

Located at: www.multco.us/budget



- Introduction
 - Community Budget Advisory Committee
 - **Budget Overview**
 - **Animal Services**
 - Elections
 - Land Use Planning
 - Transportation
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CBAC Members & Engagement with DCS

Jim Abeles Sauvie Island, Yr 1

> Yume Delegato Old Town (works), Yr 1

Met with DCS December 2024 - March 2025

CBAC experienced "frank, transparent, and informative overviews of the responsibilities and challenges in each division, and a framework for understanding the divisions' budgeting in this difficult budget year." – DCS CBAC FY26 Budget Report and Recommendations letter to Chair and Board of Commissioners (March 14, 2025)

Conrad Hulen Central CBAC, Goose Hollow, Yr 3

> **Terry Harris** CBAC Chair, Hillsdale, Yr 1

Taylor Scott Mount Tabor, Yr 2

James Ellis Brooklyn, Yr 3 **Peter Finley Fry** Corbett, Yr 3



CBAC Program Offer/Package Recommendations

- Trust in Elections remains a priority
 - Total restoration of funding for **Ballot Tracking**
 - Total restoration of **Voter Pamphlet distribution**
 - Ongoing addition (new position for GIS support)
- Maintaining Momentum in Animal Services
 - Total or partial restoration of funding for Foster Program
 - Total or partial restoration of funding for **Enrichment Program**
- Land Use Planning Requires Support
 - Total restoration of funding for **Planner 1 position**
 - Total or partial restoration of funding for contractual services
 - Total restoration of funding for front desk counter position
 - Ongoing addition (new Planner 1 position)
- Additional Cuts in Director's Office are not Sustainable
 - Total or partial restoration of HR and Research Analyst positions

Blue is included in Approved Budget





Department of Community Services

Mission: Preserve harmony between natural and built environments, keep people and pets safe and ensure every voice is heard.

Vision: To be a trusted partner helping create thriving and inclusive communities.

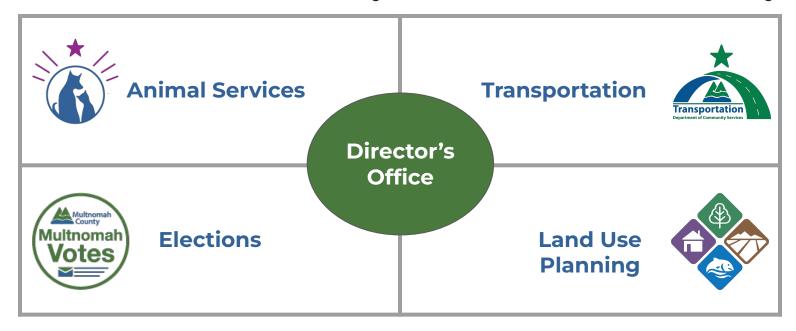


The foundations of our work at DCS. From the initial design to the final implementation, every operation, policy, program, and project reflects DCS values.



Department of Community Services

Four Divisions: Four Ways to Serve the Community



We serve everyone in Multnomah County, seven days a week. Our work offers a significant opportunity to improve the daily lives of those who live, work and play here.



DCS Budget by the Numbers

\$182.6 Million

FY 2026 Approved Operating Budget

3.1% \$7.1 Million

Decrease from FY25 Adopted Operating Budget

236.50 ETE



2.50 Increase from FY25 Adopted

New **General Fund Investments** \$1.0 Million One-Time-Only

> \$0.9 Million Ongoing

\$257.2 Million **Total Budget**

(includes cash transfers, contingencies, and unappropriated balance)



Budget Approach

- Prioritizing core services essential to fulfilling DCS' mission and directly serving the community.
- Keeping promises and reducing risk by delivering required services.
- Advancing equity by prioritizing resources, and to implement employee and public safety goals.
- We reduced administrative support in DCS Director's Office, taking the greatest reductions DCS.
- We reallocated funds from the Director's Office to support one-time asks from Land Use Planning.



Budget Approach: Equity

Four Steps to Our Approach

02

03

04

Managers Workshop

Managers participate in DCS Equity in budget session.

Guidance from Director

Managers provided adapted DCS **Budget Equity** Analysis tool to draft program offers.

Equity Advice to Leadership

1:1 meetings with division directors to understand division priorities, and provide clarity and support.

Program Offer Reviews

Equity lens application to prioritizations & reductions.



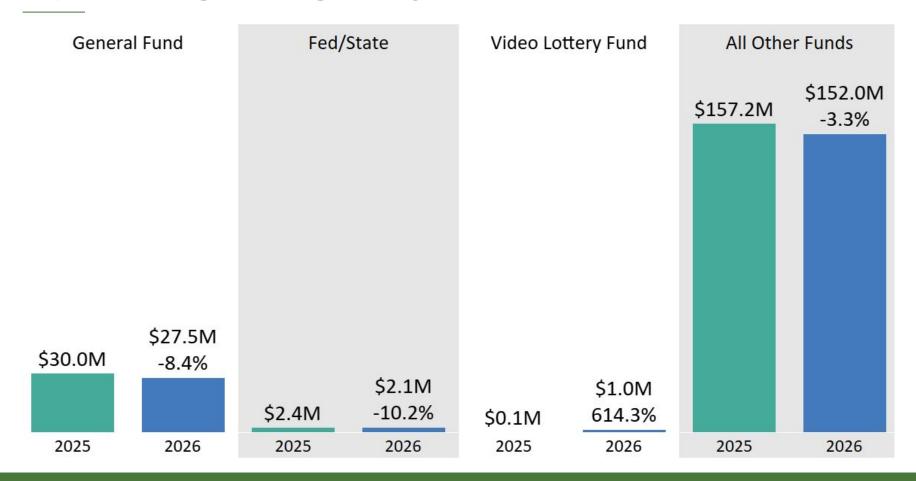
Total Budget vs. Operating Budget

Operating Budget* (focus of subsequent slides) \$182.6 M \$42.5 M **Contingency (All Funds)** \$30.0 M **Internal Cash Transfers Reserves (Unappropriated Cash Balance)** \$2.2 M \$257.2 M Total Budget

*Avoids some double-counting; provides a clearer picture of what departments expect to spend in a year.

