

# Environmental Services

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## Vision

*The DES Vision Statement is a picture of what the department would like to become. It reveals where we want to go and what it will be like when we get there.*

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.

### **Mission**

The Department's Mission is three-fold:

- Administer specific, mandated County government responsibilities;
- Provide operational infrastructure support to all County departments and offices;
- Manage the County's role in the regional transportation, Land Use and Water Quality systems.

## *DES Values and Guiding Principles*

- *Teamwork*
- *Fiscal Responsibility*
- *Diversity*
- *Integrity*
- *Responsiveness*
- *Accountability*
- *Service Excellence*
- *Data Driven*

### **Mandated Government Responsibilities**

The public has a high degree of confidence in the state-mandated services administered by the Department of Environmental Services. Property taxes are assessed and collected in an equitable and uniform way. Integrity is the hallmark of the electoral process. The community consistently rates Animal Control services as responsive, humane and professional. Citizens consistently cite responsive customer service and prudent management of public resources as the characteristics of these mandated services.

### **Operational Infrastructure**

The Department is a partner with the County's other direct service programs by providing operational infrastructure support. County programs that occupy department managed buildings and properties consistently rate their satisfaction level as high. Space is safe and well maintained. Rents and facility charges are fair and competitive with other comparable property. New construction and capital improvement projects are on time, within budget and meet the program expectations of customers and clients. County programs choose the Department for their fleet, electronics and mail distribution services because of consistently high quality performance and cost effectiveness that is competitive with the private sector.

### **Regional Transportation, Land Use and Water Quality Systems**

The County's valuable natural resources, including water quality and neighborhood livability is preserved through accessible, effective land use planning and management. The regional economy is thriving due to the County's leadership role and expertise as a partner in the regional transportation system. Major east County arterials, roads, bikeways, and the

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six County-owned Willamette River bridges are well maintained and the public's capital investments preserved.

## Strategic Planning

The Department of Environmental Services is a collection of eight unique County service divisions that work collaboratively towards the common goals of cost effectiveness, service excellence and accountable government. The individual operating Divisions constitute the "strategic business units" of the department, and each division maintains its own strategic plan. Divisions have been given flexibility in how they approach the creation of their Division strategic plans.

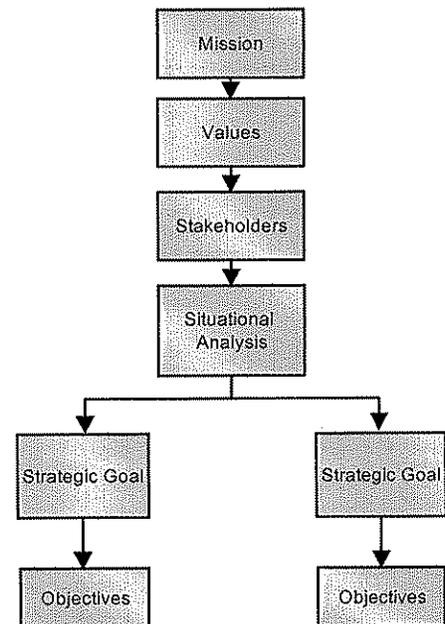
The role of Department Administration is to create and manage a "corporate strategic plan" that identifies overarching department management strategies to improve service. The Department Management Plan is designed to build an environment in DES conducive to accomplishing our overall strategic agenda and create a sense of common purpose. Strategic planning is an ongoing management responsibility being incorporated into the way business is done in the Department.

### Planning Horizon

The DES Strategic Plan is a three-year document aligned with the County's fiscal year. The time span is from FY 2000-02.

### DES Strategic Planning Model

Division Strategic Plans contain the elements outlined in the flowchart (right). Additional components will include: Strategies; Implementation plan; Internal Communication plan; Resource Requirements; and Progress Reporting schedule.



### Strategic Planning Implementation

The department management strategic plan will be completed in May, 2000. Strategic goals will be incorporated in the FY 2001 budget.

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## Department Services

The Department of Environmental Services offers the following services:

- Operates, manages and maintains all County owned and leased facilities and properties;
- Protects people and animals through promotion and enforcement of responsible animal ownership;
- Provides fleet services, records management, electronics services and mail distribution;
- Records public documents;
- Develops and implements land use policy;
- Maintains 346 miles of County owned roads and rights of way;
- Operates, maintains and preserves the County's six Willamette River bridges;
- Assesses and collects property taxes;
- Performs 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 that 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, the Facilities Subcommittee of the Operations Council 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.

## Budget Issues

The Adopted FY 2001 budget for the Department of Environmental Services is very similar to FY 2000. However, the Department does face some significant challenges over the next fiscal year, and the following pages discuss some of those issues.

## Transportation Funding

The primary funding source for Multnomah County's Road Fund is the revenue from the state gas tax and motor vehicle fees—this totaled \$26.0 million of the Division's \$41.0 million budget in FY 00. Prior to FY 00, the

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Legislature had not approved an increase in this source since 1991. In 1999, the Legislature passed HB 2082 to increase the gas tax and vehicle registration fees and it has been referred to the voters. HB2082, which would increase the state gas tax \$.05/gal. and increase the motor vehicle fees \$5/year statewide and would have added \$4.065 million to the County Road Fund in FY 00. This revenue was included in the FY 00 Transportation Division budget and does not include revenue anticipated if the Board had approved a \$10 per year vehicle registration fee within Multnomah County. This local fee would generate between an additional \$3.5 to \$6.1 million per year, mostly dedicated to the Willamette River Bridges.

The Transportation Division is facing a funding crisis in FY 2001. Forecasted revenues are well below the assumptions used for preparation of the FY 2000 budget. The projected revenue shortfall will be further exacerbated since Measure 82 was not passed by the voters in May 2000. In all cases, the Division will need to scale back its capital improvements based on reduced projected revenues. Lack of adequate funding for the local match threatens loss of federal funds approved for road and bridge projects. The funding shortfall would also slow the scheduled implementation of the Division's response to the 1999 County Audit of the Roadway Capital Program.

**Board Action:**

The Board will work with its other Regional partners to address the funding shortfalls and provide direction on priorities to the Division.

## Animal Control Strategic Service Plan

The County provides Animal Control services to all of the jurisdictions within Multnomah County. This "consolidated service" is funded with a combination of General Fund and program revenues—license fees, shelter fees and fines. In FY 2000, the division developed an operational plan for meeting the growing service expectations of citizens and the Board of County Commissioners. The operational plan included a proposal to establish a funding alternative based on a tax on pet food. After a series of public workshops and hearings in the Fall of 1999, Chair Stein tabled the proposal and decided to empanel a task force to study animal control services and funding. In October 1999, the Chair appointed the Task Force with the following charge:

- Determine Animal Control service priorities—within current budget constraints.
- Evaluate Animal Control programs and operations against industry "best practices."
- Develop a recommendation for the "ideal" Animal Control program in Multnomah County—and what it would cost.

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- Recommend funding options and sources—with pros and cons.

The Task Force is scheduled to present its recommendations to the Board of County Commissioners early in FY 01. Any Task Force recommendations adopted by the Board that involve changes in the law would require a change to the County Code.

**Board Action:**

Any Task Force recommendations approved by the Board, which have budget implications for the Animal Control Division, will be brought before the Board in FY 2001 as budget modifications.

## Facilities & Property Management Reorganization

The Facilities and Property Management Division in DES is undergoing a reorganizing process to more effectively adapt the organization to meet the future facility needs of County programs. This organizational overhaul will result in change that may have a budget and organizational impact on the way that the County manages facilities and property.

Facilities and Property Management's mission is to proactively and aggressively plan, maintain, operate and manage all County owned and leased properties in a safe, accessible and cost effective manner. During the past ten years, Multnomah County has experienced significant growth and changes which have created an escalating challenge and struggle for the division to keep up with the increasing demands. There have been a number of events that have occurred in the past ten years that have had a major impact on Facilities and Property Management:

**Growth in County Programs and Employees:**

The number of square feet owned and maintained by the County has nearly doubled with new purchases and major remodels; the number of employees has increased by 70%; there have been significant shifts of service from the state to the County.

**Changes in Customer Expectations:**

Client programs are requiring more services and higher quality services creating an increase in workload for facilities.

**Influx of New Capital Funding:**

An aggressive funding strategy was implemented to fund the backlog of deferred maintenance projects using Certificates of Participation.

**Funding for New Construction**

New Public Safety Bond funding was authorized by voters in the 1990's to

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meet the County's legislative obligations to add jail beds ( i.e., Inverness expansion, Rivergate); and, voters also approved Library Bonds to renovate the County's library branches.

## **Changes in County Policy**

Adoption of the Strategic Space Plan which include direction to locate long-term County programs in owned, not leased, space; and co-locate appropriate County services; creation of the Public involvement siting process for facilities; countywide Space allocation Policy and Office Design standards.

This rapidly changing environment and customer expectations has created a significant challenge for the division. The division's internal processes had become fragmented and disjointed; the existing structure did not support the fundamental values, goals and objectives of the division; and, the division was a reactive organization.

The division has created a strategic plan to accomplish the following:

- Re-structure the division.
- Review resource allocations
- Improve functional coordination and relationships
- Monitor internal performance
- Reengineer processes.

## **Board Action:**

No action taken.

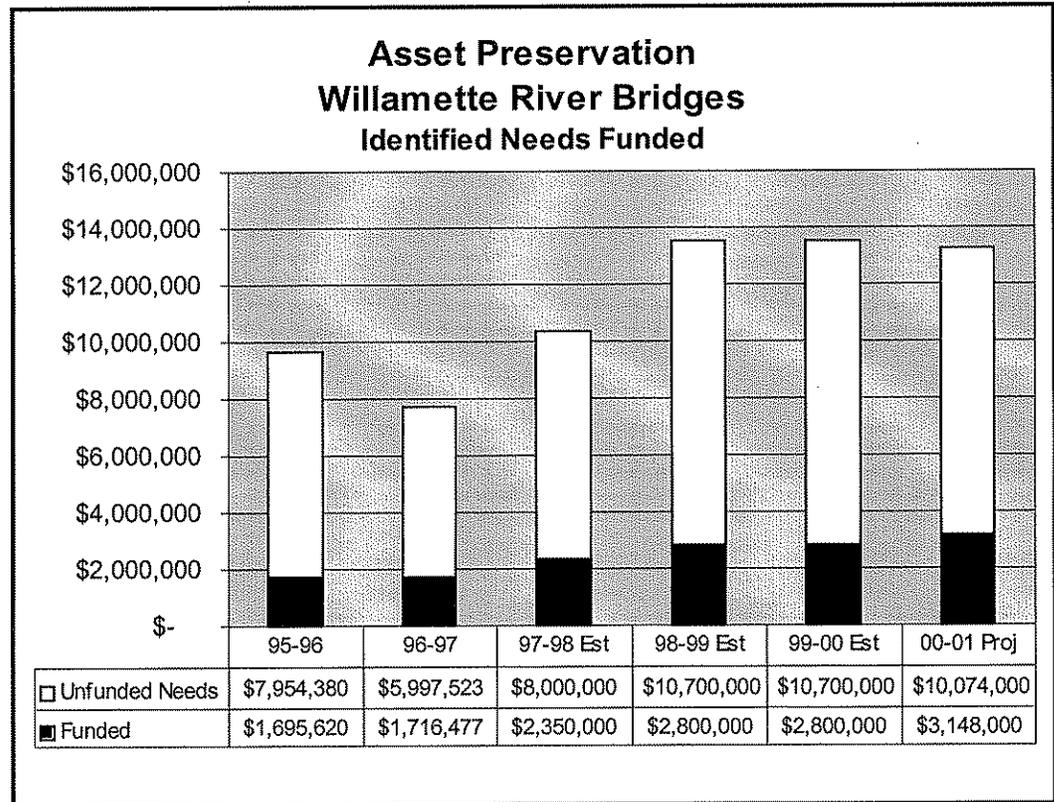
## Department Performance Trends

There are two Performance Trends:

