of Crystal Reporting and Informatica Software systems to provide management and performance measurement
 - Move toward the development of an Intelligent Enterprise, capable of providing complete and current information so that people can make effective decisions
 - Implement the County's Shared Services Plan for Information Technology
2. Improve the Human Resource service delivery system:
 - Implement the shared services model for County HR
 - Implement an enterprise succession-planning study
 - Develop an aggressive recruitment strategy and unit
 - Improve employment results for diverse and underutilized groups
3. Improve Animal Control revenue collection marketing strategies.
4. Move toward the implementation of Global Warming Prevention Policies.
5. Improve the participation of M/W/ESB's in business with the County.
6. Improve the quality of customer service in Facilities and Property Management.
7. Improve business processes, rate structure, and cost/pricing methodologies to achieve cost-efficient internal services.
8. Aggressively seek resources for bridge repair and construction.
9. Progress in the implementation of our sustainability policies.
10. Develop the BCS staff's customer service knowledge and skills.

The major departmental activity of FY '02 was the successful merger of the departments of Support Services and Sustainable Community Development into the new Department of Business and Community Services. This was designed to:

Department of Business & Community Services

1. Better align countywide business processes
2. Optimize areas of common focus and customers
3. Seek savings and efficiencies from system integration
4. Invest in administrative and operational infrastructure
5. Enhance the quality of service to customers

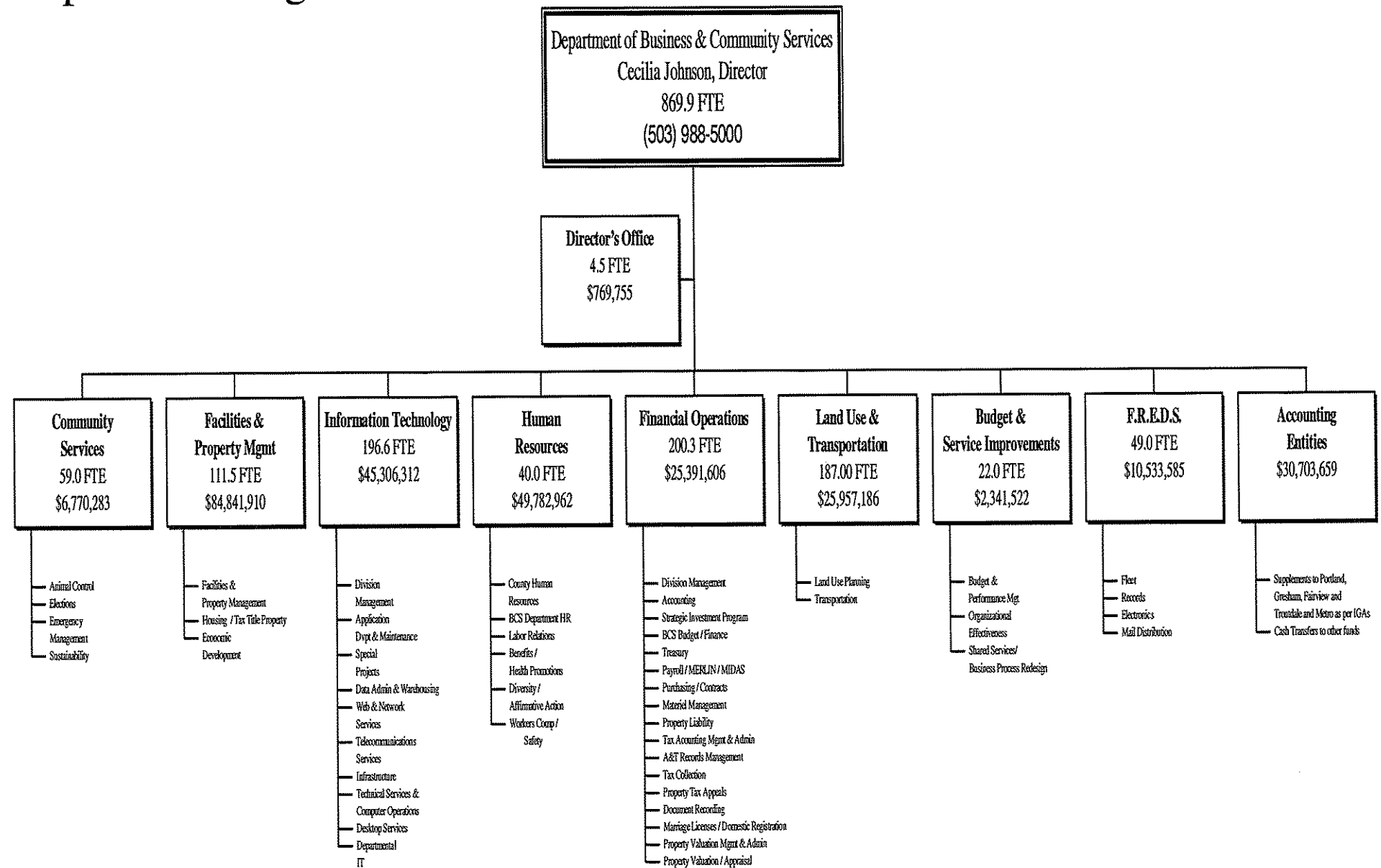
The Department's guiding business and customer service principles are:

- The County is a single integrated enterprise.
- DBCS's primary focus is improving the quality of customer service.
- Its "core business" is supporting the needs of other county departments and operating units, thus freeing them to focus on their primary missions.
- Using FY '02 as a baseline, BCS will lower unit costs and provide higher service levels.

The Department will measure and report performance as part of continuously improving service to its customers.

Department of Business & Community Services

Department Organization



Department of Business & Community Services

Budget Issues and Highlights

The Department's FY '03 budget incorporates the following organizational changes:

- Full implementation of the ITO – In FY '03 the IT staff formerly budgeted in the departments of County Human Services, Community Justice, Health, Business and Community Services, and the Library have been brought into the new Information Technology Services division. This action shifted 17.40 FTE and \$3.4 million from the Library department to the ITO.
- Integration of DBCS departmental IT, budget, finance, human resource, and contract functions into central administrative program areas using a shared service model.
- The merger of Land Use Planning and Transportation into one program area to better integrate services.
- Creation of the new Community Services program area, which includes the programs that deliver direct service to the community, including Elections, Emergency Management, Animal Control, and the Sustainability program.
- Creation of the Budget and Service Improvement division, with a new focus on performance management and organizational effectiveness.

General Fund Reductions

The FY '03 General Fund constraint for the department reflects a \$900,000 reduction in current service level funding the following items are the major program and staffing reductions made to meet the constraint. Not noted here, but noted in the division "Significant Changes" sections, are several reductions in professional services funds, supplies, and other administrative areas.

Reduction of services in Animal Control: (5.00 FTE). Animal Control is funded from a combination of program revenues and the General Fund. Program revenues have been declining over the past 5 years, and are down 25% since FY '98. The combination of General Fund constraint and declining revenue resulted in a funding reduction for FY '03. The Adopted Budget shifts funding from Field Services to Shelter Services to expand shelter hours to open 7 days a week. In order to retain core field services, the department will implement an aggressive mitigation plan to increase pet license revenues in FY '03. The plan includes increasing licensing fees, reallocating department resources, and conducting a marketing campaign to increase license compliance. The mitigation plan is projected to raise license revenue \$275,000 above FY '02.

Elimination of one vacant position in Emergency Management (\$41,400)
The Department will eliminate one Office Assistant 2 administrative support position due to discontinued Federal Funding. Emergency Management will purchase this support from the Transportation division.

Elimination of one vacant Office Assistant 2 position in Elections to meet constraint (\$41,400).

Department of Business & Community Services

Reduction in capital equipment for the Decision Support System for Justice (\$49,080). Current hardware will need replacing in subsequent years as the system matures, and equipment ages.

Elimination of 1.38 FTE in Assessment and Taxation (\$90,442). The Department will cut one vacant Commercial Appraiser position, and 0.38 vacant Records Administrator position in Records Management.

Elimination of two vacant positions in FREDS (2.00 FTE, \$117,171 Fleet Fund). The Department will eliminate one vacant Equipment Mechanic position in Fleet Services (\$61,343) and one vacant Electronics Tech Assistant position in Electronics (\$55,828).

Reduction in Facilities and Property Management (\$2,777,998 Facilities Fund) Reduction in professional services will include reductions in janitorial contracts and reductions in outsourced contracts (\$1.3 m). Reductions in supplies will result from improvements in warehouse operations, SAP reporting, and inventory control procedures (\$666,000).

Reductions in Land Use Planning and Transportation (5.00 FTE, \$359,000 Road Fund). Five vacant positions in Road Engineering and Operations were eliminated due to declining Gas Tax revenues in the Road Fund: two Engineering Technicians; two Engineer positions; and one Electrician position. These will align with reductions in road Engineering and operations.