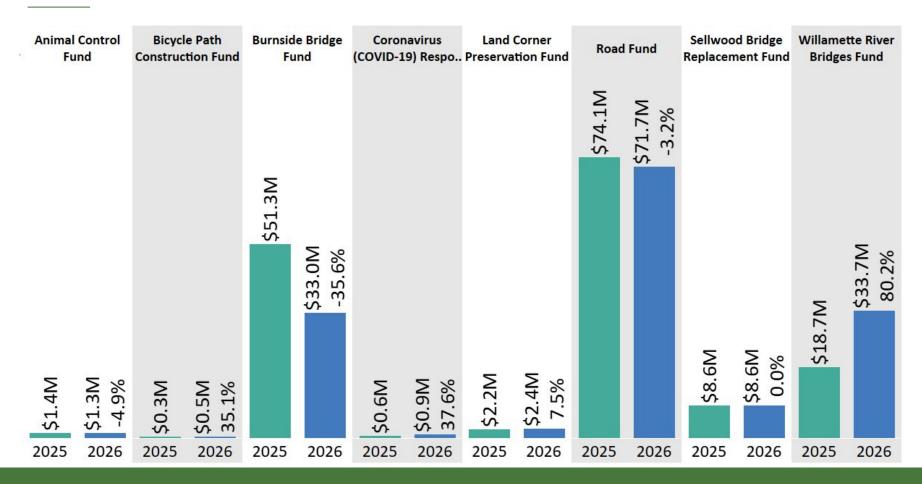


Operating Budget by Fund: \$182.6M





Operating Budget by Fund: \$182.6M





FTE Trend FY 2019-2026

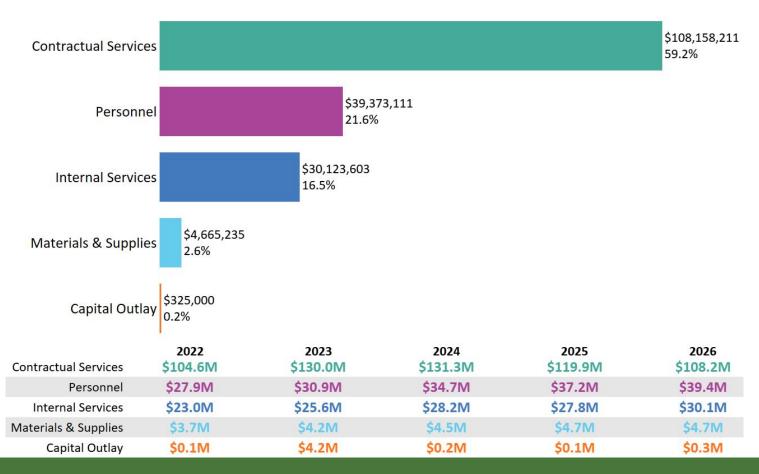
	215.00 FTE General Fund	216.00 FTE 0.5% General Fund	216.00 FTE 0.0% General Fund	205.00 FTE -5.1% General Fund	215.00 FTE 4.9% General Fund	6.0% General Fund	2.6% General Fund	1.1% General Fund
	All Other Funds	All Other Funds	All Other Funds	All Other Funds	All Other Funds	All Other Funds	All Other Funds	All Other Funds
	2019	2020	2021	2022	2023	2024	2025	2026
General Fund	98.00	96.00	96.00	94.78	100.68	112.77	115.77	118.79
All Other Funds	117.00	120.00	120.00	110.00	114.00	114.15	117.50	116.78
Fed/State	0.00	0.00	0.00	0.22	0.32	1.08	0.73	0.93



236.50 FTE

234.00 FTE

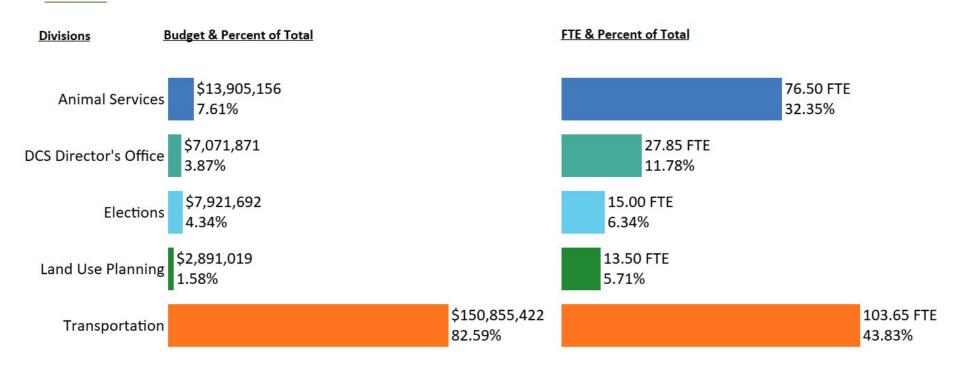
Operating Budget by Category - \$182.6M







Operating Budget by Division (\$182.6M & 236.50 FTE)







DCS Director's Office



Director's Office: Who We Are

In service to the community and in service to each other:

- Human Resources
- **Business Services**
- Asset Management and Research
- Two Service Districts
- **Equity Program**
- Safety Program
- Strategic Initiatives, including:
 - Community Advisory Committee(s)
 - Customer Service Workgroup
 - Vance Vision economic development project in East County



DCS Culture: How We Do Our Work



Communication – Clear communication ensures the public understands what DCS is doing and why, fostering trust and accountability; within DCS it leads to more effective teamwork.



Collaboration - Bring together diverse perspectives, skills, and experiences to find creative and effective solutions to problems, internal to DCS and external with partners and stakeholders.