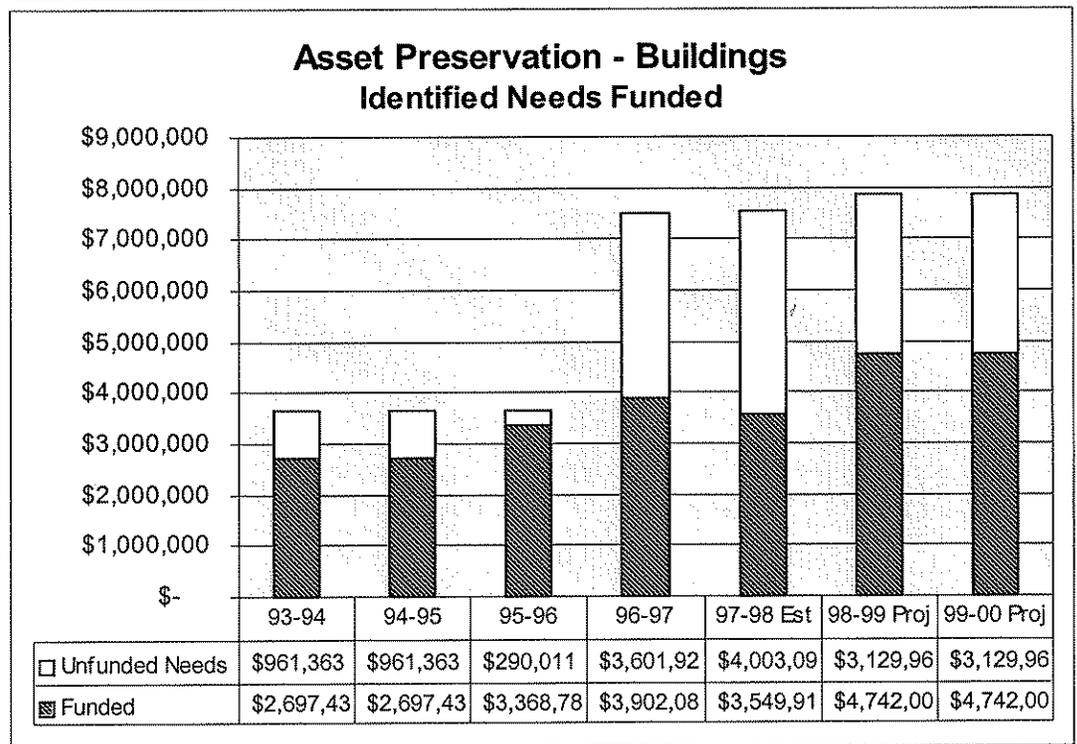
- 1) Asset Preservation: Buildings --Identified Needs Funded
- 2) Asset Preservation: Willamette River Bridges -- Identified Needs Funded

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*There has been a constant pattern of under-funding bridge infrastructure. The current 20-year Bridge Capital Plan identifies \$201.475 million in capital need for the County's inventory of Willamette River Bridges. At current funding levels, the County is only able to fund approximately 23% of the needs on an annual basis.*



*There has been a historic pattern of under-funding facilities infrastructure. In 1996, F&PM completed a more comprehensive bldg. assessment an identified more than 120 million in deferred maint. needs. In March, 2000 the BCC approved a \$15 million COP issue to address some of the backlog in deferred maint.*



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## How the Department Delivers its Services

The Department of Environmental Services has adopted a long-term strategy to measure performance against the Oregon Quality Award criteria. In FY 1997, the Department conducted an extensive employee survey to assess employee perception of how well the department is aligned with the Oregon Quality Award criteria. Improvement opportunities identified in the survey were built in to action items for FY 1998.

In the Fall of FY 1999, the Department completed the Oregon Quality Award self-assessment as part of the County's application for the 1999 Oregon Quality Award. The Department created an O.Q.A. team of external evaluators that assessed each Division, as well as the Department, against the OQA criteria. The team presented feedback reports that identified strengths and improvement areas. The information contained in the feedback reports has been incorporated into strategic planning process for FY 2001.

### **Highlights from the Department 1999 OQA Self-Assessment**

The evaluation team identified the following Management Competencies:

#### Leadership

- Clear lines of communication and direction setting.
- Collaborative decision making

#### Strategic Planning

- Formal Strategic Planning is going on at the business unit level

#### Customer and Market Focus

- Divisions employ methods of listening and learning from customers.
- The department holds a deep interest in building customer relationships

#### Information and Analysis

- The department values data-driven decision-making

#### Human Resources

- The department has a commitment to diversity
- Employee satisfaction is routinely assessed

#### Process Management

- Commitment to continuous quality improvement
- Good project management skills

#### Organizational Results

- Strong financial management performance
- Good performance in employee diversity and satisfaction

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## Budget for FY 2001

The Department of Environmental Service's (DES's) Adopted Budget is \$215,020,468 and it has 576.61 FTE's. Significant changes are noted in the Division sections. DES's budget appears to have a significant reduction mainly because of the transfer of responsibility of the Wapato Jail Capital Project from Facilities & Property Management to the Sheriff's Office. Additionally, cash transfers between funds are not reflected. The growth in cost of living increases, PER's and inflation are offset by elimination of the anticipated Pet Food License in FY 2000 and other carryover and one-time-only expenditures.

<b>Budget Trends</b>	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
	<b>Actual</b>	<b>Current Estimate</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>Difference</b>
Staffing FTE	520.82	559.65	574.66	576.61	1.95
Personal Services	\$29,296,057	\$31,445,356	\$33,221,694	\$35,102,828	\$1,881,134
Contractual Services	\$33,840,528	\$32,430,082	\$40,749,734	\$33,351,362	(\$7,398,372)
Materials & Supplies	\$35,023,099	\$34,987,780	\$41,646,971	\$44,646,329	\$2,999,358
Capital Outlay	<u>\$57,996,619</u>	<u>\$18,819,743</u>	<u>\$158,919,360</u>	<u>\$101,919,949</u>	<u>(\$56,999,411)</u>
<b>Total Costs</b>	<b>\$156,156,303</b>	<b>\$117,682,961</b>	<b>\$274,537,759</b>	<b>\$215,020,468</b>	<b>(\$59,517,291)</b>
Program Revenues	\$146,364,654	\$238,762,416	\$263,792,465	\$220,058,881	(\$43,733,584)

<b>Costs by Division</b>	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
	<b>Actual</b>	<b>Current Estimate</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>Difference</b>
Director's Office	\$939,412	\$1,273,908	\$1,341,107	\$1,302,334	(\$38,773)
Facilities & Prop. Mgmt	\$88,072,286	\$49,626,367	\$196,014,950	\$138,130,844	(\$57,884,106)
Animal Control	\$2,820,090	\$2,944,464	\$3,349,159	\$3,040,949	(\$308,210)
FREDS	\$6,544,081	\$7,324,913	\$8,100,874	\$9,752,313	\$1,651,439
Transportation	\$22,336,657	\$20,749,658	\$25,112,857	\$24,600,930	(\$511,927)
Land Use Planning	\$1,264,923	\$1,508,474	\$1,910,177	\$1,717,421	(\$192,756)
Tax Coll. & Recording	\$4,380,757	\$4,689,694	\$4,935,650	\$5,027,003	\$91,353
Property Valuation	\$7,164,697	\$7,361,964	\$7,456,034	\$7,976,669	\$520,635
Elections	\$2,545,998	\$2,781,141	\$3,272,141	\$3,364,549	\$92,408
Accounting Entities	<u>\$20,087,402</u>	<u>\$19,422,378</u>	<u>\$23,044,810</u>	<u>\$20,107,456</u>	<u>(\$2,937,354)</u>
<b>Total Costs</b>	<b>\$156,156,303</b>	<b>\$117,682,961</b>	<b>\$274,537,759</b>	<b>\$215,020,468</b>	<b>(\$59,517,291)</b>

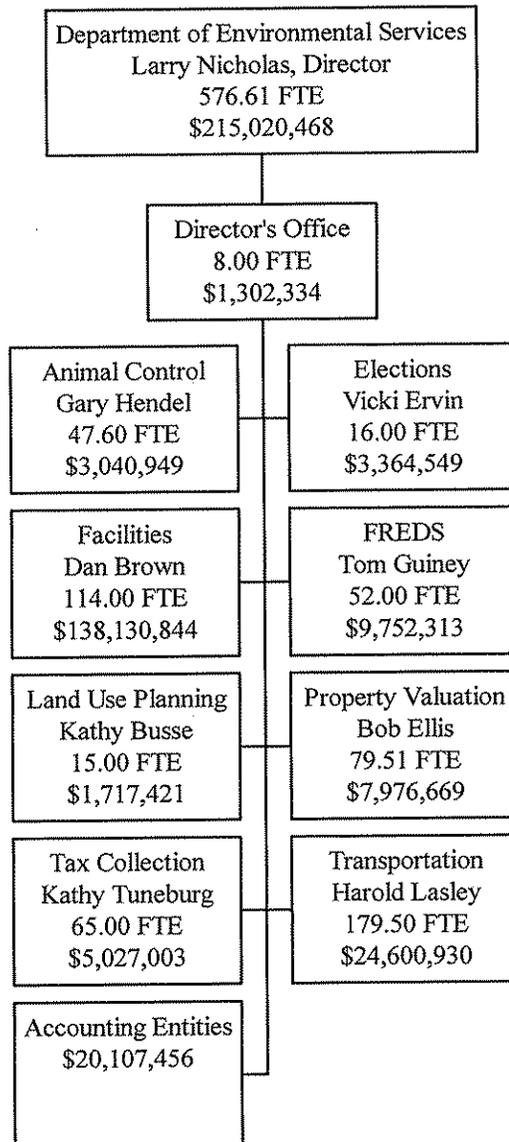
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<u>Staffing by Division</u>	<u>1998-99</u>	<u>1999-00</u>	<u>1999-00</u>	<u>2000-01</u>	
	<u>Actual</u>	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Difference</u>
		<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	
Director's Office	6.10	8.00	8.00	8.00	0.00
Facilities & Prop. Mgmt	93.30	114.00	114.00	114.00	0.00
Animal Control	43.12	47.60	53.60	47.60	(6.00)
FREDS	41.52	43.00	46.00	52.00	6.00
Transportation	175.93	175.50	181.50	179.50	(2.00)
Land Use Planning	12.85	15.00	15.00	15.00	0.00
Tax Coll. & Recording	59.63	64.15	63.15	65.00	1.85
Property Valuation	74.26	77.40	77.41	79.51	2.10
Elections	14.11	15.00	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>520.82</b>	<b>559.65</b>	<b>574.66</b>	<b>576.61</b>	<b>1.95</b>

# Environmental Services

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## Department Organization



**Director's Office**

*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 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:**

- Implement the reorganization of DES Administration functions by December 31, 2000 to more effectively deliver management support to DES divisions.
- Provide the County policy coordination of Endangered Species Act, Steelhead listing, and Clean Water Act by June, 2001 to comply with regulations and protect our environment.
- Provide Departmental coordination of the significant system and process changes generated by the Merlin project to improve County and Departmental operations by May, 2001.
- Implement the short-term recommendations of the Animal Control Advisory Task Force that are approved by the Board of County Commissioners, and develop an implementation plan for the approved long-term recommendations by June, 2001.