Department of Business & Community Services

Budget for FY 2003

<u>Budget Trends</u>	2000-01	2001-02	2001-02	2002-03	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	593.41	838.88	853.68	869.90	0.30
Personal Services	46,116,059	43,096,213	55,610,429	61,878,394	6,267,965
Contractual Services	37,140,182	34,860,095	37,969,712	39,106,363	1,136,651
Materials & Supplies	88,895,892	90,166,051	106,558,445	113,779,211	7,220,766
Capital Outlay	31,465,718	24,321,173	84,914,850	48,556,686	(36,358,164)
Total Costs	203,617,851	192,443,532	285,053,436	263,320,654	(21,732,782)

<u>Costs by Division</u>	2000-01	2001-02	2001-02	2002-03	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Director's Office	\$1,535,582	\$1,303,560	\$1,369,074	\$38,000	(\$1,331,074)
Human Resource Operat	\$34,227,276	\$38,344,637	\$38,927,746	\$49,212,284	\$10,284,538
Budget & Service Impro	\$2,386,690	\$2,341,191	\$2,432,240	\$2,341,522	(\$90,718)
Information Technology	\$19,921,636	\$22,977,604	\$39,858,896	\$45,584,237	\$5,725,341
Finance	\$24,067,538	\$11,132,550	\$21,276,825	\$25,673,742	\$4,396,917
Facilities & Property M&	\$70,259,573	\$63,765,991	\$118,092,402	\$76,568,195	(\$41,524,207)
FREDs	\$6,910,072	\$6,475,795	\$9,026,295	\$10,298,912	\$1,272,617
Community Services	\$6,546,862	\$5,926,727	\$7,016,900	\$6,837,922	(\$178,978)
LUP & Transportation	\$17,770,967	\$20,144,446	\$26,508,043	\$26,256,219	(\$251,824)
Accounting Entities	<u>\$19,991,655</u>	<u>\$20,031,031</u>	<u>\$20,545,015</u>	<u>\$20,509,621</u>	<u>(\$35,394)</u>
Total Costs	\$183,626,196	\$172,412,501	\$264,508,421	\$263,320,654	(21,732,782)

Department of Business & Community Services

<u>Staffing by Division</u>	2000-01	2001-02	2001-02	2002-03	
	Actual	Current Estimate	Adopted Budget	Adopted Budget	Difference
Director's Office	11.77	4.50	11.95	4.50	(7.45)
Human Resource Operat	32.70	34.00	34.00	40.00	6.00
Budget & Service Impro	21.96	21.00	21.80	22.00	0.20
Information Technology	74.08	180.50	181.00	196.60	15.60
Finance	60.08	188.38	184.38	200.30	0.00
Facilities & Property Ma	106.43	110.00	112.05	111.50	(0.55)
FREDs	47.41	49.00	51.00	49.00	(2.00)
Community Services	61.26	65.50	66.50	59.00	(7.50)
LUP & Transportation	177.72	186.00	191.00	187.00	(4.00)
Accounting Entities	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Staffing FTE's	593.41	838.88	853.68	869.90	0.30

Director's Office

The mission of the Director's Office is to lead and coordinate the integration of BCS resources in order to provide the administrative support necessary to achieve the County's strategic goals and the essential management functions of the Department. This is accomplished by the continued support of BCS employees as well as the development and maintenance of effective relationships with the County Chair, County Commissioners, County department managers and staff, and external customers. The Office is also responsible for corporate project management and HIPAA coordination.

Action Plans:

- Coordinate countywide Health Information Portability Accountability Act (HIPAA) Program to ensure compliance with FY '03 deadlines set by federal regulation.
- Work with County Leadership and BCS staff on countywide administrative policy and infrastructure issues such contracting policies and procedures, human resource needs, and other critical support issues.
- Continue to improve and develop BCS as an "integrated whole" through development of its leadership, use of communication tools such as the BCS MINT, and facilitation of the further development of teams and teamwork.
- Implement and coordinate the Chair's Diversity Initiative.

Director's Office		2001-02	2001-02	2002-03	
Budget Trends	2000-01	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	11.77	4.50	11.95	4.50	(7.45)
Personal Services	\$893,024	\$858,791	\$916,491	\$484,632	(\$431,859)
Contractual Services	\$276,849	\$107,189	\$96,600	\$124,037	\$27,437
Materials & Supplies	\$365,709	\$337,580	\$349,983	(\$570,669)	(\$920,652)
Capital Outlay	\$0	\$0	\$6,000	\$0	(\$6,000)
Total Costs	\$1,535,582	\$1,303,560	\$1,369,074	\$38,000	(\$1,331,074)

Human Resources

This Program seeks to enhance the quality, consistency, and cost-effectiveness of customer service in Human Resources for the County. Through analysis and implementation of best industry practices and recognition of the County as one employer.

The HR Division provides the county with services to recruit, develop, and retain an effective workforce. It delivers central coordination and technical support for departmental human resources staffs, and specialized countywide services in the areas of Recruitment and Selection, Affirmative Action/EEO, Labor Relations, Human Resources Policy Administration and Evaluation, Workforce Development, Human Resources Strategic Planning, Performance Management, Benefits Administration, and Workers Compensation and Safety.

HR Managers in each department provide point of contact services to managers and employees. Through a shared services model, the HR Program provides infrastructure support and oversight to Department points of contact. The Program is progressing toward a countywide HR infrastructure.

Action Plans:

- Continue to implement audit recommendations for development of HR infrastructure; develop cost-effective systems to eliminate service delivery gaps and duplication of services; ensure consistency in procedures.
- Establish a compensation philosophy, pay plan, and classification structure, via review and analysis consistent with the county's values.
- Implement a countywide Corporate Performance Management program.
- Implement a countywide Recruitment Strategic Plan to ensure a highly qualified and diverse workforce.
- Implement any changes in procedures to comply with HIPAA.

Significant Budget Changes:

- Add Retiree Program Coordinator Position: 1.00 FTE: \$75,000
- Change Temp Clerical to Permanent Position: 1.00 FTE:
- Reorganize HR structure to include Department HR: 1.00 FTE: \$80,000
- Eliminate School to Work Program: (1.00 FTE): (\$104,000)
- Increase Diversity in Employment Program- increasing integration of recruitment and specific outreach programs, manage County-wide grant/school to work opportunities, coordinate community outreach, and support minority leadership initiatives: 3.00 FTE: \$283,984

Human Resources					
Budget Trends	2000-01	2001-02	2001-02	2002-03	Difference
	Actual	Current Estimate	Adopted Budget	Adopted Budget	
Staffing FTE	32.70	34.00	34.00	40.00	6.00
Personal Services	\$2,244,894	\$2,658,529	\$2,535,159	\$3,250,586	\$715,427
Contractual Services	1,783,089	2,976,069	1,506,505	903,326	(603,179)
Materials & Supplies	30,184,883	32,503,133	34,886,082	45,058,372	10,172,290
Capital Outlay	14,410	206,906	0	0	0
Total Costs	\$34,227,276	\$38,344,637	\$38,927,746	\$49,212,284	\$10,284,538

Human Resources Administration

Human Resources functions have been integrated by combining Labor Relations, the Affirmative Action Office, and Classification and Compensation into the general HR Administrative section. This results in organizational alignment and consistency of philosophy and structure, which allow us to improve performance.

Using this holistic approach, the county will work to provide consistent leadership, consultation, and a corporate presence concerning:

- Labor relations for collective bargaining agreements;
- Employee relations;
- Countywide HR accountability through standardization of processes, procedures, and data management;
- Affirmative Action Plans;
- Countywide coordinated diversity initiatives;
- Equal Employment Opportunity and Compliance;
- Classification and Compensation; and
- General HR services for all County departments.

FY 2002: 19.00 FTE FY 2003: 21.00 FTE

Benefits & Health Promotion

The Benefits and Health Promotion units manage the benefit programs for eligible Multnomah County employees, retirees, and their families. The Employee Benefits Board is guiding the county toward a health plan that meets the needs of both the County and its employees. The new internal Retiree Program offers services to employees transitioning to retirement. This year, improvements to vendor payment processes, further integration of SAP, and legal compliance with HIPAA regulations will be key objectives.

FY 2002: 8.00 FTE FY 2003: 12.75 FTE

Workers Compensation and Safety

This section manages workers compensation claims and provides ergonomic and County workplace safety consultation. This integration allows program measurement through a database correlating the costs of claims with targeted safety and wellness programs that promote the health and safety of employees.

FY 2002: 6.00 FTE FY 2003: 6.25 FTE

Costs by Program	2000-01	2001-02	2002-03	Difference
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
HR Administration	\$1,463,114	\$1,638,911	\$1,675,728	\$36,817
Benefits & Health Promotion	29,906,823	34,836,581	45,039,058	10,202,477
Workers Compensation & Safety	<u>2,857,339</u>	<u>2,452,254</u>	<u>2,497,498</u>	<u>45,244</u>
Total Costs	\$34,227,276	\$38,927,746	\$49,212,284	\$10,284,538

Budget & Service Improvement

The mission of the Budget and Service Improvement Division is to improve the ability of service teams and County leadership to make policy- and data-based resource allocation decisions. The division designs and coordinates the countywide financial planning process that culminates in the annual adopted budget. In addition, the Organizational Effectiveness section works with leadership to address training needs, and supports service teams with development services, business process redesign, and integration of business processes with the County's enterprise resource planning (ERP) system, MERLIN. The Performance Management group uses evaluation and operations analysis tools to improve the ability of service teams and policy makers to manage program performance.