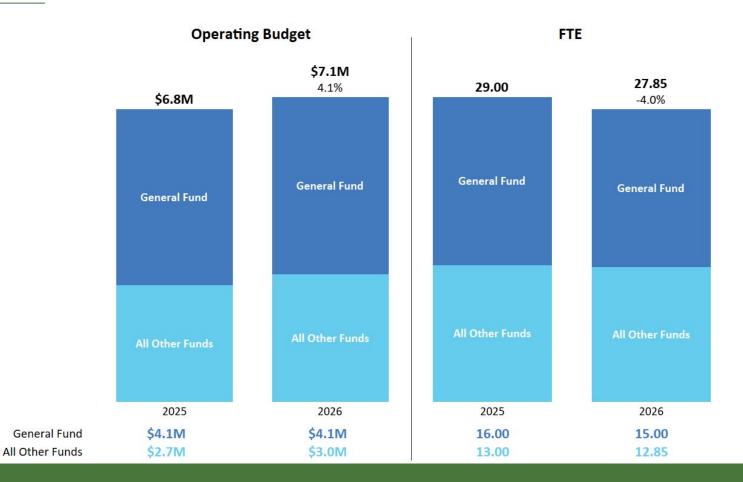


Celebration – Acknowledge our progress, track accountability measures and share achievements.



Customer Service - Seek to understand our customers, with a strong focus on public engagement, transparency and trust.

Director's Office: Operating Budget & FTE





Director's Office: Challenges and Responses

Increasing workloads across all Divisions: Increases in intakes at MCAS, to high volume of applications in the Land Use Division, to more registered voters at our Elections Office, our resources and staffing are not keeping pace with growth.

Approved FY 2026 reduces administrative support and increases programs funded by the DCS Director's Office:

- Reduction of 1.00 FTE in Business Services
- Reduction of Director's Office materials services
- Reallocation to Land Use Planning (1 FTE)
- Reallocation to Land Use Code (\$100K)
- Reallocation of materials and services budget to MCAS (Animal Health)



Director's Office: How We Deliver

Role of DCS Director's Office: To set a vision for the Department, and provide consistency through operational policies, monitor budget-to-actuals, evaluations and communicate priorities.

DCS is Striving for Operational Excellence

- DCS Future of Work Initiative
- Updated DCS procedure on contract management
- New safety resources site
- New training for Performance Review Process
- DCS Manager Workshops on leadership
- In development DCS Onboarding Process



Director's Office: Reductions

PO #	Program Offer Name or Reduction Description	General Fund Reductions	GF FTE Red.	Other Funds Reductions	OF FTE Red.	Total Reductions
90002	DCS Business Services - Reduction	(\$155,488)	(1.00)			(\$155,488)
90000	DCS Director's Office - Professional Services	(\$155,877)				(\$155,877)
	Total	(\$311,365)	(1.00)			(\$311,365)



Director's Office: Reallocations

PO #	Program Offer Name or Reallocation Description	General Fund Reallocation
90000	DCS Director's Office - Reallocation of Professional Services to PO 90001 to preserve 1.00 FTE HR Analyst	(\$173,980)
90000	DCS Director's Office - Reallocation of Professional Services to PO 90021 to fund 1.00 FTE Land Use Planning (Planner 1)	(\$139,270)
90000	DCS Director's Office - Reallocation of Professional Services to PO 90008B to contribute to funding additional Animal Health FTE	(\$41,577)
	Total	(\$354,827)





Animal Services: Who We Serve

7,000+ animals sheltered annually



2,677 Cats





1,311 Animals Fostered

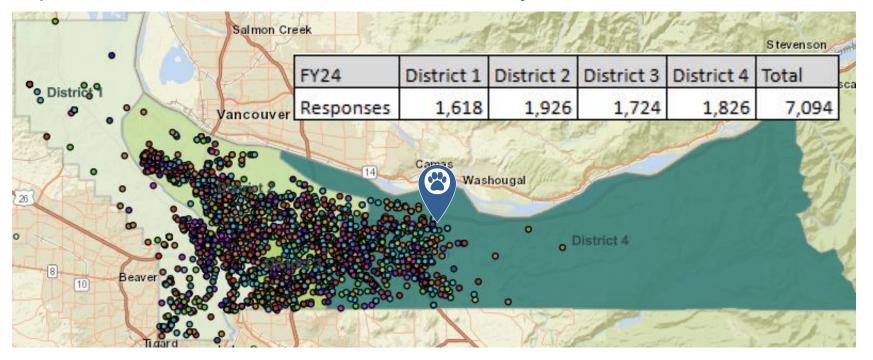
30,208 animals licensed





Animal Services: Where We Provide Services

Response call locations of animal-related concerns serviced by Animal Control Officers in FY 2024...



Adding 3.00 FTE Animal Control Officers in FY 2025 has resulted in coverage 7 days a week, and a 50% improvement in response and case resolutions. The average days to close a "job" reduced from 13.6 to 6.1.



Animal Services: Strategic Goals

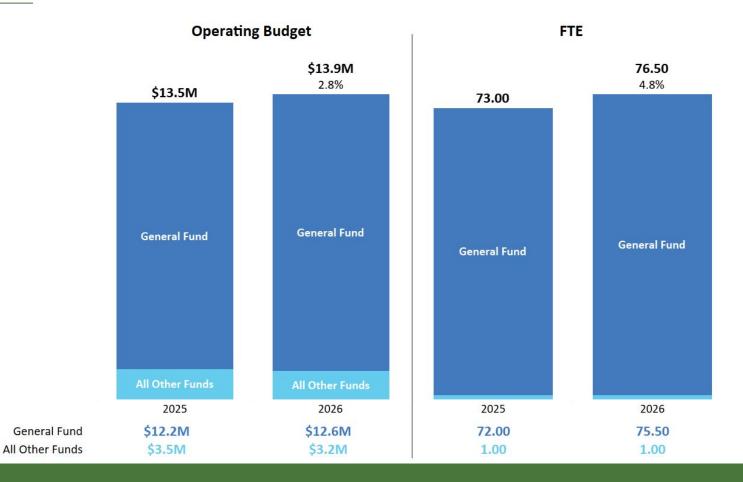
Provide pet care services that ensure high-quality care for the animals in the shelter.

Focus on communities in-need by removing barriers to reclaiming, adopting or transfer of pets in our care.

Favor a supportive approach to humane law enforcement, centered in preservation of the human/animal bond.