<b>Director's Office</b>	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
<b>Budget Trends</b>	<b>Actual</b>	<b>Current Estimate</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>Difference</b>
Staffing FTE	6.10	8.00	8.00	8.00	0.00
Personal Services	\$532,638	\$660,140	\$635,509	\$685,025	\$49,516
Contractual Services	\$245,938	\$386,541	\$425,797	\$385,664	(\$40,133)
Materials & Supplies	\$160,836	\$227,227	\$273,801	\$225,645	(\$48,156)
Capital Outlay	\$0	\$0	\$6,000	\$6,000	\$0
<b>Total Costs</b>	<b>\$939,412</b>	<b>\$1,273,908</b>	<b>\$1,341,107</b>	<b>\$1,302,334</b>	<b>(\$38,773)</b>
Program Revenues	\$26,994	\$0	\$138,874	\$100,456	(\$38,418)

# Environmental Services

Director's Office

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE Changes</b>	<b>Expenditure Changes</b>	<b>Revenue Changes</b>
Decrease in Water Quality Mgt. carryover in professional services	<i>Director's Office</i>		(\$88,250)	(\$88,250)
Reduction in Professional Services related to the elimination of the Pet Food Initiative	<i>Director's Office</i>		(\$50,000)	(\$50,000)
Reduction in department wide tuition reimbursement	<i>Director's Office</i>		(\$58,000)	
Carryover GF for H2O quality mgt. service contracts	<i>Director's Office</i>		\$100,456	\$100,456
Increase in Professional Services for County's Share of a METRO IGA related to boundary changes	<i>Director's Office</i>		\$30,000	

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 97 Actual</b>	<b>FY 98 Actual</b>	<b>FY 99 Actual</b>	<b>FY 00 Estimate</b>	<b>FY 01 Estimate</b>
Percent of Legally Mandated milestones and deliverables achieved on time.	<i>Water Quality</i>	100%	100%	100%	100%	100%

**Facilities  
&  
Property  
Mgt.**

*Multnomah County has over 120 owned and leased properties, with over 3 million square feet, which the Division provides 24 hour, seven day per week services.*

The mission of the Facilities & Property Management Division is to proactively plan, maintain, operate, and manage all County owned and leased properties in a safe, accessible, and cost effective manner. The Division operates and maintains facilities, maintains and manages property and tax foreclosed property, manages capital improvement projects, provides custodial, maintenance and construction services; and monitors and pays County utility charges. 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, elimination of chlorofluorocarbons, asbestos, PCB's, underground storage tanks, OSHA, OROSHA and others.

**Action Plans:**

- Implement restructuring plan and educate all customers, clients and stakeholders of organization changes of roles and responsibilities by January 2001.
- Fully implement the Property Management and Customer Service Section of the restructured organization for individualized facility management and customer service for all County facilities.
- Develop and present to the Facilities Sub-Committee of the Operations Council and other key stakeholders for approval, a revised facilities management cost model to support revenue recovery for internal services by October, 2000.
- Bring critical information systems online (MERLIN, Pro-Log, and Facility Center); July 2000 – November, 2000.
- Develop design criteria that promotes the concept of sustainable buildings in a cost effective manner that is supported by sound economic analysis by April 2001.

<b>Facilities</b>	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
<b>Budget Trends</b>	<b>Actual</b>	<b>Current Estimate</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>Difference</b>
Staffing FTE	93.30	114.00	114.00	114.00	0.00
Personal Services	\$5,808,403	\$6,732,432	\$7,258,642	\$7,584,384	\$325,742
Contractual Services	\$11,594,066	\$10,518,117	\$14,928,101	\$10,005,380	(\$4,922,721)
Materials & Supplies	\$19,587,216	\$19,785,133	\$23,840,695	\$28,217,480	\$4,376,785
Capital Outlay	<u>\$51,082,601</u>	<u>\$12,590,685</u>	<u>\$149,987,512</u>	<u>\$92,323,600</u>	<u>(\$57,663,912)</u>
<b>Total Costs</b>	<b>\$88,072,286</b>	<b>\$49,626,367</b>	<b>\$196,014,950</b>	<b>\$138,130,844</b>	<b>(\$57,884,106)</b>
Program Revenues	\$86,618,293	\$169,132,714	\$194,246,408	\$152,001,751	(\$42,244,657)

## Division Management

Division Management provides management administration and centralized support for Facilities and Property Management. The responsibilities of Division Management are to oversee Divisional compliance with established policies and procedures; purchase supplies and other commodities for Countywide facilities operations and maintenance, payroll, accounting, word processing and reception services.

**FY 2000: 11.00 FTE    FY 2001: 17.00 FTE.**

## Facilities Utilities

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

**FY 2000: 1.00 FTE    FY2001: 1.00 FTE**

## Facilities Maintenance

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. Program responsibilities are: mechanical, electrical and architecture maintenance; improvements, alterations and building repairs; special services such as indoor air quality, asbestos abatement, environmental assessments and abatement in all County-owned and lease facilities and property. Facilities Maintenance is responsible for maintenance of over 3 million square feet of County owned and leased real property in more than 120 facilities.

**FY 2000: 80.00 FTE    FY 2001: 76.00 FTE**

## Facilities Contracts

Facilities Contracts Assistance and Technical Support provides qualified technical assistance in the development and processing of all Division-wide contracting while measuring compliance with the Sheltered Market Contracting Program. Major program responsibilities are implementation of Disparity Study recommendations, contract, development, and management of Facilities service contracts. The Facilities Contracts Assistance and Technical Support Section responds to the requirement to provide all people who use County facilities with clean, safe and sanitary conditions to assist in limiting the spread of disease and in providing an acceptable working environment for employees.

**FY 2000: 3.00 FTE    FY 2001: 3.00 FTE**

## Property Management

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 benefits from sale or lease of surplus real property. It acquires real property suitable for use by various agencies of Multnomah County by purchase or lease; administers approximately 50 leases to tenants of County owned property and 80 lease of non-County owned property for use by County programs; and sells surplus real property.

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# Facilities & Property Management

This program acquires and manages approximately 3 million square feet of County owned and leased buildings plus additional land to provide appropriate facility space to County programs.

**FY 2000: 2.00 FTE    FY 2001: 2.00 FTE**

## Capital Improvement Program

The Capital Improvements (CIP) Program is responsible for making County facilities 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; and provides Countywide space planning services.

**FY 2000: 17.00 FTE    FY 2001: 15.00 FTE**

<b>Costs by Program</b>	<b>1998-99</b>	<b>1999-00</b>	<b>2000-01</b>	
	<b>Actual</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>Difference</b>
Division Management	\$1,209,908	\$1,137,162	\$1,571,569	\$434,407
Facilities Utilities	\$3,617,530	\$4,429,192	\$5,008,856	\$579,664
Facilities Maintenance	\$8,424,663	\$11,657,691	\$11,583,696	(\$73,995)
Facilities Contracts	\$4,086,949	\$4,860,977	\$5,876,342	\$1,015,365
Property Management	\$10,280,798	\$10,934,489	\$16,565,017	\$5,630,528
Tax Title - Facilities	\$490,539	\$0	\$0	\$0
Cap. Improvement Prog.	\$59,961,899	\$162,995,439	\$97,525,364	(\$65,470,075)
<b>Total Costs</b>	<b>\$88,072,286</b>	<b>\$196,014,950</b>	<b>\$138,130,844</b>	<b>(\$57,884,106)</b>

# Environmental Services

# Facilities & Property Management

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE Changes</b>	<b>Expenditure Changes</b>	<b>Revenue Changes</b>
OA2 moved from Maint. Program for centralized Admin	<i>Division Management</i>	1.00	\$30,167	
FS1 transferred from Maint. to support reorganization for centralized Admin	<i>Division Management</i>	1.00	\$39,272	
Conversion of a contracted position to Network Analyst 1 due to expansion of network	<i>Division Management</i>	1.00	\$6,274	
Transfer of FS 2 position from Capital Improvement for centralized Admin	<i>Division Management</i>	1.00	\$50,203	
Conversion of a Program Development Technician to an OA 2 for centralized admin support	<i>Division Management</i>	1.00	\$23,338	
Conversion of a Program Development Technician to Facilities Development and Services Manager	<i>Division Management</i>	1.00	\$104,705	
Office Assistant 2 position reclassified to a Division Administrative Secretary	<i>Division Management</i>	0.00	\$8,418	
Information Systems Analyst 2 reclassified to Network Analyst 3 due to growth in network and increase in complexity of work	<i>Division Management</i>	0.00	\$2,505	
Reclassify FS 1 to FS 2, and Sr. FA to OA to reflect change in job duties	<i>Division Management</i>	0.00	\$5,373	
Sr. FA reclassified to Sr. OA due to change in work duties	<i>Division Management</i>	0.00	\$0	
Info. Systems Analyst Sr. reclassified to Info. Systems Coordinator due to increase in major applications and mgt. responsibilities	<i>Division Management</i>	0.00	\$7,379	
Change in FM OH for increase space and contract management costs	<i>Division Management</i>		\$156,773	
Centralization of the Division revenue collection	<i>Division Management</i>			\$40,939,241
Change in utilities due to additional space	<i>Facilities Utilities</i>		\$579,664	
Centralization of the Division revenue collection	<i>Facilities Utilities</i>			(\$3,774,745)
2 Electrician /Leads added, 1 Electrician & 1 Alarm Tech, deleted due to changes in classification	<i>Facilities Maintenance</i>	0.00	\$7,792	
Reclassification 3 Construction Project Specialists to Sr level positions result of change in work duties	<i>Facilities Maintenance</i>	0.00	\$4,800	
Carpenter/Locksmith position reclassified to Maintenance worker result of change in duties	<i>Facilities Maintenance</i>	0.00	(\$9,019)	
Conversion of a vacant HVAC Engineer to Maint. Supervisor to improve mgt. maint program	<i>Facilities Maintenance</i>	0.00	(\$7,575)	
Transfer of FS 1 position to Division Mgmt Program for centralized Admin	<i>Facilities Maintenance</i>	(1.00)	(\$39,272)	
OA2 moved to Division Mgmt Program for centralized Admin	<i>Facilities Maintenance</i>	(1.00)	(\$30,167)	
Transfer of 2 Program Development Technicians to Division Management Program for central Admin	<i>Facilities Maintenance</i>	(2.00)	(\$77,493)	
Repairs and Maintenance cost increase due to additional space	<i>Facilities Maintenance</i>		\$1,514,391	