Action Plans:

- Provide development and performance consulting services.
- Examine education necessary to support business processes.
- Expand and improve management development systems.
- Redefine countywide employee development practices.
- Refine and standardize SAP budgetary training.
- Prepare periodic reports of the County's financial status to the Board.
- Work with program areas in the Department to establish scope, assign resources, build costing models, and implement shared services
- Develop the Shared Services initiative.
- continue evaluation of SUN Schools, the Student Attendance Initiative, Alcohol and Drug Programs, and the Local Public Safety Coordinating Council.

Budget & Service Improvement

<u>Budget Trends</u>	<u>2000-01 Actual</u>	<u>2001-02 Current Estimate</u>	<u>2001-02 Adopted Budget</u>	<u>2002-03 Adopted Budget</u>	<u>Difference</u>
Staffing FTE	21.96	21.00	21.80	22.00	0.20
Personal Services	\$1,664,048	\$1,711,217	\$1,640,278	\$1,774,122	\$133,844
Contractual Services	336,933	286,309	415,647	118,260	(297,387)
Materials & Supplies	385,709	343,665	376,315	449,140	72,825
Capital Outlay	0	0	0	0	0
Total Costs	\$2,386,690	\$2,341,191	\$2,432,240	\$2,341,522	(\$90,718)

Division Administration

BCS Division Administration directs the activities of the division by determining the policy, program priorities, and utilization of resources necessary to achieve the goals determined by the Chair's Office and the Board of County Commissioners. The unit provides strategic direction for countywide initiatives and programs, incorporating performance improvement tools and techniques that ensure the reduction of fragmentation and incorporate deliverables and measurable outcomes relating to program effectiveness.

FY 2002: 0.00 FTE FY 2003: 1.00 FTE

Budget Office

The Budget Office provides the Board, Chair, and departments with financial information and other analysis and ensures that the County budget processes comply with applicable laws, thus protecting the long-term financial stability of the County. It is responsible for the annual budget process, for helping departments prepare and administer their budgets, for financial forecasting, and for program and financial analysis. It estimates current and future years' spending and revenues, prepares legal budget documents, analyzes issues that come before the Board, and acts as liaison between the Board and the administration.

Budget preparation involves roughly 350 employees countywide. Many budget processes are constrained by sections of ORS 294 known as the Local Budget Law, including deadlines for completion of budgets, hearings before the Tax Supervising and Conservation Commission, and the contents of the summary and detailed estimate sheets.

FY 2002: 7.80 FTE FY 2003: 8.00 FTE

Performance Management

The purpose of this program is to improve the effectiveness of County programs, especially those involved in key cross-departmental initiatives. During FY '03, work will focus on increasing the use of performance measurement and gathering information to assist the Board of Commissioners in key decisions. This unit is also responsible for developing the Shared Services initiative for the countywide coordination of research and evaluation efforts. Additionally, the unit will work with divisions in the Department to establish scope, locate resources, build costing models, and implement shared services within their respective programs.

FY 2002: 4.00 FTE FY 2003: 4.00 FTE

Organizational Effectiveness

The Organizational Effectiveness program has redesigned its programs and services to better align with and support county and departmental strategic goals. Responsible for improving organizational and individual performance, its staff focuses on addressing department needs for consultation and organizational assessment, as well as for intervention to improve processes and to sharpen management expectations. Additional support will be provided to improve County management development, employee development services, on-line training, and shared service leadership and development.

FY 2002: 10.00 FTE FY 2003: 9.00 FTE

<u>Costs by Program</u>	2000-01	2001-02	2002-03	
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
BSI Administration	\$0	\$0	\$170,400	\$170,400
Budget Office	\$728,803	\$705,303	\$745,218	\$39,915
Performance Management	\$570,142	\$569,162	\$482,572	(\$86,590)
Organizational Learning	<u>\$1,087,745</u>	<u>\$1,157,775</u>	<u>\$943,332</u>	<u>(\$214,443)</u>
Total Costs	2,386,690	2,432,240	2,341,522	(90,718)

Information Technology

The mission of the Information Technology Organization (ITO) is to improve the productivity of Multnomah County programs through the use of information technology. The Division provides services to all County departments, including strategic technology planning; analysis, design, selection, and implementation of computer information systems; system maintenance and enhancements; new development in the areas of client-server systems, web-based systems, geographic information systems, and data warehousing; computer operations, systems administration, and data administration; network support; Help Desk user support; analysis and design of telecommunications infrastructure; and coordination of changes to existing communications equipment and services.

Program Changes: Effective 3/16/02, IT services were merged under the Chief Information Officer (CIO), with the exception of IT for the Sheriff and the District Attorney. The goals of this consolidation are to improve performance; help departments determine how IT will support their programs; increase collaboration and innovation; seek system-wide efficiencies; increase organizational understanding of IT costs; and offer employees exposure to emerging technologies to better support customer goals.

Implement a consolidated IT organization under the CIO using a "shared services" approach

Action Plans:

- Implement an IT governance structure.
- Develop service delivery systems and performance measurements.
- Integrate IS staffs into a single effective IT organization.
- Improve management reporting capabilities.
- Continue to migrate the sheriff, District Attorney, and Health Department systems from the mainframe (by October 2003).
- Provide systems administration and network support to a new external partner, the Oregon Community Health Information Network (OCHIN)

Information Services					
Budget Trends	2000-01	2001-02	2001-02	2002-03	Difference
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Staffing FTE	74.08	180.50	181.00	196.60	15.60
Personal Services	\$5,743,184	\$6,671,987	\$13,194,424	\$15,981,603	\$2,787,179
Contractual Services	1,072,784	1,219,804	3,684,513	6,472,617	2,788,104
Materials & Supplies	10,925,262	14,057,873	20,518,769	20,521,250	2,481
Capital Outlay	<u>2,180,406</u>	<u>1,027,940</u>	<u>2,461,190</u>	<u>2,608,767</u>	<u>147,577</u>
Total Costs	\$19,921,636	\$22,977,604	\$39,858,896	\$45,584,237	\$5,725,341

Significant Budget Changes:

- Shift of IT staff from the Library to IT: 17.50 FTE: \$3,477,022 (revenue and expenditure)
- Add Information Services Coordinator: 1.00 FTE: \$87,782
- Add Network Analyst 3: 1.00 FTE: \$70,654
- Add System Administrator Sr. : 1.00 FTE: \$100,059
- Transfer Information Analyst Sr. to Finance: (1.00 FTE): (\$87,782)
- Communication Costs—increased network accounts, including OCIN: (\$590,555) and \$239,937
- Capital Projects increase—funded by fund balance: \$481,765
- Decreased principle/interest—paid off mainframe hardware: (\$112,000)
- Decrease in Repairs & Maintenance: (\$294,905)
- Capital Projects decrease—funded by fund balance: (\$82,912)
- Increased share of IT by BCS functions: \$224,739
- Decreased Supplies: (\$22,000)
- Decreased Travel & Training: (\$12,156)
- Decreased Capital:(\$49,080)
- Decreased Misc. Supplies & Training: (\$15,000)
- Professional Services for SAP: \$30,000
- Crystal Report developer licenses: \$12,500
- Firewall & authentication software upgrades \$96,491
- Expenditure decrease due to software changes to mainframe operating systems (\$92,428)

**Division
Management**

Division Management oversees corporate technology use and plans, organizes, and directs all ITO activities. It is responsible for providing strategic direction for County use of new technologies; for aligning IT resources and activities with the priorities and needs of County departments; and for defining and maintaining acceptable levels of service. Planning and coordination is essential to ensuring that programs make cost-effective use of new technology to improve service delivery, increase customer satisfaction, and reach County goals.

FY 2002: 9.00 FTE FY 2003: 10.00 FTE

**Application
Development
and
Maintenance**

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

FY 2002: 18.00 FTE FY 2003: 19.00 FTE

**Special
Projects**

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

FY 2002: 6.00 FTE FY 2003: 6.00 FTE

**Data
Administration
and
Warehousing**

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

FY 2002: 7.00 FTE FY 2003: 6.00 FTE

Web Services

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

FY 2002: 3.00 FTE FY 2003: 3.00 FTE

Technical Services and Computer Operations

The mission of this program is the installation, maintenance, and support of midrange and server systems located at the County data center in the Kelly Building. In addition to County-owned computer systems, the Kelly data center houses systems for external customers including OCHIN, the City of Portland, and the State of Oregon. The data center maintains a 24x7x365 staff to provide system monitoring and perform daily operations such as system backups, offsite tape storage, job setup and scheduling, hardware installation, and Helpdesk support. The program also provides such essential services as inventory management, contingency services like the backup electrical system and the fire suppressant system, and design and production support for all OS systems, applications, products, and utilities.

FY 2002: 21.00 FTE

FY 2003: 24.00 FTE

Wide Area Network Services

WAN Services maintains and develops the County's wide area network. The network connects approximately 80 County sites and has network-to-network connections to the State, the City of Portland, and the Portland School District. Its senior technical staff members serve as consultants on all application development projects to ensure sufficient network capacity for new systems. To maintain the security of the WAN, the staff designs and manages firewalls, intrusion detection systems, and software that scans and reports on servers that may have security holes. The team also manages the County's access to the internet, and provides utilization and access reports to County Managers. WAN Services manages switched infrastructure equipment in the Multnomah Building and a variety of other County facilities, to support the needs of local area networks in those buildings. Support for the County's email systems was transferred from Network Services to the Desktop Services group, resulting in the reduction of 3.00 FTE.