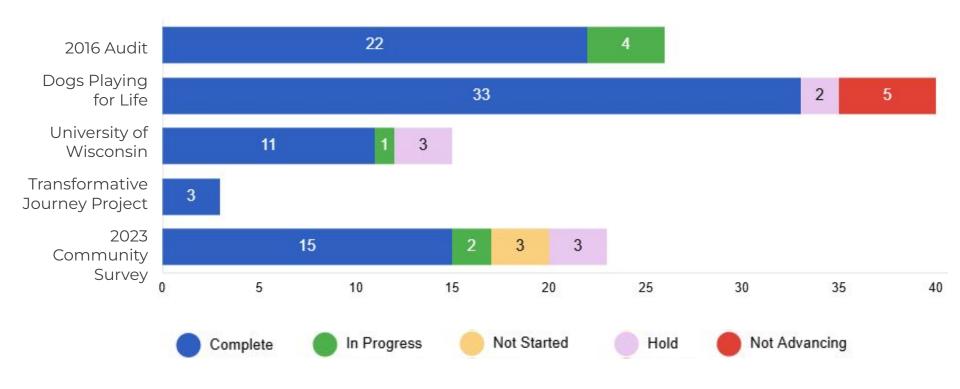


Animal Services: Operating Budget & FTE





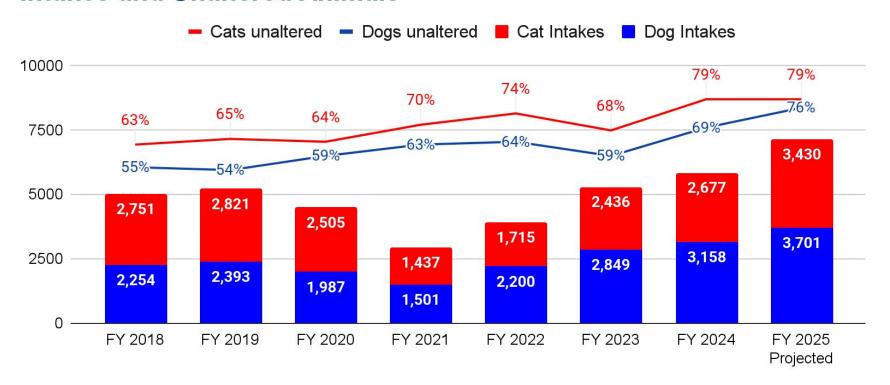
MCAS Strategic Plan Implementation





Animal Services: Service Trends (Spay & Neuter)

Intakes and Unaltered Animals





Animal Health: New Funding Strategy

- New staff in Animal Health, 5.50 FTE, will increase capacity for in-house surgeries at the Animal Shelter.
 - Spay Neuter Vouchers are costly and unpredictable.
 - FY 2026 includes a reduction a contractual services for animal health.
- Helps to ensure that animals are sterilized prior to adoption.
- This new approach will help control costs.

Animal Services: How the Budget Delivers





Animal Services: Challenges and Responses

Rising cost of animal care: Costs of veterinary services are rising faster than inflation. It has become increasingly expensive to contract out services.

Rising intake of animals: The increased intake of animals creates a challenge for staff, having to work overtime, in a physically constrained environment.

Space limitation: While MCAS has completed 89% of the MCAS Strategic Plan, the space constraints of the current facility create a barrier to completing that plan.



Animal Services: Reductions

P0 #	Program Offer Name or Reduction Description	General Fund Reductions	GF FTE Red.	Other Funds Reductions	OF FTE Red.	Total Reductions
90006	Animal Field Services - After Hours On-Call Community Rescue for Animals	(\$235,000)				(\$235,000)
90007	Animal Services Care Services - Enrichment Program for in-shelter pets	(\$227,342)	(2.00)			(\$227,342)
90008	Animal Health Services - Spay and Neuter vouchers, after hours emergency services	(\$96,851)				(\$96,851)
	Total	(\$859,193)	(2.00)			(\$859,193)



Animal Services: New, OTO, & Backfill

PO #	Program Offer Name	FY 2026 General Fund	FY 2026 GF Backfill	FY 2026 Other Funds	Total	ото	New
90008	Animal Health Services - Adding 4.00 FTE Veterinary Technicians, 1.00 FTE Program Supervisor and 0.50 FTE Veterinarian for in house animal health procedures	\$650,000	\$41,577		\$691,577		X
		\$650,000	\$41,577		\$691,577		

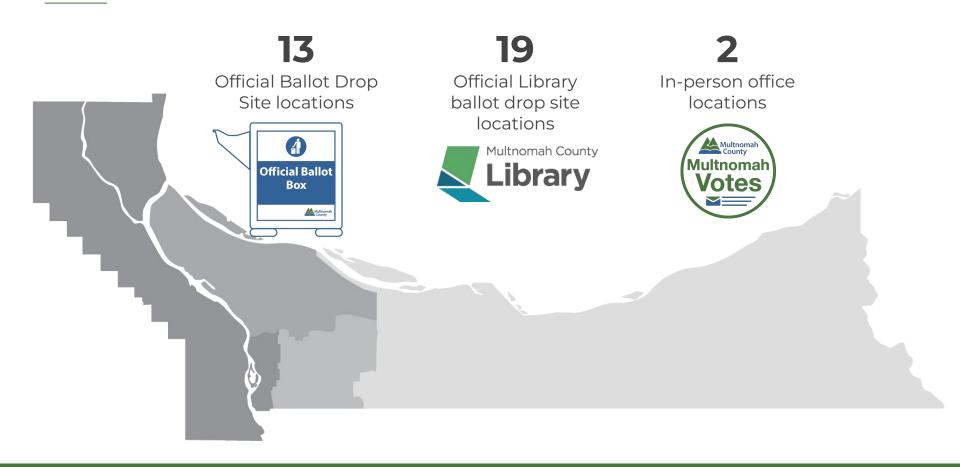




Elections



Elections: Who and Where We Serve



Elections Service Trends: Ranked Choice Voting

1.7 MILLION **IMPRESSIONS**



RCV Voter Education Media

16,500



Phone calls received

682,150



Ballots tabulated

5,000



Elections building, Nov. 4-5

Elections: Strategic Goals

Uphold transparent, accurate, accessible and accountable elections in Multnomah County.

Provide equity-focused resources for communities of color, people with disabilities and non-English speakers.

Provide excellent customer service that puts voters first.