# Environmental Services

# Facilities & Property Management

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Centralization of the Division revenue collection	<i>Facilities Maintenance</i>			(\$9,186,200)
Increased professional services due to custodial contract costs for increased space and living wage contract negotiation, increase in security costs, and JCAHO contracts	<i>Facilities Contracts</i>		\$1,015,365	
Centralization of the Division revenue collection	<i>Facilities Contracts</i>			(\$4,863,268)
Debt service charges due to existing facilities remodeling projects and capital lease retirement	<i>Property Management</i>		\$5,187,104	
Change in leased space costs	<i>Property Management</i>		\$435,440	
Centralization of the Division revenue collection	<i>Property Management</i>			(\$12,277,115)
Conversion of vacant Construction Projects Specialist Sr. in CIP program to Maint. supervisor to improve mgt in capital program	<i>Capital Improvement</i>	0.00	\$1,015	
Transfer of FS 2 position to Division Mgmt for centralized Admin	<i>Capital Improvement</i>	(1.00)	(\$50,203)	
Transfer of a Construction Projects Specialist Senior to the Sheriff's Office for the Wapato Jail Project	<i>Capital Improvement</i>	(1.00)	(\$88,848)	
<b>Fund 230</b> Increase from Bond Interest programmed for new projects, Decrease due to the transfer of the Wapato Jail Project to the Sheriff's Office	<i>Capital Improvement</i>		(\$34,342,370)	(\$31,754,208)
<b>Fund 231</b> Increase due to new Oregon Food Bank/Port City Project and to close out of Edgefield Children's Center Project	<i>Capital Improvement</i>		\$2,795,000	\$2,795,000
<b>Fund 232</b> Decrease due to MCIJ expansion project completion and transfer of A&D beds as part of the Wapato Jail Project	<i>Capital Improvement</i>		(\$20,700,000)	(\$20,700,000)
<b>Fund 235</b> Decrease due to completion of several projects and startup of new projects	<i>Capital Improvement</i>		(\$12,636,333)	(\$9,761,333)
<b>Fund 236</b> Decrease due to completion of the central library project	<i>Capital Improvement</i>		(\$50,000)	(\$50,000)
<b>Fund 237</b> Decrease due to major branch renovation program progress	<i>Capital Improvement</i>		(\$5,100,000)	(\$4,500,000)
<b>Fund 240</b> Decrease expenditures due to transfer of deferred maint projects into fund 252, asset preservation projects to 251 and decrease in BWC	<i>Capital Improvement</i>		(\$7,366,049)	(\$985,255)
<b>Fund 251</b> New Asset Preservation Fund, expenditures include FY 01 projects (\$3,584,100) and Fund contingency (\$404,280)	<i>Capital Improvement</i>		\$3,988,380	\$3,988,380
<b>Fund 252</b> New Deferred Maint. Fund, expenditures include FY 01 projects (\$6,450,000), debt service (\$445,000) and contingency (\$1,550,000)	<i>Capital Improvement</i>		\$8,445,000	\$8,445,000
<b>Fund 410</b> Reduction due to reimbursement of capital lease retirement for the Multnomah bldg.	<i>Capital Improvement</i>		(\$897,902)	(\$2,286,327)

# Environmental Services

# Facilities & Property Management

Key Result Measures	Program	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Estimate	FY 01 Estimate
Energy use within County facilities (Thousands of mBTU's Saved)	<i>Facilities</i> <i>Utilities</i>	17.5	17.3	17.9	17.9	18.2
% of Customers Rating Performance as Satisfactory or Outstanding	<i>Facilities</i> <i>Maintenance</i>	NA	NA	NA		
Cost to Maintain County Facilities Per Square Foot	<i>Facilities</i> <i>Maintenance</i>					
1) Health Clinics		\$3.44		\$5.81		\$6.51
2) Detention		\$3.00		\$5.94		\$6.65
3) Office		\$2.32		\$4.21		\$4.72
4) Warehouse		\$0.93		\$1.48		\$1.66
Cost/Benefit Rating for Routine Custodial Services by Category of Space, and Overall (5.00 maximum)	<i>Facilities</i> <i>Contracts</i>					
Health Clinics		4.00		4.00		4.10
Detention/Courts		4.25		4.25		4.00
Reduced Service Areas		3.50		4.00		4.25
Office/Library		4.00		3.38		4.00
Overall		3.93		4.01		4.09
% of Informal Facilities Mgmt contracts awarded to M/W/ESB Contractors \$2,500- \$50,000	<i>Facilities</i> <i>Contracts</i>					
% of contracts		NA		75%		85%
% of dollars		NA		85%		85%
Cost of Leased Facilities per sq. ft	<i>Property</i> <i>Management</i>					\$12.00
Project Management Cost as a % of Total project Cost by Class of Project	<i>Capital</i> <i>Improvement</i> <i>Program</i>					
1) \$25,000-\$100,000		15%		15%		16%
2) \$100,000-\$1 million		2%		3%		4%
3) \$1 million-\$5 million				2%		3%
4) Over \$5 million		1%		1%		2%

# Animal Control

*Multnomah County is a high-density, metropolitan area with an estimated population of 330,000 dogs and cats, which create a myriad of animal related problems and service needs.*

The mission of this Division is to protect people and animals through the promotion and enforcement of responsible animal ownership. Animal Control operates a shelter for lost, stray and unwanted animals, administers a pet license identification system, provides information, education and services in the area of responsible animal ownership. Animal Control coordinates its efforts with the Oregon Humane Society at the Outreach Center. The Division provides State mandated services related to Rabies and nuisance enforcement, dog licensing and maintenance of an animal shelter (ORS 609 & 433).

In October, 1999, the County Chair, convened an Animal Control Advisory Task Force to undertake several tasks including:

- Determine what the service priorities are within budgetary constraints.
- Evaluate programs and operations in light of industry best practices.
- Develop and cost the ideal Animal Control program for Multnomah County.
- Recommend funding sources for an ideal program and identify the pros and cons for each funding option.

The Task Force is to present its recommendations to the Board of County Commissioners early in FY 2001.

**Action Plans:**

- Develop a diversion program by August 31, 2000 that will provide a classroom environment for teaching pet owners the responsibilities of pet ownership. The program will be offered primarily to those whose pets have exhibited behavior characteristics of Potentially Dangerous Dogs, as classified by the Animal Control Ordinance.
- Develop a “Pet Crisis Project” by December 2000 for Multnomah County to create a community of good citizens – people and their pets, committed to working together to end the euthanasia of adoptable or treatable pets.

<b>Animal Control</b>	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
<b>Budget Trends</b>	<b>Actual</b>	<b>Current Estimate</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>Difference</b>
Staffing FTE	43.12	47.60	53.60	47.60	(6.00)
Personal Services	\$2,003,663	\$2,145,426	\$2,461,881	\$2,277,027	(\$184,854)
Contractual Services	\$134,751	\$135,757	\$135,757	\$138,616	\$2,859
Materials & Supplies	\$681,676	\$663,281	\$751,521	\$625,306	(\$126,215)
Capital Outlay	\$0	\$0	\$0	\$0	\$0
<b>Total Costs</b>	<b>\$2,820,090</b>	<b>\$2,944,464</b>	<b>\$3,349,159</b>	<b>\$3,040,949</b>	<b>(\$308,210)</b>
Program Revenues	\$1,381,607	\$1,082,600	\$1,961,621	\$1,145,860	(\$815,761)

**Division  
Management  
&  
Community  
Outreach**

Division Management and Community Outreach provides overall division management and programs to increase the public's awareness and commitment to responsible animal ownership. The major program responsibilities are to increase the community's awareness of Animal Control services and to motivate the community to responsible animal ownership through medial and community presentations. For FY 2001 the Division formally established a separate work unit for Community Outreach. License compliance responsibilities were transferred from the Client Services program to Community Outreach and the emphasis on compliance has shifted from enforcement to education.

**FY 2000: 7.00 FTE    FY 2001: 9.00 FTE**

**Field  
Services**

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 public safety emergencies involving dangerous dogs and the rescue of animals involved in life-threatening emergencies; impounding of stray dogs; regulating the ownership of potentially dangerous dogs; removal of dead animals from all streets; and, investigation and quarantine of animals that have bitten people or are suspected of having rabies. Each year, the Field Services program responds to more than 20,000 calls for service. The number of service calls has remained relatively stable for the past five years.

**FY 2000: 21.30 FTE    FY 2001: 19.80 FTE**

**Shelter  
Program**

The Shelter Operations program provides humane, sanitary, temporary shelter and care for lost, stray, abandoned, injured, or mistreated animals. Major program responsibilities include: care for animals received at the shelter; reuniting found animals with their owners; adoption and fostering of unwanted animals into new homes; and, provision for spay/neuter assistance to pet owners. Each year, the Animal Care Services program houses and attempts to reunite or adopt approximately 12,000 animals. The number of animals received at the shelter has been relatively stable for the past five years.

**FY 2000: 12.50 FTE    FY 2001: 11.00 FTE**

**Client Services**

Client Services encompasses pet licensing services, which promotes and administers a county-wide animal identification system that associates all dogs, cats, and animal facilities with a responsible owner or keeper. The major program responsibilities include: assisting clients who call the shelter or visit for purposes of adopting, fostering, or redeeming a lost animal; processing, maintaining, and updating all license applications, renewals, and records; selling licenses through business partnerships; and enforcing pet licensing ordinances.

Multnomah County has an estimated population of 330,000 dogs and cats that are required, by Ordinance, to be licensed at six months of age. It is estimated that the compliance rate of owners licensing their pets is about 55%. The population of animals has been steadily increasing over the past decade.  
**FY 2000: 12.80 FTE    FY 2001: 7.80 FTE**

<u>Costs by Program</u>	1998-99	1999-00	2000-01	<u>Difference</u>
	<u>Actual</u>	<u>Adopted Budget</u>	<u>Adopted Budget</u>	
Div. Mgmt & Comm. Ed.	\$349,973	\$466,709	\$558,260	\$91,551
Field Services	\$1,152,180	\$1,343,237	\$1,217,789	(\$125,448)
Animal Care	\$709,930	\$717,296	\$844,921	\$127,625
Pet Licensing	<u>\$608,007</u>	<u>\$821,917</u>	<u>\$419,979</u>	<u>(\$401,938)</u>
<b>Total Costs</b>	<b>\$2,820,090</b>	<b>\$3,349,159</b>	<b>\$3,040,949</b>	<b>(\$308,210)</b>