FY 2002: 9.00 FTE

FY 2003: 8.00 FTE

Telecom Services

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

FY 2002: 9.00 FTE

FY 2003: 8.50 FTE

Desktop Services

The LAN team for the Department of Business and Community Services has expanded its scope to provide LAN support for other departments as well. One additional FTE is being added to the group to provide LAN configuration and user desktop support to all DBCS users, including A&T, department Administration, the Bridge Shop, Elections, and the Children's Receiving Center. One FTE has moved from division administration to this work unit.

FY 2002: 4.00 FTE FY 2003: 11.00 FTE

Infrastructure

This program pays for personal computer replacement on a four-year cycle and covers the cost of operating system software, network operating system software, and applications software (Microsoft Office Suite) for each desktop computer and local area network (LAN) server. ISD maintains software license agreements and administers the replacement fund. The program collects fees from each department based on its number of personal computers currently installed. A portion of the fee is returned to the department to purchase replacement computers. The rest is used to purchase operating system, applications, and network system software maintenance agreements. The program is self-sustaining. The annual fee is being reduced in FY '03 from \$800 to \$725 per PC due to the declining cost of computer hardware.

FY 2002: 1.00 FTE FY 2003: 1.00 FTE

Department IT

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

FY 2002: 94.00 FTE FY 2003: 100.10 FTE

Business & Community Services

Information Technology

Costs by Program	2000-01	2001-02	2002-03	Difference
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Division Management	2,350,218	2,027,549	2,554,161	526,612
App Development & Maint.	1,625,298	1,528,405	1,745,733	217,328
Special Projects	1,290,114	5,824,788	7,737,023	1,912,235
Data Admin. & Warehousing	764,738	1,220,369	1,474,379	254,010
Web Services	204,749	398,499	386,798	(11,701)
Tech Services & Computer Ops.	3,323,831	4,673,594	5,244,966	571,372
Wide Area Network Services	1,553,106	2,176,083	2,740,703	564,620
Telecommunication Services	4,816,883	5,547,930	5,340,845	(207,085)
Desktop Services	381,506	683,712	1,424,822	741,110
Infrastructure	3,610,930	5,312,564	4,769,790	(542,774)
Departmental IT	<u>263</u>	<u>10,465,403</u>	<u>12,165,017</u>	<u>1,699,614</u>
Total Costs	\$19,921,636	\$39,858,896	\$45,584,237	\$5,725,341

Community Services

Community Business Operations has been reorganized as part of the creation of the Department of Business and Community Services. In FY '03, Community Business Operations will become Community Services and will consist of the following program areas: Animal Control, Elections, Emergency Management, and Sustainability. Property Valuation Administration and Appraisal and Technical Support have been transferred to Finance.

Animal Control protects people and animals by promoting and enforcing responsible animal ownership. It enforces state statutes and County codes and assists other agencies in issues relating to rabies, nuisance enforcement, dog and cat licensing, neglect and cruelty, barking, and dog bites. The **Elections** program serves all citizens by providing excellence in the conduct of the electoral process. The division performs functions relating to all elections for governmental jurisdictions in Multnomah County. The **Office of Emergency Management** is responsible for the organization, administration, and operation of the County emergency management program. The **Sustainability** program provides planning in the areas of energy conservation, waste management, alternative transportation, air and water quality, road maintenance and bridge operations, and sustainable buildings.

Action Plans:

- To provide better printed map service to our customers by adding District boundaries to the GIS-based election information by January 31, 2003.
- Distribute an updated County's Emergency Operations Plan.
- Implement the high priority objectives in the County's Emergency Preparedness Action Plan by June 2003.
- Implement short term action items in the Local Action Plan on Global Warming by June 2003.
- Integrate recommendations from the Animal Control Audit where possible.
- Implement Animal Control Mitigation Plan to increase pet license revenues by \$275,000 and retain core Field Services.

Community Services					
Budget Trends					
	2000-01	2001-02	2001-02	2002-03	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	61.26	65.50	66.50	59.00	(7.50)
Personal Services	\$3,428,188	\$3,480,145	\$3,620,043	\$3,570,154	(\$49,889)
Contractual Services	392,002	254,899	660,593	530,246	(130,347)
Materials & Supplies	2,671,021	2,191,683	2,726,264	2,737,522	11,258
Capital Outlay	<u>55,651</u>	<u>0</u>	<u>10,000</u>	<u>0</u>	<u>(10,000)</u>
Total Costs	\$6,546,862	\$5,926,727	\$7,016,900	\$6,837,922	(\$178,978)

Significant Budget Changes:

- Federal program funding discontinued for Project Impact, Emergency Management: (\$112,221)
- Cut Education and Training funding, Emergency Management: (\$38,000)
- Cut one Office Assistant in Admin. Support, Emergency Management: (1.00 FTE): (\$41,400)
- Internal reimbursement to Transportation for Administrative support, Emergency Management: \$32,954
- Decrease in Building Mgt. expense. Office space was provided at no cost to the program in FY '02 per IGA with the City of Gresham. Change in IGA, Emergency Management: (\$8,500)
- No Primary Election will be held in FY '03—decrease in revenue: (\$225,166)
- No Primary Election will be held in FY '03—decrease in expenditure: (\$943,719)
- General Election will be held in FY '03—increase in revenue: \$15,396
- General Election will be held in FY '03—increase in expenditure: \$891,529
- Cut one OA2, Elections: (1.00 FTE): (\$41,440)
- Increase Professional Services, Animal Control: \$23,000
- Cut 5 positions, Animal Control: (5.00 FTE): (net \$87,900)
- Reduction in Health and Benefit costs, Animal Control: (\$156,646)
- Data Processing expenses for ITO, Animal Control: (\$57,758)
- Pet license revenue increase as a result of the Pet License Marketing Campaign \$275,000

Animal Control

Animal Control operates a shelter that provides humane temporary shelter and care for lost, abandoned, injured, or mistreated animals; administers a license system; provides information, education, and services in the area of responsible animal ownership; and operates an adoption center. The Field Services program provides timely response and resolution to animal-related emergencies and neighborhood problems involving animal ownership. Program responsibilities include: impounding stray dogs, regulating ownership of potentially dangerous dogs, bite investigation, quarantine of animals suspected of rabies, neglect and cruelty investigation, and working with the public to resolve barking issues.

FY 2002: 45.00 FTE FY 2003: 40.00 FTE

Sustainability

The Sustainability Program provides policy recommendations, expert consultation, and leadership in areas of energy conservation and renewable energy; pollution prevention and waste management; alternative transportation; and the construction of sustainable buildings, roads, and bridges. With the "Local Action Plan on Global Warming" and "Travel Smart" policy initiatives in FY '02, and new work in Sustainable Procurement, Food Policy, and Pollution Prevention, the Sustainability Program's workload is growing.

FY 2002: 2.00 FTE FY 2003: 2.00 FTE

Emergency Management

This program coordinates the performance of essential emergency services for the public's benefit in preparing for, mitigating, responding to, and recovering from any major emergency or disaster situation. The Office also provides support to the joint Multnomah County/City of Gresham Regional Hazardous Materials Response Team, to Search and Rescue operations, and to protracted operations for fire and law enforcement activities. Emergency Management is responsible for meeting State and federal guidelines and for preparing County departments to respond to and recover from a major emergency or disaster.

FY 2002: 3.00 FTE FY 2003: 2.00 FTE

Elections

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

FY 2002: 16.00 FTE FY 2003: 15.00 FTE

Business & Community Services

Community Services

Costs by Program	2000-01	2001-02	2002-03	Difference
	Adopted	Adopted	Adopted	
	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	
Animal Control	\$3,010,457	\$3,186,083	\$3,176,093	(\$9,990)
Elections	3,192,848	3,157,133	3,081,178	(75,955)
Emergency Management	343,557	491,997	402,839	(89,158)
Sustainability	<u>0</u>	<u>181,687</u>	<u>177,812</u>	<u>(3,875)</u>
Total Costs	\$6,546,862	\$7,016,900	\$6,837,922	(\$178,978)

Finance

Finance actively seeks ways to implement new efficiencies.

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

Action Plans:

- Support redesign and improvement of County business processes by taking advantage of the MERLIN functionality and capacity.
- Install MERLIN upgrade by July 2003.
- Prepare formal reports of the County's financial status to the Board.
- Continue development and installation of modifications to the A&T software system.
- Evaluate the use of imaging as the final phase of the Recording System installation.
- Migrate remaining applications off the mainframe by June 2003.