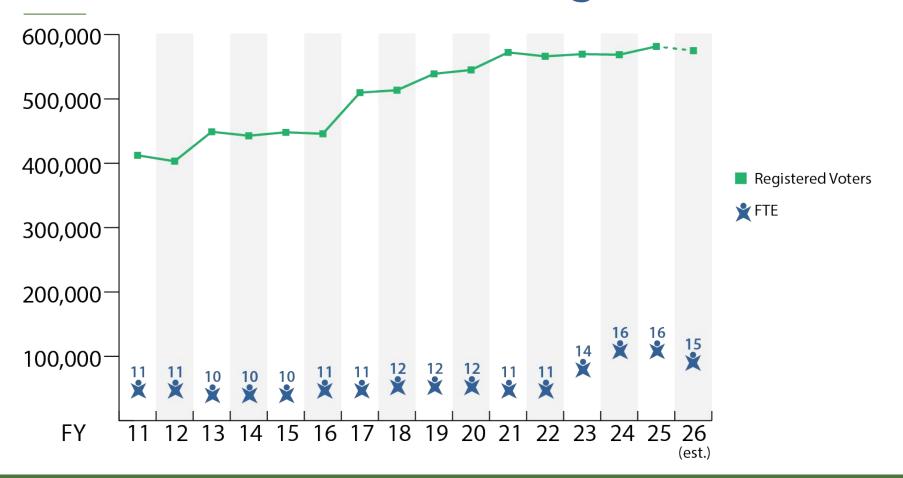


Elections: Operating Budget & FTE





Elections Service Trends: Registered Voters





Elections: How the Budget Delivers

Voting Center Express



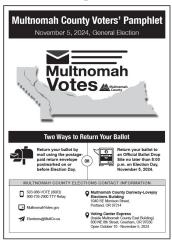
Serves 225,000 voters who live east of I-205

BallotTrax



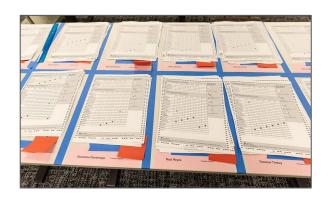
33% of voters have signed up to receive messages

Voters' **Pamphlet**



Most broadly distributed voter education

Elections: Challenges and Responses





Ranked Choice Voting

- Optimize ballots, instructions and reporting.
- Create County-focused educational materials.
- Leverage PDX partnership to expand voter education.

Voter Education: Equity & Accessibility

- Share voter education materials through non-profit partner networks.
- Translate educational materials into six commonly spoken languages.
- Provide voter registration opportunities at citizenship ceremonies.
- Maintain partnership with Sheriff's Office to serve voters in custody.

Elections: Reductions

P0 #	Program Offer Name or Reduction Description	General Fund Reductions	GF FTE Red.	Other Funds Reductions	OF FTE Red.	Total Reductions
90010	Election Services - Voter Education and Outreach program	(\$256,600)	(1.00)			(\$256,600)
	Total	(\$256,600)	(1.00)			(\$256.600)



Elections: New, OTO, & Backfill

PO #	Program Offer Name	FY 2026 General Fund	FY 2026 GF Backfill	FY 2026 Other Funds	Total	ото	New
90010	Election Services - 1.00 FTE Ranked Choice Voting Project Manager	\$168,600			\$168,600		х
	Total	\$168,600			\$168,600		





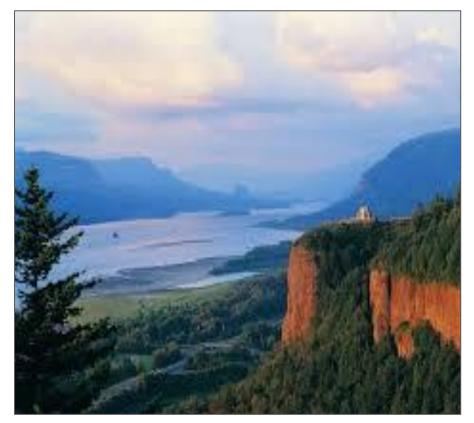




Land Use Planning: Who We Serve

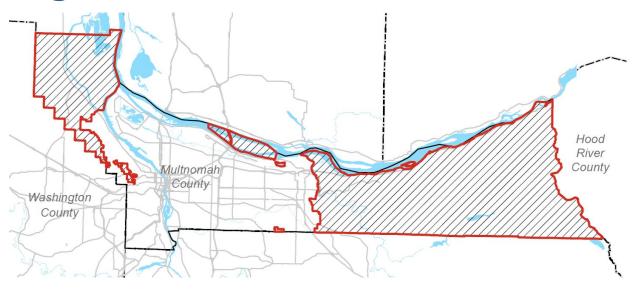
Unincorporated Multnomah County residents, farmers, tribes, businesses, and non-profit organizations in coordination with service districts, state and federal agencies, and cities through IGAs.





Land Use Planning: Where We Provide Services

Land Use Planning manages an area of 297 square miles (population of 11,818) including Sauvie's Island and the Columbia River Gorge National Scenic Area.













Land Use Planning: Strategic Goals



Provide outstanding and timely customer service with efficient, inclusive and transparent review processes.

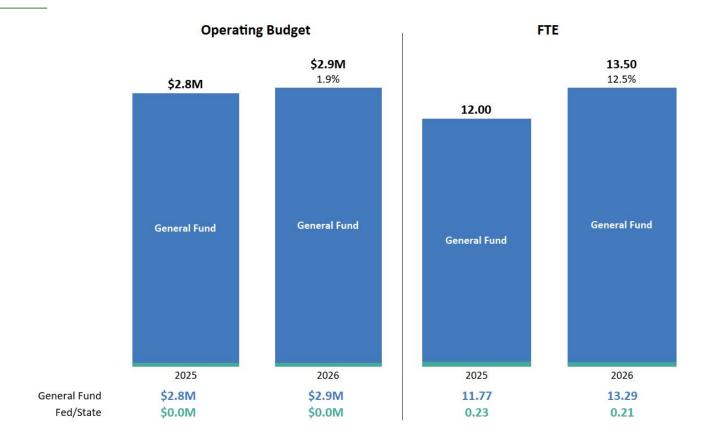


Zoning regulations that reflect best practices and help advance County priorities and reflect County values.