# Environmental Services

# Animal Control

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Pet Food License revenue not implemented				(\$300,340)
Operations Supervisor (Vet) funding eliminated	<i>Animal Care</i>	(1.00)	(\$62,355)	
Animal Care Technicians funded by proposed Pet Food Licensing revenue not enacted.	<i>Animal Care</i>	(2.00)	(\$70,000)	
Animal Care Aide, funded by proposed Pet Food Licensing revenue not enacted	<i>Animal Care</i>	(0.50)	(\$22,340)	
Animal Care Technician funded by elimination of Vet.	<i>Animal Care</i>	1.00	\$36,500	
Mid-year 1999-2000 additional of Animal Care Aide position	<i>Animal Care</i>	1.00	\$27,750	
Equipment funded by proposed Pet Food Licensing revenue not enacted	<i>Animal Care</i>		(\$3,000)	
Assistant County Counsel 1 funded by proposed Pet Food Licensing revenue not enacted.	<i>Field Services</i>	(0.50)	(\$17,000)	
Animal Control Officer funded by proposed Pet Food Licensing revenue not enacted.	<i>Field Services</i>	(1.00)	(\$44,000)	
Two fully equipped vehicles funded by proposed Pet Food Licensing revenue not enacted.	<i>Field Services</i>		(\$76,000)	
Equipment funded by proposed Pet Food Licensing revenue not enacted.	<i>Field Services</i>		(\$3,000)	
Mid-year 1999-2000 change, LCO work responsibilities changed and positions filled with OA2 personnel responsible to new work unit, Community Outreach	<i>Division Mgmt / Community Outreach</i>	2.00	\$75,900	
Transfer of remaining Temporary funds to Community Outreach from Client Services – change of outreach programs and elimination of canvass program	<i>Division Mgmt / Community Outreach</i>		\$11,250	
Decreased Dog and Cat Licensing Revenue	<i>Client Services</i>			(\$695,181)
Mid-year 1999-2000 change, LCO work responsibilities changed and positions filled with OA2 personnel responsible to new work unit, Community Outreach	<i>Client Services</i>	(3.00)	(\$93,000)	
Office Assistant 2 funded by proposed Pet Food Licensing revenue not enacted.	<i>Client Services</i>	(2.00)	(\$59,000)	
Equipment funded by proposed Pet Food Licensing revenue not enacted.	<i>Client Services</i>		(\$6,000)	
Eliminated funding for temporary employees – eliminate canvass program	<i>Client Services</i>		(\$55,000)	

# Environmental Services

# Animal Control

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 97 Actual</b>	<b>FY 98 Actual</b>	<b>FY 99 Actual</b>	<b>FY 00 Estimate</b>	<b>FY 01 Estimate</b>
Revenues Generated vs. Operational Program Costs	<i>Div Mgt. &amp; Comm. Ed.</i>	44.5%	53.2%	43.1%	40.6%	42.1%
Percent of Customers that Rate Services Good or Better	<i>Div Mgt. &amp; Comm. Ed.</i>	50%	45%	48%	50%	50%
Alternative/Volunteer Labor Hours	<i>Div Mgt. &amp; Comm. Ed.</i>	8,000	6,500	7,500	8,000	8,200
Percent of Emergency Responses in Less Than 30 Minutes	<i>Field Services</i>	90%	86%	84%	88%	90%
Percent of Problem Calls that Repeat within 1 Year	<i>Field Services</i>	30%	30%	30%	30%	25%
Percent of Live Dogs Reunited with owner/Adopted into New Homes	<i>Shelter Program</i>	73%	83%	84%	85%	86%
Percent of Live Cats Reunited With Owner/Adopted into New Homes	<i>Shelter Program</i>	41%	32%	35%	36%	37%
Percent Change in Annual Number of Pet Licenses Sold	<i>Client Services</i>	5%	-32%	-20%	5%	15%

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

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. 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 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. The Division's rates charged to customers have largely remained unchanged this year.

### Action Plans:

- Implement the Multnomah Building motor pool by July 30, 2000 to provide transportation for staff located in the Multnomah Building in a manner that meets the needs of the building's tenants and encourages compliance with the State's Employee Commute Option program.
- Implement the terms of an intergovernmental agreement that has Multnomah County providing fleet management and maintenance services to the Portland Public School District.

<b>FREDS</b>	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
<b>Budget Trends</b>	<b>Actual</b>	<b>Current Estimate</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>Difference</b>
Staffing FTE	41.52	43.00	46.00	52.00	6.00
Personal Services	\$2,218,210	\$2,331,464	\$2,638,820	\$3,131,362	\$492,542
Contractual Services	\$162,111	\$145,930	\$146,635	\$127,171	(\$19,464)
Materials & Supplies	\$2,398,421	\$2,744,044	\$3,145,039	\$3,193,173	\$48,134
Capital Outlay	\$1,765,339	\$2,103,475	\$2,170,380	\$3,300,607	\$1,130,227
<b>Total Costs</b>	<b>\$6,544,081</b>	<b>\$7,324,913</b>	<b>\$8,100,874</b>	<b>\$9,752,313</b>	<b>\$1,651,439</b>
Program Revenues	\$6,329,606	\$9,763,032	\$10,159,625	\$11,121,662	\$962,037

## Division Management

The purpose of Fleet, Records, Electronic, and Distribution Services (F.R.E.D.S.) Division Management is to administer the activities of the Division and provide department-wide budget development, coordination, monitoring, and analysis. 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. The addition of the responsibility for department-wide budgeting and financial monitoring is a significant shift in the section's focus. The addition will provide improved internal budget development, monitoring, and management throughout the divisions of the DES. To better meet these needs two positions have been added to Division Management.

**FY 2000: 4.00 FTE    FY2001: 6.00 FTE**

## Fleet Services

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. Fleet services is growing due to the expansion of County programs and the increased provision of services to non-county agencies. The IGA with Portland Public Schools for the provision of fleet management and maintenance services results in the transfer of four positions to the program.

**FY 2000: 21.00 FTE    FY2001: 25.00 FTE**

## Records Management

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.

Ongoing retention scheduling improvements have led to an increase in the off-site storage of records long held in expensive office space or in uncontrolled and inaccessible agency storage areas. The program has targeted agencies subject to relocation for retention scheduling, in order to facilitate such moves, and prevent the unnecessary relocation of outdated and obsolete records. Retention schedule updates have also led to increases in records destruction, off-setting to a degree the impact of the new volumes of material being stored.

**FY 2000: 4.00 FTE    FY2001: 4.00 FTE**

## Electronic Services

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 need for Electronic Services has been increasing as the amount of electronic equipment owned by the county increases.

**FY 2000: 8.00 FTE    FY2001: 8.00 FTE**

## Distribution Services

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 need for distribution services has been growing as the County adds more programs, staff, and facilities. The addition of the Multnomah Building has changed the workload for the program, however additional positions have not been added to meet this increase in demand.

**FY 2000: 9.00 FTE    FY2001: 9.00 FTE**

<b>Costs by Program</b>	<b>1998-99</b>	<b>1999-00</b>	<b>2000-01</b>	<b>Difference</b>
	<b>Actual</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	
Division Management	\$2,290,413	\$291,254	\$1,082,429	\$791,175
Fleet Services	\$2,027,194	\$5,036,338	\$6,030,599	\$994,261
Records Management	\$370,570	\$423,331	\$429,724	\$6,393
Electronic Services	\$569,886	\$787,849	\$695,809	(\$92,040)
Distribution Services	<u>\$1,286,018</u>	<u>\$1,562,102</u>	<u>\$1,513,752</u>	<u>(\$48,350)</u>
<b>Total Costs</b>	<b>\$6,544,081</b>	<b>\$8,100,874</b>	<b>\$9,752,313</b>	<b>\$1,651,439</b>

# Environmental Services

F.R.E.D.S.

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Carryover expenses for new and replacement vehicles	<i>Division Management</i>		\$613,212	\$613,212
Incorporates a new DES Budget and Finance program within FREDs Division Management. Perform dept.-wide budget process & maintenance. Funded w/I current budget. Reclassifies the FREDs Div. Mgr. to Dep. Dir. Adds a Fiscal Officer and FS I & allocates costs of between Fleet Fund & GF	<i>Division Management</i>	2.00	\$177,480	\$177,480
Implements IGA w/ Portland Public Schools for the provision of fleet mgt. & maintenance services to district. Transfers 3 mechanics & Fleet Maint. Sup. to County. Provides for the costs of fuel, vehicle repair parts, other m&s, and equipment replacement.	<i>Fleet Services</i>	4.00	\$272,168 materials & supplies \$427,832	\$700,000
Reduction in other Revenues as described by customer budgeted expenditures	<i>Fleet Services</i>			(\$985,546)
Adjusts BWC, contingency and unexpended balance as result of latest financial information	<i>Fleet Services</i>			\$388,447
Fleet Services Equipment Replacement increases as part of the normal replacement schedule.	<i>Fleet Services</i>		\$472,000	
Fleet Services supplies budget is reduced due to changes in the estimated demand for services and supplies costs.	<i>Fleet Services</i>		\$210,000	
Decrease in Professional Services including reduction of contracted delivery services	<i>Distribution Services</i>		(\$18,550)	
Adjusts BWC and contingency to reflect latest financial information	<i>Distribution Services</i>			(\$25,487)
Carries over appropriation for mail and distribution expenditures	<i>Distribution Services</i>		\$37,420	\$37,420
Distribution Services postage is reduced due to changes in the estimated volume of mailings.	<i>Distribution Services</i>		(\$47,985)	
Electronic Services supplies are reduced due to changes in the estimated demand for services and supplies costs.	<i>Electronic Services</i>		(\$64,085)	
Carryover over GF for shelving	<i>Records Management</i>		\$22,775	\$22,775
Records building management costs are reduced due to the purchase of budgeted shelving in FY99/00.	<i>Records Management</i>		(\$27,148)	

Key Result Measures	Program	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Estimate	FY 01 Estimate
Average Charge to User (Subcompact Car)	<i>Fleet</i>	\$ .376	\$ .382	\$ .382	\$ .388	\$ .388
Motor Pool Vehicle Availability	<i>Fleet</i>	100%	100%	100%	100%	100%
On Time Retrieval Percentage	<i>Records</i>	96%	97%	95%	95%	95%
Average Unit Cost per Record Action	<i>Records</i>	\$1.30	\$1.57	\$1.49	\$1.59	\$1.52
Average Maintenance Cost Per Portable Radio	<i>Electronics</i>	\$49.82	\$29.57	\$33.22	\$34.88	\$36.62
Percent of Mail Receiving Postage Discounts	<i>Distribution</i>	74.15%	78.03%	81.35%	77.00%	80.00%

## Land Use Planning

*There are approximately 258 square miles (about 60% of the total county area) in the rural unincorporated portion of Multnomah County. Land Development continues to convert rural farm and forest land to non-farm/forest uses.*

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 three major activity areas are: Long Range Planning, which is responsible for the development of land use plans as 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 pertaining to zoning and development code violations.

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

**Action Plans:**

- Negotiate final phase of Urban Area Planning Agreements with cities of Portland, Gresham, and Troutdale to administer current planning and code enforcement function for urban unincorporated area, by December 2000. Completion will implement board policy to transfer urban services to cities.
- Complete restructure of zoning code to correspond to 5 Rural Area Plans by March, 2001. This change will allow a single zoning code reference document for each Rural Area Plan and reduce confusing cross-references associated with the current code.
- Convert the fee deposit structure to flat fee schedule by September 2000. It implements the Process Improvement Team's recommendations to create predictability in the fee structure, be consistent with other jurisdictions and simplify the cost recovery for permitting activity.