Finance					
Budget Trends					
	2000-01	2001-02	2001-02	2002-03	
	<u>Actual</u>	<u>Current Estimate</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	<u>Difference</u>
Staffing FTE	60.08	188.38	184.38	200.30	0.00
Personal Services	\$11,453,405	\$5,405,706	\$10,675,608	\$12,235,258	\$1,559,650
Contractual Services	2,102,185	625,447	902,220	3,293,067	2,390,847
Materials & Supplies	10,449,490	5,037,544	9,641,842	10,088,262	446,420
Capital Outlay	<u>62,458</u>	<u>63,853</u>	<u>57,155</u>	<u>57,155</u>	<u>0</u>
Total Costs	\$24,067,538	\$11,132,550	\$21,276,825	\$25,673,742	\$4,396,917

Significant Budget Changes:

- Record all MB Bldg Mgmt costs in Director's Office and increase in costs: \$253,906
- Transfer Office Assistant 2 from HR to Director's Office: 1.00 FTE: \$43,256
- Salary decrease for Division, Director's Office: (\$90,600)
- Transfer 0.50 Fiscal Assistant from Accounting to Payroll, make full-time: 0.50 FTE: \$23,000
- Property Insurance premium increases: \$232,000
- Transfer Business Analyst from ITO to MERLIN: 1.00 FTE: \$81,055
- Transfer Business Analyst from HR to MERLIN: 1.00 FTE: \$80,217
- Cut MERLIN System Administrator: (1.00 FTE): (\$101,250)
- Transfer MERLIN support from Org. Dev.: 2.00 FTE: \$1,641,744
- Transfer Fiscal Office from Dept. Director's Office: 2.00 FTE: \$203,692
- Add OA2 to Purchasing/Contracts: 1.00 FTE: \$39,238
- Add M/W/ESB Technical Assistance IGA expenditure: \$50,000
- Add EEO Certification expenditure: \$50,000
- Add Mentor Protégé expenditure: \$25,000
- Add 2 FTE for improving diversity and equity in business and contracts: 2.00 FTE: (139,217)
- Transfer Purchasing Bldg. Mgmt. Costs to Director's Office: (\$138,765)
- Transfer Budget & Service Improvement out of Finance: (11.80 FTE): \$(1,274,465)
- Transfer Appraisal from Community Business: 73.00 FTE: \$7,423,735
- Cut 1 Commercial Appraiser Position—replaced with software/technology: (1.00 FTE): (\$65,000)
- Annualized 2 Appraisal Specialist positions in Residential Appraisal budgeted at 0.50 FTE each : 1.00 FTE: \$50,008
- Transfer Data Analyst from Property Valuation ITO to Property Valuation Division Data Ops Program: 1.00 FTE: \$68,787
- Decrease in Assessment Professional Services—discontinued programming services and reduced data entry temps: (\$48,660)
- Repairs and Maintenance contracts transferred from Property Valuation : \$163,804
- Increase in Assessment Indirect Expense : \$79,069
- Decrease in Assessment Data Processing : (\$327,118)
- Decrease in A&T local travel/mileage: (\$28,581)
- Decrease in Building Management: (\$45,107)
- Increase in Distribution/Postage for Tax Collection & Records: \$36,686
- Increase in Indirect Expense, Tax Collection, from 2.4% in FY '01 to 3.1% in FY '03: \$28,598
- Increase in anticipated Recording Fee Revenue: \$950,000
- Increase in anticipated Property Tax Program Grant Revenue from the DOR (CAFFA Program): \$449,291

Director's Office

The Finance Director's Office serves as the ultimate financial authority for the County. The Office provides functional and primary support to the rest of Finance, and in FY '02 took over responsibility for departmental budget development and financial management for BCS.

FY 2002: 2.00 FTE FY 2003: 5.00 FTE

Accounting

The Accounting Unit provides professional financial services and timely and accurate financial information to any potential user. It maintains the County's accounting systems and financial records, and administers the County's Deferred Compensation and Library Retirement Plan. The Unit processes payments to vendors and bills for services; manages collections; prepares grant reports, monthly financial reports, the Indirect Cost Allocation Plan, and the Comprehensive Annual Financial Report (CAFR); maintains financial internal control policies and procedures; ensures that all financial laws and policies are adhered to; safeguards assets; and provides financial information in a form that meets user's needs.

FY 2002: 15.80 FTE FY 2003: 15.80 FTE

Property & Liability

The Property & Liability Risk Unit manages the County property, liability, and insurance programs in accordance with all legal requirements and County policies and procedures. It negotiates and purchases property insurance, including coverage for 76 County-owned buildings; crime insurance; varied bond coverage; and other specialized insurance coverage. This Unit adjusts property, liability, and subrogation claims, and provides professional and technical expertise to all County departments, employees, and elected officials on property, liability, insurance, and loss control/prevention-related matters.

FY 2002: 1.00 FTE FY 2003: 1.00 FTE

Payroll/ Merlin/ MIDAS

Payroll produces timely and accurate wage payments to all County employees, payroll tax employment reports to governing agencies, and informational reports and feedback to County departments and the public. Payroll is responsible for the administration of County PERS information, employees' payments to third parties, Federal and State taxation, Internal Revenue Code Section 125 cafeteria plans and deferred compensation elections, and voluntary and involuntary deductions from pay. This program also supports the MERLIN system, its upgrades, and testing, and responds to requests for system enhancement. Staff maintains the master data and structure of the system. MIDAS is responsible for administration of SAP data.

The support team works closely with SAP Technical, Basis, and Organizational Effectiveness to support over 1400 end users, providing functional and technical support through configuration, report development, training, and system administration. For FY '03, the team will work on training and implementing the use of Crystal Reports, upgrading SAP R/3

4.5B to SAP Enterprise, implementing the Fixed Assets Module, and providing consultation to users on how to better use Merlin as business and management tool.

FY 2002: 18.00 FTE FY 2003: 18.50 FTE

Treasury

Treasury provides centralized treasury and cash management services to the County, to other government agencies, and to constituents. It is responsible for managing cash assets and the investment portfolio; financing capital acquisitions; managing County debt; establishing and maintaining business relationships with the financial community; administering Multnomah County Business Income Tax in partnership with the City of Portland; administering Motor Vehicle Rental Tax; and providing trust and fiduciary services.

FY 2002: 5.00 FTE FY 2003: 5.00 FTE

Materiel Management

Materiel Management includes a variety of programs that provide commonly used supplies and equipment to County and other agencies. Inventory Control purchases volume-discounted standard stock in food, office, medical, and janitorial commodities. Central Stores assures inventory accountability by receiving, warehousing, reselling, and distributing these items, which maximizes savings and convenience to County customers.

FY 2002: 9.00 FTE FY 2003: 9.00 FTE

Central Procurement and Contracts Administration

Central Procurement supports County operations with a smooth flow of materials and services, obtaining the maximum value for each expenditure. The office develops and maintains a broad vendor base from which to solicit bids, maximizing contracting opportunities for Minority and Women Business Enterprises, Emerging Small Business, and Qualified Rehabilitation Facilities.

Contracts Administration assists the County in all contract matters. It is responsible for: moving contracts through the approval process, tracking and maintaining contract files, assisting County users and contractors with information and training, and developing and implementing policies and procedures to ensure adherence to all applicable laws, ordinances, administrative rules, and policies.

FY 2002: 14.00 FTE FY 2003: 17.00 FTE

Tax Collections/ Records Mgmt. Administration

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

FY 2002: 3.00 FTE FY 2003: 3.00 FTE

Records Management

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

FY 2002: 19.38 FTE FY 2003: 20.00 FTE

Tax Collection

Tax Collection provides accurate tax bills; collects property taxes, including all delinquent property taxes; processes tax foreclosures; distributes taxes; responds to inquiries; and maintains computer files on tax accounts. It mails over 400,000 tax statements and notices, collects approximately \$800 million, distributes this money to 60 levy districts, answers approximately 180,000 telephone inquiries, and assists 25,000 walk-in customers annually.

FY 2002: 25.00 FTE FY 2003: 25.00 FTE

Board of Property Tax Appeals

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

FY 2002: 0.00 FTE FY 2003: 0.00 FTE

Document Recording

The Document Recording section records documents and maintains public records. It maintains computer files, records information concerning subdivisions and condominiums, responds to inquiries, and maintains hard copy records. It records over 240,000 documents, responds to approximately 55,000 telephone inquiries, and assists 35,000 walk-in customers annually.

FY 2002: 8.00 FTE FY 2003: 7.00 FTE

Marriage/ Domestic Partner Registry

The Marriage Licenses and Domestic Partner Registry issues approximately 6,000 marriage licenses and handles 500 domestic partner registrations annually. It responds to over 25,000 telephone inquiries.

FY 2002: 1.00 FTE FY 2003: 1.00 FTE

Records Storage & Retrieval

ORS Chapter 654, Section 22, allows for a 5% fee to be collected for the benefit of the County Clerk, for use in acquiring storage and retrieval systems, maintaining those systems, and restoring records. Fees collected are dedicated to the installation of a software system that indexes, creates, and stores document images for electronic retrieval.

FY 2002: 0.00 FTE FY 2003: 0.00 FTE

Property Valuation Administration

This unit coordinates all property valuation, offering strategic direction, budgeting, and work plans. Property Valuation is responsible for maintaining Real Market Value and Maximum Assessed Value for all property accounts; for processing exemptions; and for computing special assessment values.

FY 2002: 6.00 FTE FY 2003: 3.00 FTE

Appraisal

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

FY 2002: 61.00 FTE FY 2003: 63.00 FTE

Data Operations

This section manages the installation, operation, maintenance, and user support for the local computer network. It compiles tax levies, calculates tax rates, and extends taxes on accounts for all taxable property. Additionally, it provides data entry for the appraisal, tax collection, and records management divisions; administers the operation of the new RS6000 computer system acquired for the A&T software, and supplies administration support for A&T systems including recording/indexing, cashing, and remittance processing.