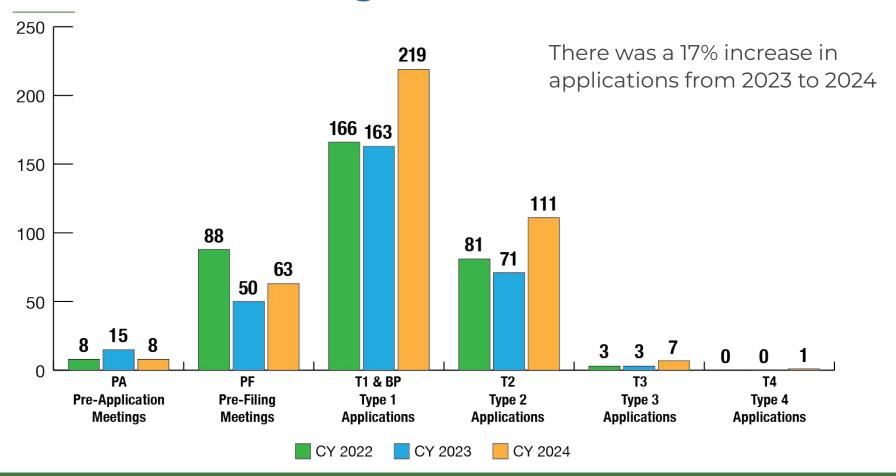
Resolving high priority zoning code violations in a timely manner.

Land Use Planning: Operating Budget & FTE





Land Use Planning: Service Trends





Land Use Planning: How the Budget Delivers

Increasing fees to maintain existing staffing levels and support from the Director's office for one new FTE for customer service improvements:

- Quicker response times to phone calls and inquiries.
- Reduced time for permit approvals, reducing legal risk from violating state mandated approval timelines.
- In-person planning staff available at the front counter for walk-ins.
- Maximize staff time to make additional process improvements and add capacity for the Zoning Code Update.



Land Use Planning: Challenges and Responses



Challenges in meeting statutory deadlines.



Ongoing State and Federal mandated zoning code updates - updating the Zoning Code.



Portland Water Bureau project and LUBA remand have put a strain on staff time.



Solid Waste and Recycling 0.25 FTE not enough FTE to meet local and state requirements.

Land Use Planning: Strategic Initiatives

Zoning Code Improvement Project

- Code is root cause of many customer service and operational issues.
- Need identified to audit and rewrite zoning code.
- Goals
 - Consistent with State law
 - Simpler, more flexible code
 - Align with County values
 - More equitable outcomes





Land Use Planning: Reductions

P0 #	Program Offer Name or Reduction Description	General Fund Reductions	GF FTE Red.	Other Funds Reductions	OF FTE Red.	Total Reductions
90021	Land Use Planning - Professional Services	(\$144,887)	(0.00)			(\$144,887)
	Total	(\$144,887)	(0.00)	(\$0)	(0.00)	(\$144,887)



Land Use Planning: Reallocation

P0 #	Program Offer Name	FY 2026 General Fund	FY 2026 GF Backfill	FY 2026 Other Funds	Total	ото	New
90021	Land Use Planning - 1.00 FTE Planner 1 (Reallocation from Director's Office PO 90000)		\$139,270		\$139,270		X
			\$139,270		\$139,270		

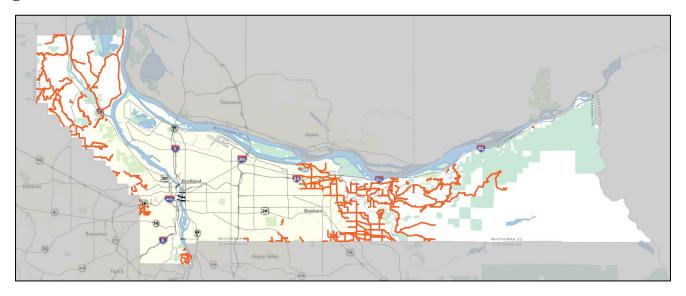




Transportation



Transportation: Who We Serve



- All of the areas outside of Gresham and the City of Portland
- Urban areas Troutdale, Wood Village, Fairview
- Rural areas South part of Sauvie Island, the West Hills, and Corbett
- Pocket areas including Dunthorpe, Bridlemile, along Clackamas and Washington County borders



Transportation: Strategic Goals

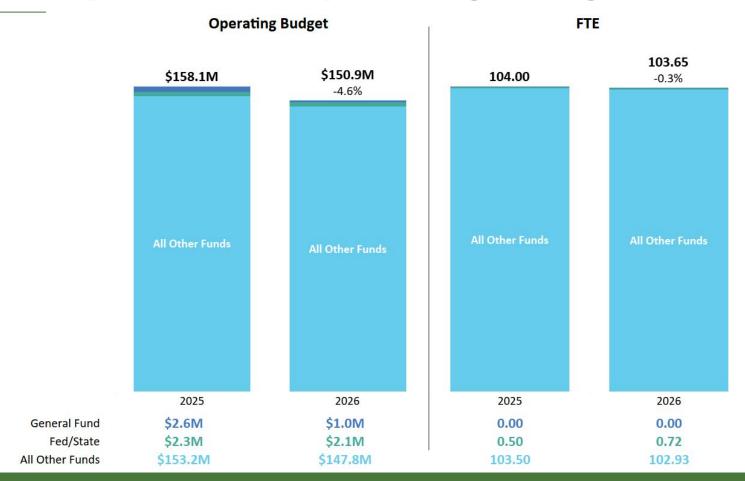
Engage with partners and the community to develop, implement and advocate for policies and programs that ensure safe, equitable, and sustainable transportation.

Build and maintain a transportation system that provides accessibility, mobility, and safety for our community, while prolonging asset life and protecting the environment.

Provide clear, transparent and timely service to our customers.

Fund and deliver capital projects on time and on budget.