<b>Land Use Planning</b>	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
<b>Budget Trends</b>	<b>Actual</b>	<b>Current Estimate</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>Difference</b>
Staffing FTE	12.85	15.00	15.00	15.00	0.00
Personal Services	\$799,027	\$936,264	\$962,636	\$968,873	\$6,237
Contractual Services	\$153,368	\$461,132	\$612,861	\$424,025	(\$188,836)
Materials & Supplies	\$312,528	\$80,502	\$294,905	\$316,823	\$21,918
Capital Outlay	\$0	\$30,576	\$39,775	\$7,700	(\$32,075)
<b>Total Costs</b>	<b>\$1,264,923</b>	<b>\$1,508,474</b>	<b>\$1,910,177</b>	<b>\$1,717,421</b>	<b>(\$192,756)</b>
Program Revenues	\$130,643	\$517,524	\$560,350	\$442,831	(\$117,519)

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE Changes</b>	<b>Expenditure Changes</b>	<b>Revenue Changes</b>
Decrease Prof. Services due to reduction in carryover contracts	<i>Land Use Planning</i>		(\$325,902)	(\$245,214)
Carries over GF for professional services contracts that were not completed in FY 2000	<i>Land Use Planning</i>		\$152,066	\$152,066
Postpones automating historical records of Land Use and Development Permit activity, which would reduce time and numbers of errors in record review. Eliminates intern and temp office coverage. Reduces .75 temp staff.	<i>Land Use Planning</i>		(\$35,000)	

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 97 Actual</b>	<b>FY 98 Actual</b>	<b>FY 99 Actual</b>	<b>FY 00 Estimate</b>	<b>FY 01 Estimate</b>
% of Zoning Violation Complaints Processed Within 30 Working Days	<i>Land Use Planning</i>	100%	100%	100%	100%	100%
% of cases meeting the 120 Day Rule	<i>Land Use Planning</i>	100%	100%	100%	100%	100%
% of Rural Area Plans Completed to Codification (5 total)	<i>Land Use Planning</i>	0%	20%	20%	40%	50%

**Trans-  
portation**

*There are approximately 258 square miles in the rural incorporated portion of Multnomah County.*

The mission of the Transportation Division is to create and maintain a quality transportation system, promoting a balance of options to support regional livability, economic vitality. 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 and the Willamette River Bridges 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.

The Division provides state mandated services for county roads and bridges as prescribed by Oregon State law (ORS Ch. 382 and 368). The division is under great financial pressure with no increases in revenue from the State Legislature in recent years and increasing operational needs and capital liabilities.

**Action Plans:**

- Work with the Board, other jurisdictions and the Legislature to increase dedicated transportation revenues during the FY 2001 legislative session to ensure continued service delivery.

<b>Transportation</b>	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
<b>Budget Trends</b>	<b>Actual</b>	<b>Current Estimate</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>Difference</b>
Staffing FTE	175.93	175.50	181.50	179.50	(2.00)
Personal Services	\$10,079,176	\$10,303,269	\$10,775,167	\$11,260,206	\$485,039
Contractual Services	\$800,845	\$688,230	\$737,337	\$1,354,934	\$617,597
Materials & Supplies	\$6,792,212	\$5,778,157	\$7,009,165	\$5,762,498	(\$1,246,667)
Capital Outlay	<u>\$4,664,424</u>	<u>\$3,980,002</u>	<u>\$6,591,188</u>	<u>\$6,223,292</u>	<u>(\$367,896)</u>
<b>Total Costs</b>	<b>\$22,336,657</b>	<b>\$20,749,658</b>	<b>\$25,112,857</b>	<b>\$24,600,930</b>	<b>(\$511,927)</b>
Program Revenues	\$22,219,266	\$30,461,247	\$26,693,068	\$24,590,930	(\$2,102,138)

**Division Management**

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 FREDS 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; 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 division cost accounting system. This unit also provides LAN Administration for FREDS, DES Administration, Animal Control, Elections and Land Use Planning.

**FY 2000: 21.00 FTE    FY2001: 20.00 FTE**

**Program Development & Planning**

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 346 miles of county roads and bikeways; coordinating meaningful citizen involvement in the Capital Improvement Plan and, develop 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.

**FY 2000: 3.00 FTE    FY2001: 3.00 FTE**

**Right of Way**

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, 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. 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).

**FY 2000: 9.00 FTE    FY2001: 7.00 FTE**

## County Surveyor

The purpose of the County Surveyor is to perform State and County mandated services which apply to all lands in the County (State ORS Chs. 92, 100, 209, 271 and 368). 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 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 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.

**FY 2000: 21.00 FTE    FY2001: 21.00 FTE**

## Road Maintenance

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. A new community supported Adopt-A-Road Program will aid in the right of way maintenance of the Vegetation Management Program. Road Maintenance is mandated by State law (ORS Ch.368) to provide services to county roads.

**FY 2000: 47.50 FTE    FY2001: 45.50 FTE**

## Traffic Signs & Signals

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 the Yeon Shops and Annex, Road District Shops and Metro park facilities.

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.  
**FY 2000: 18.00 FTE    FY2001: 18.00 FTE**

## Engineering Services

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.

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.  
**FY 2000: 19.00 FTE    FY2001: 18.00 FTE**

## Bridge Operations & Maintenance

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. 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. 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).  
**FY 2000: 27.00 FTE    FY2001: 27.00 FTE**

## Bridge Engineering

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. 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.

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.

**FY 2000: 16.00 FTE    FY2001: 20.00 FTE**

<b>Costs by Program</b>	<b>1998-99</b>	<b>1999-00</b>	<b>2000-01</b>	<b>Difference</b>
	<b>Actual</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	
Division Management	\$1,882,786	\$1,558,259	\$1,508,611	(\$49,648)
Prog. Dev. & Planning	\$637,436	\$675,089	\$773,476	\$98,387
Right of Way Admin.	\$617,178	\$693,961	\$524,414	(\$169,547)
Water Quality Mgt.	\$8,372	\$0	\$0	\$0
County Surveyor	\$1,737,230	\$2,151,226	\$2,129,241	(\$21,985)
Road Maintenance	\$4,786,189	\$5,221,674	\$4,558,452	(\$663,222)
Traffic Signs & Signals	\$2,046,079	\$2,164,995	\$2,083,923	(\$81,072)
Engineering Services	\$4,204,013	\$7,342,840	\$6,752,548	(\$590,292)
Bridge Op.& Maint.	\$2,145,670	\$2,072,849	\$2,141,950	\$69,101
Bridge Engineering	<u>\$4,271,704</u>	<u>\$3,231,964</u>	<u>\$4,128,315</u>	<u>\$896,351</u>
<b>Total Costs</b>	<b>\$22,336,657</b>	<b>\$25,112,857</b>	<b>\$24,600,930</b>	<b>(\$511,927)</b>

# Environmental Services

# Transportation

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Increase BWC- COP Issued in late FY00 for construction project	Road Fund			\$2,580,045
Decrease State Motor Vehicle Sharing - State transportation funding was not increased	Road Fund			(\$2,739,360)
Decrease county gas tax (revised projections)	Road Fund			(\$223,845)
Decrease St. Highway Div. project related revenue	Road Fund			(\$750,000)
Increase Traffic Impact Fee – Increase in new scheduled projects funded by Gresham fees	Road Fund			\$1,463,000
Increase City of Gresham revenue due to increased services provided	Road Fund			\$62,655
Increase construction Reimbursements related to specific projects	Road Fund			\$94,200
Decrease Overtime	Road Fund		(\$33,560)	
Decrease Maintenance Supplies –Decreased revenue forcing lower maintenance services	Road Fund		(\$97,296)	
Decrease interest on investments (Lower FBA)	Road Fund			(\$167,903)
Increased Property Sale revenue	Road Fund			\$55,000
Decrease Certificates of Participation - COP budgeted in FY00 for specific capital project	Road Fund			(\$2,150,000)
Delete vacant 1 FTE Word Processing Operator to reduce Road Fund expenditures	Div Mgmt & Admin	(1.00)	(\$36,330)	
Delete 2 FTE Maintenance Workers to reduce Road Fund expenditures	Road Maintenance	(2.00)	(\$79,930)	
Adjusts carryover for six transportation projects and adjusts the fiscal impact fee by \$2,925 to reflect postponed projects	Engineering Services		\$631,521	\$631,521
Deletes 2 transportation project being jointly developed with Gresham and being delayed indefinitely	Engineering Services		(\$1,545,000)	(\$1,545,000)
Delete 1 FTE Civil Engineer Associate to reduce Road Fund expenditures	Engineering Services	(1.00)	(\$75,229)	
Delete vacant 1 FTE OA Sr. and 1 Eng. Tech. Associate to reduce Road Fund expenditures	Right of Way Admin	(2.00)	(\$104,346)	
Decrease Professional Services to reduce Road Fund expenditures	Road Fund Programs		(\$72,270)	
Carryover Professional Services contract for Sandy River Rural Area Plan	Road Fund Programs		\$28,699	\$28,699
Decrease internal service reimbursements	Road Fund Programs		(\$456,345)	
Decrease printing, utilities, maint contracts, and equipment purchases	Road Fund Programs		(\$98,470)	
Decrease Street Overlay Contracts	Road Maint.		(\$155,097)	
Increase Transportation Capital Program due to increased debt services, professional services (previously in CIP) and increased capital outlay	Trans. CIP		\$379,517	
Increase Bike Fund BWC due to increase of carryover projects	Bike Fund		\$62,500	
Increase in Bike Fund CIP due to increase of carryover projects	Bike Fund		\$72,237	

# Environmental Services

# Transportation

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Increased Beginning Working Capital Carryover on Bridge Fund Capital projects	<i>Bridge Capital Projects</i>			\$1,416,552
Deletes the final payment for Hawthorne Bridge Construction COP from FY 01. Final payment made in FY 00	<i>Bridge Capital Projects</i>		(\$274,408)	(\$274,408)
Increased Capital Outlay - New Capital projects starting up	<i>Bridge Capital Projects</i>		\$521,541	
Increase 1 FTE Fiscal Specialist Sr. to match increased capital project activity	<i>Bridge Engineering</i>	1.00	\$65,057	
Increase 1 FTE Engineer Sr. in Bridge Engineering to match increased capital project activity	<i>Bridge Engineering</i>	1.00	\$75,362	
Increase 1 FTE Engineering Tech Associate to match increase capital project activity	<i>Bridge Engineering</i>	1.00	\$61,646	
Decrease Capital Outlay for building improvements	<i>Bridge Engineering</i>		(\$75,320)	
Increased 1 FTE Engineer Sr. added mid-year FY00 to match increased capital project activity	<i>Bridge Engineering</i>	1.00	\$75,388	
Increase Professional Services Engineering contracts for Capital projects	<i>Bridge Engineering</i>		\$578,141	

Key Result Measures	Program	FY 98 Actual	FY 99 Actual	FY 00 Estimate	FY 00 Current	FY 01 Estimate
Percentage of Transportation Systems Plans Completed	<i>Program Development and Planning</i>	30%	35%	50%	40%	60%
Percentage of Master Bike Plan Update Completed	<i>Program Development and Planning</i>	20%	20%	25%	20%	35%
Right of Way Permits Turnaround Time (days)	<i>Right of Way</i>	3	3	3	3	3
Plat Review Turnaround Time	<i>County Surveyor</i>					
1) Partitions		14 Days	17 Days	14 Days	17 Days	14 Days
2) Subdivisions		17 Days	21 Days	18 Days	19 Days	18 Days
Comparison of Revenue Generated to Program Costs	<i>County Surveyor</i>	100%	100%	100%	100%	100%
Percent of Major Annual Maintenance Program Goals Achieved During Fiscal Year	<i>Road Maintenance</i>	100%	100%	100%	100%	100%
Percent of County roads that are in 'Good' Condition or Better	<i>Road Maintenance</i>	98.9%	97.8%	97.0%	98.2%	96.5%

# Environmental Services

# Transportation

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 98 Actual</b>	<b>FY 99 Actual</b>	<b>FY 00 Estimate</b>	<b>FY 00 Current</b>	<b>FY 01 Estimate</b>
Percent of Intersections with Improved Level of Service (Degree of Delay)	<i>Traffic Signs and Signals</i>	30%	30%	24%	10%	24%
Percent of Identified Safety Improvements Implemented	<i>Traffic Signs and Signals</i>	55%	55%	55%	50%	50%
Comparison of Final Project Cost to Contract Award Price	<i>Engineering Services</i>	0.90	1.045	1.10	1.052	1.10
Comparison of Contract Bids Received to Project Engineer's Estimate	<i>Engineering Services</i>	0.96	0.876	0.95	1.083	0.95
Percent of Scheduled Preventative Maintenance Programs Completed	<i>Bridge Operations and Maintenance</i>	97%	82%	90%	90%	90%
Comparison of Final Project Cost to Contract Award Price	<i>Bridge Engineering</i>	1.05	0.97	1.05	1.05	1.05
Comparison of Contract Bids Received to Project Engineer's Estimate	<i>Bridge Engineering</i>	1.17	1.05	1.10	1.05	1.10

**Property Valuation**

The Property Valuation provides State 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 Division.