FY 2002: 6.00 FTE FY 2003: 7.00 FTE

Costs by Program	2000-01	2001-02	2002-03	Difference
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Director's Office	\$2,886,832	\$2,780,613	\$967,709	(\$1,812,904)
Accounting	1,061,665	1,055,989	1,359,735	303,746
Payroll/MERLIN/Midas	3,892,136	2,578,555	4,745,624	2,167,069
Treasury	502,112	452,391	548,707	96,316
Materiel Management	611,920	732,120	745,309	13,189
Purchasing/Contracts	1,060,341	908,363	1,181,851	273,488
Property & Liability Insurance	2,518,855	1,453,733	1,937,602	483,869
Risk Management	451,396	242,643	694,604	451,961
Tax Coll/Records Mgt.Admin.	1,081,663	1,025,462	1,304,264	278,802
Records Mgt.	0	0	184,220	184,220
Tax Collection	2,731,492	2,621,285	2,831,099	209,814
Board of Property Tax Appeals	18,074	34,099	32,748	(1,351)
Document Recording	0	0	615,469	615,469
Marriage Lic / Dom Partner	0	0	58,420	58,420
Records Storage / Retrieval	0	0	155,000	155,000
Property Valuation Admin.	0	0	1,837,366	1,837,366
Appraisal	7,251,052	7,391,572	4,271,702	(3,119,870)
Data Operations	<u>0</u>	<u>0</u>	<u>2,202,313</u>	<u>2,202,313</u>
Total Costs	24,067,538	21,276,825	25,673,742	4,396,917

Facilities & Property Mgmt.

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

The Facilities & Property Management Division plans for, maintains, operates, and manages all County-owned and leased properties so that they are safe, accessible, and cost effective. It supports the Department of Business & Community Services in its mission of enhancing the vitality and sustainability of our community through regional leadership in the conservation of our natural resources and in development that links housing, transportation, land use, and economic development. The services provided by the Division are regulated by a multitude of local and state laws; building, fire-life-safety and health codes; and federal mandates regarding ADA requirements, chlorofluorocarbons, asbestos, PCB's, underground storage tanks, OSHA, OROSHA and others.

Action Plans:

- Restructure Facilities and Property Management into three key groups, Planning & Development, Operations & Maintenance, and Customer Service. These groups are intended to provide the County with a customer service approach to Facilities services by July, 2002.
- Execute the March 2002 Board resolution regarding disposal of surplus County buildings, including the Gresham Neighborhood Center, the Morrison Building, and the Ford Building by July 2003.
- Develop and propose changes to the current internal billing and Asset Preservation programs to establish a sustainable approach to maintaining and repairing buildings by November, 2002.
- Complete several key capital projects including finishing the Multnomah building fifth floor, the Children's Receiving Center, and the McCoy retail space.

Facilities	2000-01	2001-02	2001-02	2002-03	
Budget Trends	2000-01	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	106.43	110.00	112.05	111.50	(0.55)
Personal Services	\$6,940,084	\$7,818,459	\$7,476,792	\$8,500,941	\$1,024,149
Contractual Services	\$10,292,308	\$8,297,887	\$9,220,651	\$6,854,306	(\$2,366,345)
Materials & Supplies	\$26,592,350	\$27,763,546	\$29,174,913	\$26,102,613	(\$3,072,300)
Capital Outlay	<u>\$26,434,831</u>	<u>\$19,886,099</u>	<u>\$72,220,046</u>	<u>\$35,110,335</u>	<u>(\$37,109,711)</u>
Total Costs	\$70,259,573	\$63,765,991	\$118,092,402	\$76,568,195	(\$41,524,207)

Significant Budget Changes:

- Transfer of the Housing Program to Facilities from DSCD Director's Office: 4.00 FTE: \$752,843 in revenue and expenditure.
- Cut Prof Svcs due to reduction in janitorial contracts and outsourced contracts: (\$1,337,900)
- Increase in Utility costs due to increased electric, gas, and water rates: \$250,000
- Increase in lease costs: \$341,000
- Decrease in repairs and maintenance due to reduction in external contracts (\$602,000)
- Reduction in supplies due to improvements in warehouse operations, SAP reporting, and improved inventory controls: (\$666,000)
- Reduction in data processing charges due to the ITO: (\$229,000)
- Increase in vehicle cost due to take home vehicles usage with our on-call policy change: \$65,000
- Cut HVAC engineering positions and Facilities Maintenance Supervisor: (3.00 FTE): (\$210,000)
- Increase Purchasing Specialist, Management Asst and Facility Spec 3 3.00 FTE: \$229,245
- Reduce internal svc. costs due to the MCSO budgeting its own janitorial costs: (\$387,000)
- Decrease in debt service costs due to reduction in debt: (\$192,000)
- Addition of a Fund Contingency line item in Facilities Management Fund: \$332,000
- Asset Preservation cost increase due to additional square footage placed in use: \$120,000
- Salary increase due to addition of FY '02 and FY '03 COLA of 3%: \$917,000
- Increase in telecom costs due to air time budgeting error last year: \$90,000
- **Justice Bond Fund**—decrease in expenditures due to progress on bond construction projects, including Wapato Jail and the Justice Center booking remodel: (\$20,543,682)
- **Building Project Fund**—decrease in program expenditures due to acquisition of land and construction on the East County Health and Aging Services facility. It also includes the Blanchard Building lease and remodel, North Portland Clinic Construction, and portions of the Multnomah Building renovation, MERLIN costs, and mainframe migration project: (\$16,936,000)
- **Deferred Maintenance Projects Fund**—decrease in program expenditures as a result of completion of projects such as HVAC, electrical, and asbestos removal in county buildings. This Fund is to be closed out in FY '03 with the balance transferred to the Capital Improvement Fund: (\$2,050,000)
- **Capital Improvement Fund**— the cost reduction is due to Building moves (Commonwealth, Mead, Portland and Multnomah) and cash transfer to the Asset Preservation Fund: (\$4,261,000)
- **Assets Preservation Projects Fund**—reduction is due the cash transfer not occurring because of mid-year budget cuts in FY '02 (\$1.5 million) and in FY '03, where available beginning capital was borrowed to fund reserves (\$1.45 million). The FY '03 amount will be replenished with the revenue generated from the disposition of county owned properties.

Operations & Maintenance

Operations & Maintenance directs building operations, building maintenance, and management and corporate support for Facilities and Property Management. It oversees compliance with established policies and procedures; purchases supplies for countywide facilities operations; and offers maintenance, payroll, accounting, word processing, and reception services. The Maintenance Engineering Section provides preventive and corrective maintenance, ensuring that facilities are safe and functional. Fiscal Services and Contracts & Procurement are in this area.

FY 2002: 71.00 FTE FY 2003: 73.00 FTE.

Planning & Development

Planning and Development provides planning and technical support for projects associated with county facilities. Responsibilities include major maintenance, capital improvements, and new construction. Planning and Development is responsible for making County facilities efficient, structurally sound, and mechanically updated. Its three major branches are Long-Range Planning, Technical Planning, and Construction Management. The Division maintains plans for capital improvement. Funding for capital construction projects range from \$34 to \$68 million annually, with most projects spanning multiple fiscal years. The Division also acquires real property suitable for use by various County agencies by purchase or lease, and sells surplus real property.

FY 2002: 20.00 FTE FY 2003: 18.00 FTE

Customer Service

Customer Service provides facilities management for over 3.5 million square feet of County facilities, offering customers a single point of contact to address facility needs. It administers the client tenant agreements, and processes all Service Requests initiated by building clients. Other property management services include management of commercial leased space and the sale or lease of surplus real property. Property Managers work closely with customers and the Planning and Development Division to initiate Capital Improvement Projects.

FY 2002: 16.00 FTE FY 2003: 16.00 FTE

Housing

Housing works to catalyze development of special needs and other affordable housing. The program coordinates planning; identifies areas where cost savings can be achieved through the provision of supported housing that helps clients live productively without more expensive services; works with community partners to eliminate obstacles to affordable housing; works with County and other agencies to link supportive services to housing; establishes goals to meet the housing needs of County clients; and works to promote and support a variety of special needs housing. The program works with County partners to investigate resources to meet special needs housing and affordable housing goals. In addition, the Housing program manages the disposition of most tax-foreclosed properties.

FY 2002: 4.05 FTE FY 2003: 3.50 FTE

Economic Development

The Community Economic Development Division works to lead the County's efforts to create and implement systematic approaches to sustainable community development, with a focus on workforce and community livability. This program coordinates the County's participation in Urban Renewal Areas, and encourages job training and hiring of the economically disadvantaged. It also manages the Strategic Investment Program—a tax abatement program with LSI, Inc., that has significant environmental, hiring, job training, and retention goals.

FY 2002: 1.00 FTE

FY 2003: 1.00 FTE

<u>Costs by Program</u>	<u>2000-01 Actual</u>	<u>2001-02 Adopted Budget</u>	<u>2002-03 Adopted Budget</u>	<u>Difference</u>
Division Ops & Maint.	\$32,494,116	\$38,144,721	\$35,336,926	(\$2,807,795)
Planning & Project Dev.	\$34,908,218	\$74,606,823	\$36,760,371	(\$37,846,452)
Customer Svc.	\$1,181,265	\$1,082,214	\$1,389,906	\$307,692
Housing & Tax Title	\$745,834	\$1,594,824	\$753,021	(\$841,803)
Economic Development	\$930,140	\$2,663,820	\$2,327,971	(\$335,849)
Total Costs	\$70,259,573	\$118,092,402	\$76,568,195	(\$41,524,207)

Fleet, Records, Electronic, & Distribution Services

The mission of the Fleet, Records, Electronic, and Distribution Services (FREDS) Program is to support County programs and other government agencies through the provision of cost-effective services that balance the needs of both customers and taxpayers. 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 serve the County's direct service programs' and internal support programs' need for coordinated operational support. The demand for FREDS' services directly relate to the size of the County's programs served and the number and size of the other governments served.

