

**CLACKAMAS COUNTY, OREGON**

**ADOPTED BUDGET  
FISCAL YEAR 2018-19**

**EXECUTIVE SUMMARY**



**Submitted by the  
Clackamas County Budget Committee:**

**Wilda Parks- Chairperson  
Jeff Caton – Member  
Shaun Coldwell - Member  
Tom Feely - Member  
Frank Magdlen - Member  
Jim Bernard – Commission Chair  
Sonya Fischer – Commissioner  
Kenneth Humberston - Commissioner  
Paul Savas - Commissioner  
Martha Schrader - Commissioner**

**Prepared by:**

**Donald Krupp – County Administrator  
Marc S. Gonzales - Finance Director  
Diane D. Padilla - Budget Manager  
Roxann Fisher – Budget Coordinator  
Jian Zhang – Budget Coordinator**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

Clackamas County  
Oregon

For the Fiscal Year Beginning

July 1, 2017

*Christopher P. Morrill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to Clackamas County, Oregon, for its annual budget for the fiscal year beginning July 1, 2017

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

# Table of Contents

---

## **Introduction**

Budget Message .....	7
Budget Policy .....	22
Policy on Reserves for Future Expenditures and Contingency.....	25
Debt Issuance and Management Policy.....	26
Performance Clackamas – Annual Plan .....	29

## **Reader’s Guide**

Budget Document.....	65
About the County.....	65
Economic Condition and Outlook.....	66
Clackamas County Map .....	71
Financial Structure .....	72
Basis of Accounting and Budgeting .....	72
Budget Adoption Process.....	73
Budget Revision Process .....	74
County Debt Summary.....	74
Public Involvement .....	76

## **Financial Summaries**

Total Budget Summary.....	77
Budget Net Interfund Transfers.....	81
Resources by Fund and Category .....	82
Requirements by Fund and Category .....	83
Requirements by Fund and Department.....	84
Resources and Requirements by Services for Major Funds.....	86
Requirements by Service Category Adopted Budget .....	88
County Workforce Summary .....	89
End of Year Financial Position .....	92
Revenue Analysis	
Fund Balance .....	96
Property Tax Revenue .....	97
State, Federal and Local Revenue.....	98
Fees and Fines, Other Revenue and Licenses.....	100
Interfund Transfers .....	102

## **Budget by Department**

Budget by Department Overview .....	103
Organizational Chart .....	106
Departmental Summary .....	108
<i>Performance Clackamas Departments</i>	
Department of Finance.....	109
Department of Transportation and Development.....	156
Business and Community Services.....	192
General County Administration and Board of County Commissioners .....	236
County Counsel.....	254
Assessor.....	268
Clerk .....	288
Disaster Management .....	302
Technology Services.....	312
Public and Government Affairs .....	342

Health, Housing, and Human Services .....	356
Human Resources.....	432
Tourism and Cultural Affairs.....	460
Juvenile .....	474
Emergency Communications .....	500
<i>Other Departments</i>	
Treasurer .....	519
Sheriff .....	523
District Attorney .....	529
Justice Court .....	535
Miscellaneous and Pass-Through Items.....	539

**Budget by Fund**

Budget by Fund Overview .....	543
General Fund .....	546
Special Revenue Funds .....	549
County Fair Fund.....	552
County School Fund .....	554
Building Codes Fund.....	556
Public Safety Local Option Levy Fund (history) .....	558
Resolution Services Fund .....	560
Business and Economic Development Fund .....	562
Disaster Management Fund.....	566
Law Library Fund.....	568
Library Services Fund .....	570
Parks Fund.....	574
Planning Fund .....	578
Road Fund.....	580
Sheriff's Office Operations Fund .....	584
Code Enforcement, Resource Conservation and Solid Waste & Onsite Wastewater Prog Fund ..	588
Property Resources Fund .....	592
Community Corrections Fund .....	594
District Attorney Fund.....	598
Justice Court Fund .....	602
CountywideTransportation SDC Fund .....	604
Public Land Corner Preservation Fund .....	606
Joint Transportation SDC Fund.....	608
Health, Housing and Human Services Administration Fund.....	610
Behavioral Health Fund.....	612
Social Services Fund.....	614
Community Development Fund.....	618
Community Solutions for Clackamas County Fund .....	622
Children, Youth and Families / Community Soltuions Fund ... ..	624
Dog Services Fund.....	628
Employer Contribution Reserve Fund .....	630
County Safety Net Legislation Local Projects Fund.....	632
Public Health Fund .....	634
Clackamas Health Center Fund .....	638
Transient Room Tax Fund .....	640
Tourism Development Council Fund.....	642
Forest Management Fund .....	648
Juvenile Fund .....	650
Internal Service and Enterprise Funds.....	654
Stone Creek Golf Course Fund .....	656
Clackamas Broadband Utility Fund.....	658
Cable Administration Fund (history).....	662