**Action Plans:**

- Acquire and install remaining modifications contained in the contract for A & T software system by June 2001 to provide the full functionality contracted for.
- Revise business procedures to adapt appraisal processes to the functionality of the new computer software system by December 2001 in order to be able to recalculate residential values rather than adjusting by simple trending.
- Explore efficiencies that can be gained following the recombining of the appraisal section into one facility by April 2001 in order to improve the cost effectiveness of the appraisal operation.

<b>Property Valuation</b>	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
<b>Budget Trends</b>	<b>1998-99</b>	<b>Current</b>	<b>Adopted</b>	<b>Adopted</b>	
	<u>Actual</u>	<u>Estimate</u>	<u>Budget</u>	<u>Budget</u>	<u>Difference</u>
Staffing FTE	74.26	77.40	77.41	79.51	2.10
Personal Services	\$4,265,286	\$4,494,587	\$4,530,585	\$4,908,142	\$377,557
Contractual Services	\$480,698	\$279,633	\$279,633	\$323,825	\$44,192
Materials & Supplies	\$2,331,222	\$2,564,194	\$2,612,766	\$2,721,152	\$108,386
Capital Outlay	\$87,491	\$23,550	\$33,050	\$23,550	(\$9,500)
<b>Total Costs</b>	<b>\$7,164,697</b>	<b>\$7,361,964</b>	<b>\$7,456,034</b>	<b>\$7,976,669</b>	<b>\$520,635</b>
Program Revenues	\$710	\$2,076,038	\$1,914,576	\$2,747,374	\$832,798

**Appraisal Section**

Appraises 10-12,000 properties with building permits, and 4,500-5,000 other properties evidencing large value changes with no record of our receiving notice of permit, annually in order to value Measure 50 "exceptions" and to maintain Real Market Value on the Assessment roll. Processes over 35,000 personal property returns including "exception" value. Provides clerical support and public information for the appraisal section.

**FY 2000: 57.00 FTE    FY 2001: 59.50 FTE**

**Technical Support**

Manages the installation, operation, maintenance and user support for local computer network. Compiles tax levies, calculates tax rates and extends taxes on accounts for all taxable property. Provides data entry support for the appraisal and the tax collection and records management divisions. Administers the operation of the new RS6000 computer system acquired for the A & T Software. Supplies user a product administration support for A & T systems including recording/indexing, cashiering and remittance processing

**FY 2000: 13.41 FTE    FY 2001: 14.01 FTE**

**Property Valuation Admin.**

Directs and coordinates the work of the division, including strategic direction, budget and work plans. Adjusts all non-appraised property values by "trending" to adjust to current Real Market Value. Processes over 900 applications for new and continuing exemptions of charitable, literary, benevolent organizations along with 6400 annual veterans' exemptions.

**FY 2000: 7.00 FTE    FY 2001: 6.00 FTE**

<b>Costs by Program</b>	<b>1998-99</b>	<b>1999-00</b>	<b>2000-01</b>	<b>Difference</b>
	<b>Actual</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	
Appraisal Section	\$3,608,882	\$3,863,950	\$4,394,818	\$530,868
Technical Support	\$3,021,608	\$3,001,250	\$2,766,122	(\$235,128)
Prop. Valuation Admin.	<u>\$534,207</u>	<u>\$590,834</u>	<u>\$815,729</u>	<u>\$224,895</u>
<b>Total Costs</b>	<b>\$7,164,697</b>	<b>\$7,456,034</b>	<b>\$7,976,669</b>	<b>\$520,635</b>

# Environmental Services

# Property Valuation

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Transfer OASr, from Admin. to Clerical Support	Administration	(1.00)	(\$44,863)	
Carries over appropriation for furniture and equipment for Multnomah Building	Administration		\$74,881	
Bldg Mgt decreased for the Division by \$9,854 as a result of move to the Multnomah Building.	Administration			
<ul style="list-style-type: none"> <li>Decrease due to former allocation</li> <li>Increase due to allocation of full Division costs to Admin Program</li> </ul>			(\$21,400) \$193,707	
Increase 1.50 Residential Property Appraisers and 1.00 Appraisal Specialist due to increase workload in residential appraisals	Appraisal	2.50	\$123,883	
Increases cash transfer to incorporated Multnomah Building debt service into FM charges	Appraisal		\$417,197	\$417,197
Motorpool decrease in Parking Lot spaces; Motorpool increase due to use of Fleet vehicles by appraisers upon move to Multnomah Building. (net increase \$22,374)	Appraisal		(\$27,000) \$49,374	
Revenue increase in A&T Appraisal Supplement, due to legislative change in the Recording fee amount collected, increasing the CAFFA pool available for A&T Programs Statewide	Appraisal			\$795,500
Decrease in allocated Building Management	Appraisal		(\$147,753)	
Carries over appropriation for furniture & equip.	Tech. Suppt		\$20,449	
Increase 0.60 Sr. Data Analyst due to increased maintenance. of Division Information System	Tech. Suppt.	0.60	\$35,051	
Decrease Maintenance Contract for Technical support of information systems	Tech. Suppt.		(\$121,652)	
Decrease in allocated Building Management	Tech. Suppt.		(34,408)	

Key Result Measures	Program	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Estimate	FY 01 Estimate
A measure of need for physical reappraisal. Appraisal areas meeting the State standard for coefficient of Dispersion (sales to Real Market Value).	Property Appraisal					
Commercial: 15 or lower		5 of 7	2 of 7	0 of 7	1 of 7	2 of 7
Apartment: 2 to 20 units 12 or lower		7 of 7	7	0 of 7	7 of 7	7 of 7
21+ units 12 or lower		7 of 7	0 of 7	7 of 7	7 of 7	7 of 7
Residential: 10 or lower		149 of 149	140 of 149	100 of 149	130 of 149	135 of 149
Percent of all Known Property on Assessment Roll Annually	Property Appraisal	100%	100%	100%	100%	100%
Percent of known Measure 50 Exceptions Valued Annually	Property Appraisal	100%	100%	100%	100%	100%
Tax Rate Extension Reconciliation Error % (Accuracy of initial tax calculation)	Technical Support	<0.01	<0.0005	<.010	<0.01	<0.01

**Tax  
Collection  
& Records  
Mgt.**

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. It is responsible for property tax collection, recording, and property records management including assessment maps, property foreclosure, and Tax Title fund management. The Division also issues marriage licenses.

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.

The Division converted to their new computer system in July of 1999 and moved to the Multnomah Building at 501 SE Hawthorne in June of 2000. The process of reviewing and revising business processes, and reviewing converted data is expected to occupy the Division's resources.

**Action Plans:**

- Acquire and install remaining modifications contained in the contract for A&T software system by June 2001 to provide the full functionality contracted for that supports A & T's customers and the accurate and efficient production of the tax statement.
- Complete the next phases of the Recording System installation by June 2001 to enhance customer service and increase internal processing efficiency to meet legal deadlines.

<b>Tax Collection &amp; Recording</b>	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
<b>Budget Trends</b>	<b>Actual</b>	<b>Current Estimate</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	<b>Difference</b>
Staffing FTE	59.63	64.15	63.15	65.00	1.85
Personal Services	\$2,606,848	\$2,925,059	\$2,950,485	\$3,180,169	\$229,684
Contractual Services	\$257,565	\$449,359	\$463,359	\$487,392	\$24,033
Materials & Supplies	\$1,186,505	\$1,269,821	\$1,476,351	\$1,359,442	(\$116,909)
Capital Outlay	<u>\$329,839</u>	<u>\$45,455</u>	<u>\$45,455</u>	<u>\$0</u>	<u>(\$45,455)</u>
<b>Total Costs</b>	<b>\$4,380,757</b>	<b>\$4,689,694</b>	<b>\$4,935,650</b>	<b>\$5,027,003</b>	<b>\$91,353</b>
Program Revenues	\$9,023,311	\$5,665,553	\$5,596,320	\$6,519,997	\$923,677

**Division Admin.** Directs and coordinates the work of the division, including strategic direction, budget, work plans, and Continuous Quality Improvement. Performs all personnel-related activities; handles grievances; manages purchasing, contracts, accounting; and foreclosed properties; is responsible for those portions of the County Clerk function defined by statute.

**FY 2000: 2.90 FTE    FY 2001: 2.90 FTE**

**Records Management** Maintains: 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 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. Handles approximately 18,000 telephone inquiries and 10,000 walk-in customers.

**FY 2000: 22.15 FTE    FY 2001: 24.00 FTE**

**Tax Collections** Provides timely, accurate tax bills; collects property taxes, including all delinquent real and personal property taxes; processes tax foreclosures; distributes taxes; respond to inquiries and maintain computer files on tax accounts. Mails over 400,000 tax statements/notices, collects approximately \$700 million and distributes it to 66 levy districts, answers approximately 180,000 telephone inquiries and assists 25,000 walk-in customers.

**FY 2000: 24.45 FTE    FY 2001: 25.90 FTE**

**Board of Property Tax Appeals** Accepts and processes property tax appeals and board decisions, schedules hearings and provides administrative support for the Board. Beginning this fiscal year the Tax Supervising and Conservation Commission will take over these responsibilities through an Intergovernmental Agreement.

**FY 2000: 0.30 FTE    FY 2001: 0.00 FTE**

**Document Recording** Document Recording records documents and maintains public records; maintains computer files; records subdivisions and condominiums; responds to inquiries; and maintains hard copy records. Records over 240,000 documents; responds to approximately 55,000 telephone inquiries, and assists 35,000 walk-in customers.

**FY 2000: 9.00 FTE    FY 2001: 9.00 FTE**

**Marriage Licenses and Passports** Process and issue approximately 6,000 marriage licenses annually and receives over 25,000 telephone inquiries. Beginning this fiscal year the processing of passport applications will be transferred to the Elections Division.