Action Plans:

- Implement recommendations from the Fleet Audit related to vehicle utilization, vehicle type guidelines, increased use of information systems, and policy and procedure development.
- Continue and expand fleet-related efforts consistent with the "Local Action Plan on Global Warming," including Biodiesel Blend pilot project and implementation of the EPA's "Best Environmental Practices for Fleet Maintenance Program."
- Analyze and make recommendations regarding operational opportunities and facility needs related to potential relocation of Records and Distribution Services from the Ford Building.

FREDS		2001-02	2001-02	2002-03	
Budget Trends	2000-01	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	47.41	49.00	51.00	49.00	(2.00)
Personal Services	\$2,783,607	\$2,904,666	\$3,049,435	\$3,204,489	\$155,054
Contractual Services	\$114,978	\$92,415	\$102,731	\$122,817	\$20,086
Materials & Supplies	\$2,962,611	\$2,765,961	\$3,247,029	\$3,282,697	\$35,668
Capital Outlay	\$1,048,876	\$712,753	\$2,627,100	\$3,688,909	\$1,061,809
Total Costs	\$6,910,072	\$6,475,795	\$9,026,295	\$10,298,912	\$1,272,617

Significant Budget Changes:

- Decrease in Intergovernmental Local Source revenue, due to reduction in Metro Fleet: (\$38,294)
- Increase in Fleet service reimbursements due to rate increases to reduce subsidy by Fleet fund reserves: \$162,646
- Cut vacant Equipment Mechanic II position: (1.00 FTE): (\$61,343)
- Fleet Services Equipment Replacement increase due to purchase of backlog of prior year's delayed replacements, in addition to regularly scheduled replacements: \$1,061,809
- Fleet Services supplies budget reduced due to fleet reductions, fuel economy, etc.: (\$95,742)
- Increase in Electronics service reimbursements due to a combination of shop rate increase and increased equipment to maintain: (\$148,995)
- Cut vacant Electronic Tech Assistant position: (1.00 FTE): (\$55,828)
- Increase in Distribution service reimbursements due to rate increases to eliminate subsidy from depleted reserves and offset mail stop reductions: \$65,767
- Increase in Distribution IG Local Source revenue due to increase service and postage needs, mainly from CareOregon: \$20,137
- Increased Distribution Professional Services due to anticipated increase in use of major mailing service contracts and possible rate increase (contracts are up for re-bid): \$10,080
- Decrease in postage due to less mail estimated to be sent in FY '03 than was budgeted in FY 02: (\$12,713)

Division Management

The purpose of Fleet, Records, Electronic, and Distribution Services (FREDS) Management is to administer the activities of the program and to provide personnel management, budget preparation and control, capital purchasing, billing services, policy development, and other administrative functions required by the Division's programs.

FY 2002: 5.00 FTE FY 2003: 5.00 FTE

Fleet Services

The purpose of Fleet Services is to support county programs and other government agencies through the provision of cost-effective fleet services that balance the needs of direct customers with those of the taxpayers. The program is responsible for the administration of all aspects of the County's fleet and for providing specific fleet services to other governments. A reduction in fleet size generated from the Fleet Audit recommended Vehicle Utilization Guideline has allowed for the elimination of an Equipment Mechanic II position.

FY 2002: 25.00 FTE FY 2003: 24.00

Records Management

Records Management supports County programs and other government agencies in their delivery of services by providing cost-effective records management. 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. Services include the development of retention schedules and the receiving, coding, storing, retrieving, preserving, and confidential recycling of records. The Records Administrator has been assigned responsibility for the management of Distribution Services, resulting in .2 FTE of this position being funded in Distribution Services during the mid-year budget rebalancing process.

FY 2002: 4.00 FTE FY 2003: 3.80

Electronic Services

Electronic Services supports County programs and other agencies by providing cost-effective electronic equipment maintenance and installation services. The program installs and maintains 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 current schedule for jail construction and other program changes have allowed the temporary elimination of one Electronic Technician Assistant position.

FY 2002: 8.00 FTE FY 2003: 7.00 FTE

Distribution Services

Distribution Services supports County programs by providing 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. 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 central stores supplies; and allocates program costs to county programs based on service usage. Assignment of Distribution Services management responsibility to the Records Administrator has generated a 0.20 FTE increase.

FY 2002: 9.00 FTE FY 2003: 9.20 FTE

<u>Costs by Program</u>	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>	
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Budget</u>	<u>Budget</u>	
Division Management	\$347,596	\$357,228	\$448,609	\$91,381
Fleet Services	\$4,222,260	\$6,107,412	\$7,201,899	\$1,094,487
Electronic Services	\$579,860	\$703,322	\$714,352	\$11,030
Records Management	\$392,120	\$392,215	\$408,981	\$16,766
Distribution Services	<u>\$1,368,236</u>	<u>\$1,466,118</u>	<u>\$1,525,071</u>	<u>\$58,953</u>
Total Costs	\$6,910,072	\$9,026,295	\$10,298,912	\$1,272,617

Land Use & Transportation

In an effort to better integrate services and move toward a shared services model, the Land Use Planning and Transportation Divisions have been merged. The new division is designed to facilitate collaborative cross-program problem solving. Organizational lines of reporting have been changed to support managers whose primary responsibilities are to ensure that direct services can focus on internal system improvements and deliver services and projects on time and within budget.

Action Plans:

- Complete the analysis and update of the Howard Canyon Quarry review; reconcile with the Comprehensive Plan to meet current environmental requirements.
- Work with the Board, other jurisdictions, and the State Legislature to develop and advocate for proposals to increase transportation revenues, with an emphasis on funding replacement of the Sauvie Island Bridge. Increased funding will also support high priority projects that improve safety and traffic operations on County roads.

Land Use & Transportation		2001-02	2001-02	2002-03	
Budget Trends	2000-01	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	177.72	186.00	191.00	187.00	(4.00)
Personal Services	\$10,965,625	\$11,586,713	\$12,502,199	\$12,876,609	\$374,410
Contractual Services	\$916,369	\$969,045	\$976,764	\$621,244	(\$355,520)
Materials & Supplies	\$4,219,887	\$5,165,066	\$5,495,721	\$5,666,846	\$171,125
Capital Outlay	\$1,669,086	\$2,423,622	\$7,533,359	\$7,091,520	(\$441,839)
Total Costs	\$17,770,967	\$20,144,446	\$26,508,043	\$26,256,219	(\$251,824)

Significant Budget Changes:

- Decrease Professional Services to meet constraint: (\$30,794)
- Decrease Watershed Council pass-through payments to meet constraint: (\$18,150)
- Transfer Water Quality Program to Federal/State Fund ends FY '03: \$131,000.
- Increase Overtime cost to support Transportation Capital program: \$35,935
- Decrease Premium pay to adjust to revised Personnel Planning Module refinements: (\$418,188)
- Increase Insurance Benefits to reflect rate increases: \$486,560
- Decrease printing cost to adjust to revised program demands and cost savings measure: (\$5,089)
- Decrease Utilities budget to revised power costs for bridge lighting and intersections: (\$23,304)
- Decrease Rental budget as cost saving measure: (\$10,910)
- Decrease Inventory Goods Issue as cost saving measure: (\$66,972)
- Decrease telephone charge as a result of FTE reductions: (\$12,071)
- Decrease Flat Fee charges due to FTE reductions, transfer of ITO, and rate reduction: (\$15,575)
- Increase Electronic Services charges to meet program demands: \$10,569
- Increase Building Mgmt. Cost due to BOMA standard implementation: \$209,929
- Decrease Mail Distribution charge due to reduction to one stop per day: (\$3,110)
- Decrease Contingency expense due to lack of available funds: (\$503,761)
- Decrease Building Capital and direct program cost to bridge and road capital projects: (\$20,045)
- Functions and staff for IT services have been transferred to the central IT Division. Cost move to a data processing as charge back to division: (0.50 FTE): (\$25,000)
- Increase HR Analyst 2 position due to reclassification study: 1 FTE: \$71,802
- Delete Safety Spec. Transportation position due to reclassification study: (1.00 FTE): (\$71,802)
- Increase Program Manager 1 position due to reclassification study: 1.00 FTE: \$97,963
- Delete Transportation Support Services Mgr. due to reclassification: (1.00 FTE): (\$97,963)
- Delete vacant Engineering Technician 2 positions to reduce costs: (2.00 FTE): (\$125,319)
- Delete vacant Engineer 2 positions to reduce costs: (2.00 FTE): (\$153,200)
- Delete vacant Electrician positions to align staff to road maintenance needs: (1.00 FTE): (\$80,486)
- Delete Road Maintenance Systems Admin. due to reclassification: (1.00 FTE): (\$89,861)
- Increase Program Manager 1 due to reclassification study: 2.00 FTE, \$187,834
- Delete Traffic Aids Supervisor position due to reclassification study: (1.00 FTE): (\$84,360)
- Increase Program Manager 2 position due to reclassification study: 1.00 FTE, \$110,428
- Delete Transportation Planning Administrator due to reclassification study: (1.00 FTE): (\$93,965)
- Increase Program Supervisor due to reclassification study: 1.00 FTE, \$93,965
- Delete Bridge Operations Supervisor due to reclassification study: (1.00 FTE): (\$70,744)
- Increase Operations Administrator due to reclassification study: 1.00 FTE, \$70,744
- Increase Fiscal Assistant to replace temporary personnel: 1.00 FTE, \$43,482
- Increase Beginning Working Capital due to construction capital carry forward: \$446,259
- Increase Federal Source additional funding from Rural STP fund exchange: \$205,000
- Decrease State Motor Vehicle Revenue (Gas Tax) due to state economy: (\$607,090)
- Increase of Local Source revenue—previously shown in Misc. Revenue: \$343,491
- Increase Cash Transfer—one time only refund of equipment replacement fund money from Fleet (equipment will not be replaced): \$298,406
- Decrease Misc. Revenue—posting correction move to Local Source and reduced construction reimbursements from east county cities due to state economy: (\$594,760)