Transportation: Operating Budget & FTE





Transportation: How the Budget Delivers



Construct 15 ADA ramps



Continue work on 17 capital projects



Issue 400 permits for work in the right of way



Review 625 records of survey and land division plats

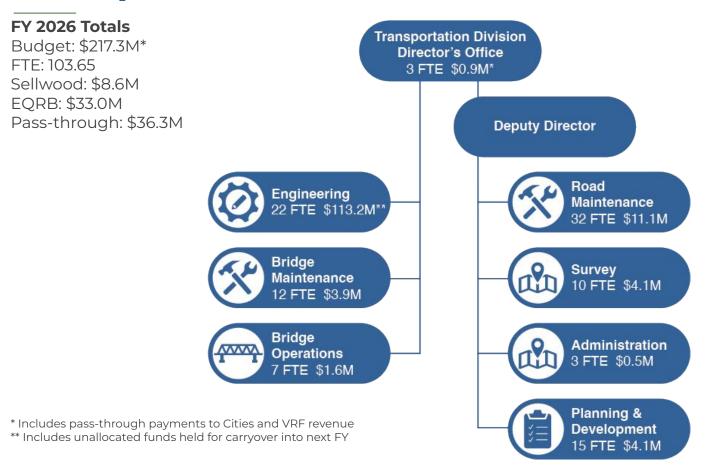


Provide 400,000 rides on our transit service



Raise the Willamette River bridges 600 times

Transportation: Who does the Work?

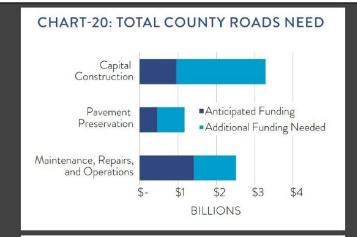




Transportation: Challenges and Responses

County Road Needs

Statewide, the revenue forecast over the next five years shows a 59 percent annual shortfall. This translates into the need for an additional \$834 million per year.



	(Annual average for the period 2026-2030)						
	Capital Construction	Pavement Preservation	Maintenance, Repairs, and Operations	Total			
Anticipated Funding	\$201,053,569	\$93,156,980	\$281,936,802	\$576,147,352			
Additional Funding Needed	\$472,679,050	\$141,344,139	\$220,346,038	\$834,369,228			
Total Funding Needed	\$673,732,619	\$234,501,119	\$502,282,841	\$1,410,516,579			
Shortfall	70%	60%	44%	59%			

TARLE-01- TOTAL COUNTY POAD NEEDS





Transportation: New, OTO, & Backfill

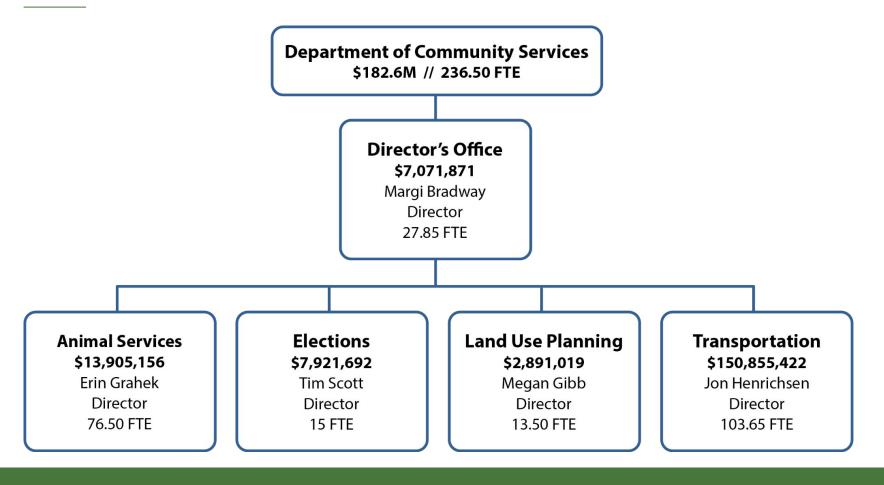
PO #	Program Offer Name	FY 2026 General Fund	FY 2026 GF Backfill	FY 2026 Other Funds	Total	ото	New
90018B	ADA Ramps*	\$1,000,000			\$1,000,000	Х	
	*Video lottery	\$1,000,000	\$0	\$0	\$1,000,000		







Organizational Chart





Significant Operating Funds FY 2019-2026





Oregon Legislature - Session Updates

Transportation Package (no bill number yet)

Potential funding for:

- Maintenance and Operations
- Burnside Bridge
- Traffic Safety

Ranked Choice Voting (Bill SB 44-4)

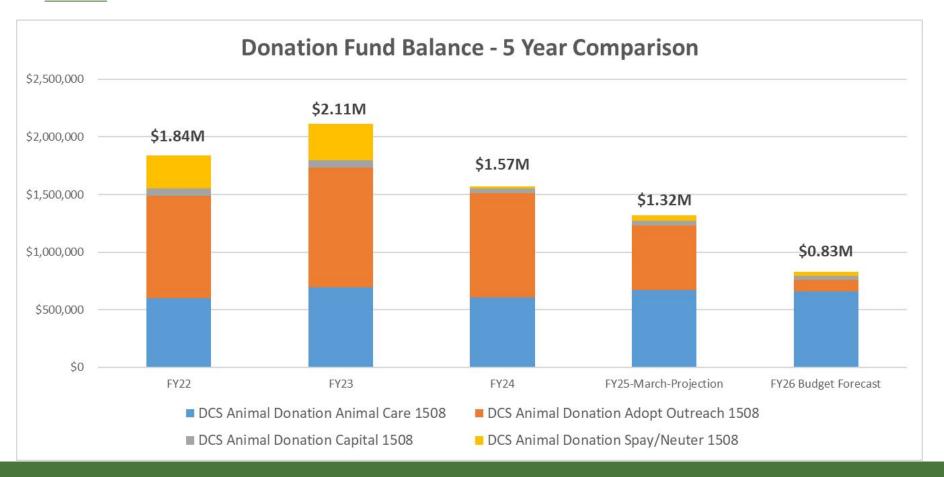
Clarifies how a few key election processes apply to contests that are conducted using ranked choice voting. Helps align state statute with County and City of Portland Code.



