

# **Cartographic Unit Strategic Business Plan**

**Oregon Department of Revenue  
TCIS Section  
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## Introduction

In the early 1950s the Legislature started to address the deterioration of the property tax system by providing for a statewide reappraisal program. However, during this process the mapping system was not addressed and it became apparent that assessor maps were inadequate for appraisal use. In addition, during this process four major factors were identified as contributors to the demise of the old map system and as deep-rooted causes of tax inequity. These were:

- 1) The maps were not uniform within the state and even within some counties;
- 2) The overall accuracy was poor,
- 3) The maps were incomplete, and
- 4) The maps were not up to date.

Since these areas of concern were identified, the Tax Commission (renamed as the Department of Revenue) and several counties began developing map standards. It was not until 1997 that every county was brought to the statewide standards.

### *Our Cartographic Unit*

The Tax Commission was given authority to install, and assist in preparation and maintenance of, maps, plats or standardized record systems as prescribed by the department, in the offices of assessors and tax collectors in the early 1950s.

The people who created and produced the first maps encountered several challenges. Among those were budget shortfalls, no written map standards or directions on how to make a cadastral map. No readily available reference sources such as high-quality aerial photography, orthophotos or satellite imagery, limited or very expensive equipment and instruments, and few people with formal training (cartography, surveying, real property law and the like).

The process to make a map has evolved since it was created in the 1930s and 1940s: from manually drawing maps to creating picture images to digital mapping systems. In addition, new technologies will allow the statewide cadastral map to be used beyond its purpose of locating, identifying, and determining the size, shape, and extent of land parcels. It will allow us to support a multi-purpose land information system. This system will be created with the assistance of the ORMMap program.

The DOR Cartographic Unit is facing challenges in maintaining a high level of knowledge, experience, and services to our counties in order to provide the best customer service possible. To address these challenges unit employees are developing a five-year plan for the program. Some of the areas that are being taken into consideration are the development of new technology, customer service levels among our stakeholders, our leading role in the ORMMap Program, and agency goals.

Among some of the steps that will be taken during the five-year plan development are:

1. Develop our Mission, Values, and Goals
2. Do an assessment of the services we now provide and do a projection of services we will provide in five years
3. Do an assessment of our daily operations
4. Do an assessment of each position in the unit – review and update position descriptions and classifications as needed
5. Do an assessment of the training needed to provide high level services to our stakeholders
6. Do an assessment of current staff levels in relationship to the customer service we are expected to provide

# Our Mission

We will oversee and participate in the development and maintenance of a uniform statewide, digital cadastral map system to facilitate and improve the administration of the ad valorem property tax system.

# Our Values

## *Within our unit we value...*

- Accurate maps, using the best information available.
- Recognizing and respecting each person's contributions and promoting a positive work environment.
- A positive and professional public image.
- Training and education, both formal and within the unit.
- Conducting ourselves in the highest ethical manner and showing professional integrity in regards to productivity and work ethic.

## *For our stakeholders we value....*

- Providing accurate and consistent information.
- Fostering superior professional relationships.
- Providing excellent customer service by being responsive, and meeting their needs in a timely manner.
- Being fiscally responsible by providing cost-effective support and services to meet their business needs.
- Providing leadership and guidance in cadastral cartography.

## *Our stakeholders include:*

- |                                   |                              |
|-----------------------------------|------------------------------|
| ◆ County Personnel                | ◆ Real Estate Companies      |
| ◆ Property owners                 | ◆ Utility Companies          |
| ◆ Taxing Districts                | ◆ State and Federal Agencies |
| ◆ Vendors (mapping and technical) | ◆ Cities                     |
| ◆ DOR Agency Personnel            | ◆ Taxpayers                  |

# Our Goals

- 1) *Work with the counties to develop by October 2008, a uniform digital cadastre in accordance with ORMAP goals .*
- a) Standardize the Cartographic Unit computer operating system and software.
- b) Identify training and procedures in cartography and GIS for unit staff.
  1. Identify, document and share technical knowledge of staff in relational database, ArcGIS/GeoMedia, grants, metadata, surveying, photogrammetry, project management, data acquisition, and global positioning systems.
  2. Update training to provide our customers with the best possible service and product.
- c) Assist counties to develop cadastral GIS products and services.
- d) Develop and implement a project management system for the unit.
- e) Update and distribute the Oregon Cadastral Map System Manual electronically.
- f) Determine the accuracy of all assessor's maps in the 14 map maintenance counties using the DOR QC Process.
- g) Supply the ORMAP website with data from the 14 map maintenance counties.

## Action Items:

- 1a) Create a list of hardware/software that should be updated and budget for 05-07 biennium.
- 1b) Identify software training and procedures.  
Budget for software purchases and training 05-07 biennium. If 05-07 biennium funding unavailable, assign a staff person to coordinate training.  
Inventory Cartographic Staff expertise in database management, ArcGIS/GeoMedia, Grants Writing, Metadata creation, surveying, photogrammetry, project management, data acquisition, and global positioning systems (GPS).  
Establish a metadata and accuracy system, assist county staff in grant acquisition, and use in a Geographic Information System to create cadastral maps.  
Establish a continuing education program.  
Identify needed expertise levels and train appropriate primary and secondary personnel.
- 1c) Participate on ORMAP Technical Subcommittee to create a list of potential county services and products.
- 1d) Gather information from current mapping projects to develop and implement the project management system.  
Train Team Leaders in the use of the project management software.
- 1e) Determine the extent of work previously accomplished.  
Scan the remaining pages.  
Re-write and edit the Manual.

- 2) *Provide map maintenance counties with technical assistance to achieve ORMAP goals.*
  - a) Maintain county assessor maps in preferred software, compliant with ORMAP.
  - b) Train all of the map maintenance staff in currently used GIS software.
  - c) Establish a uniform state standard tax lot card/voucher system linking records, data, and maps.
  - d) Develop guidelines to assure quality and timely output of our product.

Action Items:

- 2a) Inventory mapping software usage.  
Develop the staff to use appropriate software.
  - 2b) Budget for training 05-07 biennium.  
Schedule staff training.
  - 2c) Assess the feasibility and cost of implementing a digital tax lot card system for staff use.  
Determine if the Counties would use and maintain a digital tax lot card system.
  - 2d) Write a set of quality control guidelines.
  - 2e) Do a pilot project involving one map maintenance county to explore the issues with migrating county data to the ArcGIS 8.3 geodatabase environment.
- 3) *By January 2004, identify and develop resources to assist map maintenance counties with soil map conversion.*

Action Items:

- 3a) Develop a list of qualified vendors, temporary staff, and/or developmental program with identified capabilities and capacity.
- 3b) Build soil conversion costs into 02-03 cost estimate.
- 3c) Add soil layer into the GIS database, as a feature class layer.