Transportation

One major challenge over the next few years will be securing funding for replacement of the Sauvie Island Bridge

The mission of the Transportation program is to develop and maintain a transportation system that promotes regional livability, economic vitality, and mobility in Multnomah County. The Division's jurisdiction extends over approximately 350 miles of urban and rural roads, and six Willamette River Bridges. Oregon State law (ORS Ch. 382 and 368) mandates services for County roads and bridges. The Division fulfills its mandates through cooperative planning with local and regional jurisdictions, preserving and improving the transportation system through the building of roads and bridges, and providing daily maintenance and traffic services that contribute to public safety, environmental protection, and livability. The Division is also responsible for administration, operation, and maintenance of the Dunthorpe-Riverdale Service District and the Mid-County Lighting District. The program's primary sources of funding are the state motor vehicle fuel and registration taxes. The State Legislature has not made any increase in these taxes since 1991. Stagnant state revenues and rising costs have made it increasingly difficult for the Division to fund projects that address the modernization, maintenance, and preservation needs of the County's roads and bridges. The Division has been successful, however, in securing tens of millions of dollars in federal and state funds for capital projects on the Willamette River Bridges. These federal and state funds have increased the need for County matching funds, thus placing additional financial pressure on the Program budget. One major challenge over the next few years will be securing funding for replacement of the Sauvie Island Bridge.

The Division is a regional leader in sustainable road maintenance policies and practices that respond to the Endangered Species Act, the Clean Water Act, and National Pollution Discharge Elimination Program.

Program Administration

The Administrative Section includes the Director, who is responsible for leadership, organization, planning, and direction for Division activities. It also includes an Administrative Services staff that provides business support services for the Division's various programs and work units, as well as providing support to the Fleet, Records, Electronics, and Distribution Services Division (F.R.E.D.S.) and Emergency Services.

FY 2002: 15.50 FTE FY 2003: 15.36 FTE

Program Development and Planning

The Program Development and Planning staff manages the Division's transportation planning processes. These include:

- Development of transportation system plans to address all modes of transportation at the local and regional level;
- Development of the Division's capital improvement plan;
- Coordination of public involvement activities; and
- Administration of the Bike Path Fund.

FY 2002: 4.00 FTE FY 2003: 4.00 FTE

**Survey
Section/
County
Surveyor's
Office**

The County Surveyor performs state-mandated duties such as: filing, indexing, providing copies of, and maintaining the public survey records; establishing and maintaining Public Land Survey corners; and reviewing and approving all County subdivision, partition, and condominium plats. Other duties include providing surveying support to the Division's engineering activities and to other county and local government agencies. Many of the County Surveyor's responsibilities are mandated by state law.

FY 2002: 21.00 FTE FY 2003: 21.00 FTE

**Road
Maintenance**

Road Maintenance is responsible for roadway and right of way maintenance, emergency response, and traffic aids (signs and markings). Their activities enhance public safety, provide preventive maintenance to ensure that critical roadway systems function properly, and keep roadways free of hazards and obstacles. The program performs a variety of daily tasks on approximately 350 miles of County roads and rights of way, and assists the cities of Fairview, Maywood Park, Wood Village, and Gresham in the development and implementation of annual maintenance programs. Major emphasis has been placed on adopting standards of practice that conform with requirements of the Endangered Species Act, the Clean Water Act, and the National Pollution Discharge Elimination permit. The Section's activities are also governed by OR-OSHA, the Manual on Uniform Traffic Control Devices, and various other state statutes and County ordinances.

FY 2002: 64.50 FTE FY 2003: 63.00 FTE

**Roadway
Engineering &
Operations**

The Engineering Services staff designs and builds capital improvement projects; administers right of way permitting requirements; engineers, operates, and maintains traffic signals; and provides technical support for other transportation programs. Engineering work must comply with statutory requirements for improvements to county roads (ORS Ch. 368); with federal, state, and local design standards; and with state and federal regulations. Projects incorporate environmental practices including erosion control, fish passage improvements, recycling, pedestrian and bicycle features, and wetland protection. In FY '03, this program is eliminating five vacancies from its budget to help reduce costs. The program is taking aggressive steps to counter the loss of FTE by improving its processes and performance.

FY 2002: 23.00 FTE FY 2003: 20.00 FTE

**Bridge
Operations &
Maintenance**

Bridge Operations and Maintenance is responsible for operating the County's 4 movable bridges and for maintaining its 6 Willamette River Bridge crossings as well as 22 other bridges in the County. Maintenance includes mechanical, structural, electrical, and corrosion-protection elements and incorporates preventive strategies to ensure reliability. A number of mandates dictate levels of service including: the River and Highway Act of 1894, federal regulations, U.S. Coast Guard regulations and State law. Maintenance operations have been revised to conform with the Endangered Species Act, the Clean Water Act, and the National Pollution Discharge

Elimination permit. The primary source of funding for bridge maintenance and operations is state and county road fund allocation in accordance with a City of Portland IGA. Funding levels are inadequate to address currently necessary preventive maintenance, repair, and replacement.

FY 2002: 27.00 FTE FY 2003: 27.50 FTE

Bridge Engineering

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

FY 2002: 20.00 FTE FY 2003: 20.64 FTE

Land Use Planning

This program seeks to conserve the County's natural resources through the implementation of land use plans and ordinances. The Division's three major areas are: Long-Range Planning, mandated by the State and the Columbia River Gorge National Scenic Area; Current Planning, which reviews land use, building permits, land division and design review applications as required by state and local law; and Code Enforcement, for zoning and development code violations. In FY '02, the responsibility for coordinating County response to the Endangered Species Act was transferred here.

The 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. Costs continue to increase as standards are added for environmental protections that generate additional review and research requirements.

FY 2002: 16.00 FTE FY 2003: 15.50 FTE

Costs by Program	2000-01	2001-02	2002-03	Difference
	Actual	Adopted Budget	Adopted Budget	
Program Admin.	\$1,302,402	\$1,475,266	\$1,553,502	\$78,236
Prog. Dev. & Planning	\$313,062	\$811,557	\$709,718	(\$101,839)
Roadway Eng./Ops.	\$5,093,291	\$7,605,374	\$7,154,879	(\$450,495)
County Surveyor	\$1,100,780	\$1,630,345	\$1,779,369	\$149,024
Road Maintenance	\$4,977,116	\$5,887,601	\$6,182,371	\$294,770
Bridge Op.& Maint.	\$2,398,647	\$2,171,955	\$2,226,004	\$54,049
Bridge Engineering	\$1,296,329	\$5,118,807	\$5,123,911	\$5,104
Land Use Planning	<u>\$1,289,340</u>	<u>\$1,807,138</u>	<u>\$1,526,465</u>	(\$280,673)
Total Costs	\$17,770,967	\$26,508,043	\$26,256,219	(\$251,824)

Business & Community Services

Accounting Entities

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

Road Fund Special Appropriations: used to distribute certain Road Fund revenues to the City of Portland, Gresham, Troutdale, and Fairview per the Intergovernmental Agreements regarding the transfer of urban services

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

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

Significant Budget Changes:

- Projected Federal Forest Receipts, State Motor Vehicle Sharing, and County Gas Tax: \$461,087
- Decrease Recreational Fund pass through payment costs: (\$23,528)
- Decreased Animal Control Fund Cash Transfer to General Fund (\$99,500) due to decreased revenues
- Increased Facilities Management Fund Cash Transfer to Asset Preservation Fund due to increased square footage \$121,456

Accounting Entities	2000-01	2001-02	2001-02	2002-03	
Budget Trends	2000-01	Current	Adopted	Adopted	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	0.00	0.00	0.00	0.00	0.00
Personal Services	\$0		\$0	\$0	\$0
Contractual Services	\$19,852,685	\$20,031,031	\$20,403,488	\$20,066,443	(\$337,045)
Materials & Supplies	\$138,970	\$0	\$141,527	\$443,178	\$301,651
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Total Costs	\$19,991,655	\$20,031,031	\$20,545,015	\$20,509,621	(\$35,394)