State/Federal Impacts or Other Policy Issues



Animal Services Donation Fund





FTE - Community Services

FY 2019 Adopted to FY 2026 Proposed

+ **21.50** FTE (10%) Total Change, FY 2019 - FY 2026





FY 2026 Budgeted Vacancies (General Fund)

Division	P0 #	JCN	Title	FTE	Base Salary
Animal Services	90006	6072	Animal Control Dispatcher	1.00	\$117,838
Animal Services	90008A, 90008B	6065	Animal Technician 2		\$494,977
Animal Services	90008A	6066	Veterinary Technician	1.00	\$117,838
Animal Services	90008B	9746	Veterinarian	0.50	\$98,144
Animal Services	90008B	9361	Program Supervisor	1.00	\$150,262
Elections	90010A	6002	Office Assistant Senior	1.00	\$108,270
Land Use Planning	90021	6020	Program Technician	0.50	\$54,977
Land Use Planning	90021	6068	Planner 1	2.00	\$277,180
Total				12.00	\$1,419,486

*Includes 6.50 FTE that are new in the FY 2026 Approved Budget.

- 4.00 FTE Animal Technician 2
- 1.00 FTE Program Supervisor
- 0.50 Veterinarian
- 1.00 FTE Planner 1



FY 2026 Budgeted Vacancies (Dedicated Funds)

Division	PO #	JCN	Title	FTE	Base Salary
Transportation	90013	6020	Program Technician	0.50	\$54,976
Transportation	90013	9361	Program Supervisor	1.00	\$167,116
Transportation	90013	6096	Maintenance Specialist Sr	1.00	\$139,557
Transportation	90013	6177	Maintenance Specialist 2	1.00	\$126,428
Transportation	90013	6176	Maintenance Specialist 1	6.00	\$730,839
Transportation	90013	3105	Sign Fabricator	1.00	\$145,674
Transportation	90013, 90018	6211	Right of Way Agent Senior	1.00	\$170,397
Transportation	90013	9146	Planner Principal	1.00	\$218,054
Transportation	90015	6236	Engineer 2	1.00	\$197,724
Transportation	90015	6233	Engineering Technician 3	1.00	\$173,071
Transportation	90015	6060	Bridge Maintenance Specialist	1.00	\$129,570
Transportation	90015, 90018	9671	Engineering Services Manager 1	1.00	\$219,950
Total				16.50	\$2,473,356



Equity Investments

Division	P0 #	Program Offer Name	Equity JCN & Position Title or Budget Category	Total Funds*	FTE		
Director's Office	90000	DCS Director's Office	470059 Equity & Inclusion Manager	\$200,000	1.00		
Director's Office	90000	DCS Director's Office	Equity Program	\$30,000			
Total				\$230,000	1.00		
* Equity investment may only represent a portion of the total program offer hudget							

Equity investment may only represent a portion of the total program offer budget.

New, OTO, & Backfill

Division	PO #	Program Offer Name	FY 2026 General Fund	FY 2026 GF Backfill	FY 2026 Other Funds	Total	ото	New
Animal Services	90008B	Animal Health	\$650,000	\$41,577		\$691,577		Х
Elections	90010B	Elections	\$168,600			\$168,600		Х
Transportation	90018B	ADA Ramps	\$1,000,000			\$1,000,000	Х	
Total			\$1,818,600	\$41,577		\$1,860,177		

^{*}Video Lottery funds

Significant General Fund Reallocations

Division	PO #	Program Offer Name	General Fund	Other Funds	FTE
Director's Office	90000	Director's Office	(\$313,250)		
Land Use Planning	90021	Land Use Planning	\$139,270		1.00
Director's Office	90001	Human Resources	\$173,980		1.00
Total			\$0.00		2.00



Reductions

Division	PO #	Program Offer Name or Reduction Description	General Fund Reductions	GF FTE Red.	Other Funds Reductions	OF FTE Red.	Total Reductions
Director's Office	90000	DCS Business Services - 1.00 FTE, Admin Analyst	(\$155,877)				(\$155,488)
Director's Office	90002	DCS Director's Office - Reduction of Professional Services	(\$155,488)	(1.00)			(\$155,877)
Animal Services	90006	Animal Field Services - Reduction of Professional Services	(\$235,000)				
Animal Services	90007	Animal Care - 2.00 FTE in Enrichment Program	(\$227,342)	(2.00)			
Animal Services	90008A	Animal Health - Reduction of Professional Services	(\$396,851)				
Election	90010A	Elections - Voter Outreach	(\$256,600)	(1.00)			
Land Use Planning	90020	Land Use Planning - Reduction of Professional Services	(144,887)				
		Total	(\$1,572,045)	(4.00)			(\$1,572,045)



Total Budget vs. Operating Budget

Oregon Budget Law requires the County to report the total budget, although doing so overstates what we actually plan to spend on programming because it includes unappropriated balances, contingencies, and cash transfers from one fund to another. Program offers reflect the total budget.

The previous slides focus on the operating budget (a subset of the total budget) because that number avoids some double counting and provides a clearer picture of what the department expects to spend in a year. The table below shows the amounts that add up to the department's total budget.

FY 2026 Approved Budget	Amount	Notes
Operating Budget	\$182,645,160	
Contingency (All Funds)	\$42,483,365	Transportation, Animal Donation Fund
Internal Cash Transfers	\$29,958,156	Transportation
Reserves (Unappropriated Balances)	\$2,156,923	Transportation
Total Budget	\$257,243,604	



Equity Lens to Budget: Guiding Questions



Purpose: How does the mission of our work impact the communities we serve?

People: Who is positively or negatively affected by this program offer?

Place: How are barriers to access, geographic areas where communities of color live, and intergenerational equity impacted?

Process: How is the community most impacted and/or engaged in program design and evaluation?

Power: Were steps taken to ensure the program offer does not cause disproportionate harm to any community or perpetuate racial inequities?

DCS Director's Office: Strategic Goals

Enhance public trust and engagement by a consistent demonstration of its core values and seeking input from diverse stakeholders.

Creating a culture of Communication, Collaboration, Celebration, and Customer Service.

Implement equity by serving those who are most vulnerable, fostering a diverse workforce and ensuring all staff are culturally competent.

Prioritize safety - including worker safety and public safety in all aspects of our work.



Elections: Who We Serve

We serve all current and future voters in Multnomah County.

What we do

- Register voters
- Conduct all local, city, county, state and federal elections for Multnomah County
- Campaign finance regulation