**FY 2000: 2.00 FTE    FY 2001: 1.00 FTE**

# Environmental Services

# Tax Collection & Records Mgt.

**Tax Title**                      Manages the disposition of all tax-foreclosed properties: transferring to other government agencies, non-profit housing and environmental agencies; and sale to the public through auction.  
**FY 2000: 3.35 FTE    FY 2001: 3.20 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 the use in acquiring storage and retrieval systems, maintaining those systems, and restoring records. This year fees collected will be dedicated to the installation of a software system that indexes, creates, and stores document images for electronic retrieval.  
**FY 2000: 0.00 FTE    FY 2001: 0.00 FTE**

<b>Costs by Program</b>	<b>1998-99</b>	<b>1999-00</b>	<b>2000-01</b>	<b>Difference</b>
	<b>Actual</b>	<b>Adopted Budget</b>	<b>Adopted Budget</b>	
Division Administration	\$252,938	\$264,764	\$541,716	\$276,952
Records Management	\$1,068,614	\$1,328,617	\$1,226,417	(\$102,200)
Tax Collections	\$1,765,062	\$1,651,521	\$1,662,062	\$10,541
Bd. of Prop. Tax Appeals	\$54,016	\$86,452	\$53,747	(\$32,705)
Document Recording	\$590,091	\$804,022	\$757,503	(\$46,519)
Marriage Licenses	\$94,046	\$100,274	\$60,558	(\$39,716)
Tax Title	\$555,990	\$700,000	\$700,000	\$0
Record Storage & Retrieval	\$0	\$0	\$25,000	\$25,000
<b>Total Costs</b>	<b>\$4,380,757</b>	<b>\$4,935,650</b>	<b>\$5,027,003</b>	<b>\$91,353</b>

# Environmental Services

# Tax Collection & Records Mgt.

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Increase Bldg. Mgt charges include move to MB	<i>Administration</i>		\$169,488	
Operations Supervisor transferred from Property Tax Appeals Program	<i>Tax Collections</i>	0.30	\$18,461	
Fiscal Specialist 2 increase due to workload	<i>Tax Collections</i>	1.00	\$52,927	
Carries over A&T appropriation. For furniture ordered but not received for the Multnomah Building	<i>Tax Collections</i>		\$72,980	\$72,980
Tax Collection/Records Administrator .15 FTE transferred from Tax Title Program	<i>Tax Collections</i>	0.15	\$12,710	
Distribution Services Reduction: Stop Costs reduced due to move to Multnomah Building; Postage & Handling reduced volume	<i>Tax Collections</i>		(\$27,514)	
Increase in Maintenance Contracts for Network for Payment Processing System	<i>Tax Collections</i>		\$16,000	
Tax Collection/Records Administrator .15 FTE transferred to Tax Collection Program	<i>Tax Title</i>	(0.15)	(\$12,688)	
Operations Supervisor moved from BOPTA Program to Tax Collections	<i>Property Tax Appeals</i>	(0.30)	(\$18,461)	
Professional Services: Decreased Services for Board Members due to reduced number of appeals; Increased for Intergovernmental Agreement with TSCC to provide administration of BOPTA	<i>Property Tax Appeals</i>		(\$10,300) \$18,000	
Office Assistant 2 transferred from Marriage Licenses & Passports Program in Tax Coll & Rec Mgmt Division to new Passports Program in Elections Division.	<i>Marriage Licenses &amp; Passports</i>	(1.00)	(\$35,281)	
Cartographers –increased FTE budgeted from 1.15 FTE in 99-00 to full 2.00 FTE in 00-01 Budget	<i>Records Management</i>	1.85	\$38,692	
Service Reimbursement to Capital Lease Retirement Fund –Final payment for old Smith Norris System, reducing annual amount from \$45,340 to \$25,280	<i>Records Management</i>		(\$20,060)	
Supplies reduced for expenditures for desks, chairs, supplies, PC's for 2 new OA2s and 2 new Cartographers; offset with minor changes in various office supplies	<i>Records Management</i>		(\$13,600) \$ 1,148	
Professional Services reduced due to decline in contract services	<i>Records Management</i>		(\$10,000)	
Equipment budget reduced due to purchase of needed equipment	<i>Records Management</i>		(\$45,455)	
Temporary Personnel Services reduced as a result of workload decrease	<i>Document Recording</i>		(\$12,000)	
Increase in projected revenues and OTO from DOR	<i>Document Recording</i>			\$900,000
Increase in Maintenance Contracts for new Recording Index.Fee System Software, Hardware, and Tape/Disk Subsystems.	<i>Document Recording</i>		\$32,772	
Service Reimbursement to Capital Lease Retirement Fund- Final payment for old Smith Norris System, reducing annual amount from \$ 111,295 to \$62,050	<i>Document Recording</i>		(\$49,245)	

# Environmental Services

# Tax Collection & Records Mgt.

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 97 Actual</b>	<b>FY 98 Actual</b>	<b>FY 99 Actual</b>	<b>FY 00 Estimate</b>	<b>FY 01 Estimate</b>
Days Required to Review Documents and Identify Title Changes	<i>Records Management</i>	90	25	30	21	14
Percent of Tax Payments Processed and Deposited Daily	<i>Tax Collection</i>	98%	98.5%	98%	97%	99%
Percent of Valid Petitions Processed Within Mandated Time Frame	<i>Board of Property Tax Appeals</i>	100%	100%	100%	100%	100%
Percent of Documents Recorded within Statutory Time Frame	<i>Document Recording</i>	100%	100%	100%	100%	100%
Percent of Documents Returned to Customer Within 10 Day Statutory Time Frame	<i>Document Recording</i>	0%	15%	50%	90%	100%
Percent of Accurately Processed Marriage Licenses	<i>Marriage Licenses</i>	95%	98.6%	98.3%	98%	98%
Number of Foreclosed Properties	<i>Tax Title</i>	43	56	35	50	50
Number of Properties Sold Back to Owner	<i>Tax Title</i>	3	7	8	8	6
Number of Properties Sold at Auction	<i>Tax Title</i>	5	0	15	10	10
Cost per Parcel of Tax Title Real Property Maintenance	<i>Tax Title</i>	\$247	\$165	\$300	\$200	\$200

Elections

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; 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 person records for the major political parties. The Division will also begin accepting passport applications.

The law change requiring vote-by-mail for primary and general 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. CQI efforts regarding changing or adjusting work processes to take advantage of changing postal regulations has meant consistently getting the lowest cost and best service for our extensive mailings. The Passport Program has transferred in this budget from the Tax Collection and Records Management Division to Elections to better balance workload.

**Action Plans:**

- Complete migration to PC network by September 1, 2000 to take advantage of new technology, which will reduce operating costs over the long term.
- Add the District boundaries to the GIS-based election information system by January 31, 2001 in order to provide better service to our customers by enabling us to print maps we cannot currently print.

<b>Elections</b>	<b>1998-99</b>	<b>1999-00</b>	<b>1999-00</b>	<b>2000-01</b>	
<b>Budget Trends</b>	<b>Actual</b>	<b>Current</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Difference</b>
		<b>Estimate</b>	<b>Budget</b>	<b>Budget</b>	
Staffing FTE	14.11	15.00	16.00	16.00	0.00
Personal Services	\$982,806	\$916,715	\$1,007,969	\$1,107,640	\$99,671
Contractual Services	\$63,408	\$78,017	\$135,637	\$136,683	\$1,046
Materials & Supplies	\$1,432,859	\$1,740,409	\$2,082,535	\$2,085,026	\$2,491
Capital Outlay	\$66,925	\$46,000	\$46,000	\$35,200	(\$10,800)
<b>Total Costs</b>	<b>\$2,545,998</b>	<b>\$2,781,141</b>	<b>\$3,272,141</b>	<b>\$3,364,549</b>	<b>\$92,408</b>
Program Revenues	\$557,122	\$641,330	\$1,125,330	\$1,290,864	\$165,534

# Environmental Services

## Elections

<b>Significant Budget Changes</b>	<b>Program</b>	<b>FTE Changes</b>	<b>Expenditure Changes</b>	<b>Revenue Changes</b>
No Primary Election will be held in FY01	<i>Elections</i>		(\$899,149)	(\$115,000)
General Election will be held in FY01	<i>Elections</i>		\$906,669	\$231,830
Eliminated one Election Project Assistant, created one OA Senior.	<i>Elections</i>			
Carries over GF appropriation for building mgt. project involving HVAC	<i>Elections</i>		\$170,000	\$170,000
Eliminate one OA2 from Elections	<i>Elections</i>	(1.00)	(\$30,441)	
Add one OA2 due to transfer of the Passport program to Elections from Tax Collections	<i>Elections</i>	1.00	\$34,340	
Eliminate carryover for bldg. Repairs	<i>Elections</i>		(\$170,000)	(\$170,000)
Passport program transferred from Tax Collections	<i>Elections</i>			\$78,000

<b>Key Result Measures</b>	<b>Program</b>	<b>FY 97 Actual</b>	<b>FY 98 Actual</b>	<b>FY 99 Actual</b>	<b>FY 00 Estimate</b>	<b>FY 01 Estimate</b>
Percent of Accurately Processed Passports	<i>Passports</i>	95%	95.5%	97.3%	97%	97%
Average Cost per Ballot Issued for Special Elections	<i>Elections</i>	\$.665	\$.695	\$.65	\$.65	\$.66

# Environmental Services

# Accounting Entities

## Accounting Entities

This section accounts for the following funds, or portions of fund:  
 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 1993-94. The County retains responsibility for the collection and disbursements of certain revenues in this fund.

Significant Budget Changes	Program	FTE Changes	Expenditure Changes	Revenue Changes
Reduce anticipated State Motor Vehicle sharing Revenue which did not occur.	<i>Accounting Entities</i>			(\$1,170,938)
Reduce Forest Reserve Revenue	<i>Accounting Entities</i>			(\$94,103)
Decrease all other revenue sources	<i>Accounting Entities</i>			(\$30,000)
Decrease Recreational Fund pass through payments	<i>Accounting Entities</i>		(\$5,972)	
Decrease County Indirect on all Accounting Entities	<i>Accounting Entities</i>		(\$20,381)	
Decreased supplement based on estimated FY 01 revenue for that source and the resulting payment to Portland	<i>Accounting Entities</i>		(\$2,906,899)	

Accounting Entities	1998-99	1999-00	1999-00	2000-01	
Budget Trends	Actual	Current Estimate	Adopted Budget	Approved Budget	Difference
Staffing FTE	0.00	0.00	0.00	0.00	0.00
Personal Services	\$0	\$0	\$0	\$0	\$0
Contractual Services	\$19,947,778	\$19,287,366	\$22,884,617	\$19,967,672	(\$2,916,945)
Materials & Supplies	\$139,624	\$135,012	\$160,193	\$139,784	(\$20,409)
Capital Outlay	\$0	\$0	\$0	\$0	\$0
<b>Total Costs</b>	<b>\$20,087,402</b>	<b>\$19,422,378</b>	<b>\$23,044,810</b>	<b>\$20,107,456</b>	<b>(\$2,937,354)</b>
Program Revenues	\$20,077,102	\$19,422,378	\$21,396,293	\$20,097,156	(\$1,299,137)