## Table of Contents (Cont'd)

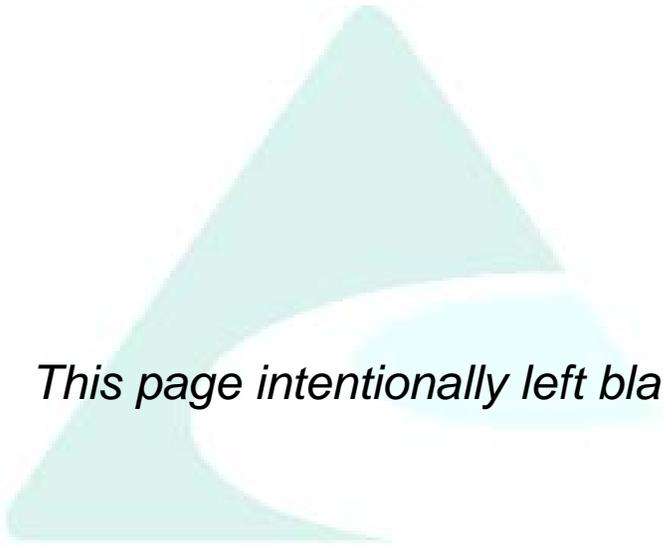
Records Management Fund.....	664
Facilities Management Fund.....	668
Telecommunications Services Fund.....	670
Technology Services Fund.....	674
Central Dispatch Fund.....	678
Self-Insurance Fund.....	680
Risk Management Claims Fund.....	682
Fleet Services Fund.....	684
Debt Service Funds.....	688
Clackamas County Debt Service Fund.....	690
General Obligation Bond Debt Service Fund.....	692
Capital Project Funds.....	694
DTD Capital Projects Fund.....	696
Fleet Replacement Reserve Fund (history).....	698
Capital Projects Reserve Fund.....	700
LID Construction Fund.....	702
Trust & Agency Funds.....	704
Damascus Successor Private Purpose Trust Fund.....	706

## Capital Projects

Overview.....	709
Transportation System Planning and Project Programming.....	710
5 Year Capital Improvement Project Table.....	713
Funding Sources and Future Projects.....	716
Table B – Key Projects Matched with Possible Granting Funding Sources.....	722
Operating Impacts.....	723
ADA Improvement Projects.....	724
Transportation Safety Projects.....	726
Bike and Pedestrian Projects.....	731
Bridge Projects.....	740
Transportation Improvement Projects.....	750
Asset Capital Projects.....	764
County Fair Projects.....	766
Parks Projects.....	768

## Supplemental Information

2018-2019 Budget - Adopting Board Order.....	771
Summary of Interfund Transfers.....	787
Oregon Economic and Revenue Forecast.....	789
Demographic Information.....	827
Clackamas County History.....	829
Five Year Transportation Capital Improvement Program Appendices.....	832
Clackamas County Advisory Boards and Commissions.....	865
Glossary of Budget Terms.....	872
Glossary of Acronyms.....	878
Index.....	881



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# FY 2018-2019 Budget Message

## The Honorable Board of County Commissioners and Budget Committee Members for Clackamas County, Oregon

### Budget Committee

The Budget Committee is comprised of the Board of County Commissioners and five citizen members, assisted by County Administration and Finance staff.

#### Board Members:

Jim Bernard, Chair  
 Sonya Fischer  
 Ken Humberston  
 Paul Savas  
 Martha Schrader

#### Citizen Members:

Jeff Caton  
 Shaun Coldwell  
 Tom Feely  
 Frank Magdlen  
 Wilda Parks

#### Staff:

Don Krupp,  
 County Administrator/  
 Budget Officer  
 Laurel Butman, Deputy  
 County Administrator  
 Marc Gonzales,  
 Finance Director  
 Christa Wolfe, Deputy  
 Finance Director  
 Diane Padilla,  
 Budget Manager  
 Roxann Fisher,  
 Budget Coordinator  
 Jian Zhang,  
 Budget Coordinator

I am pleased to present the FY 2018-19 Annual Proposed Budget for Clackamas County, Oregon totaling \$845,167,459 projected annual requirements. The full breadth of programs and activities overseen by the Board of County Commissioners brings the total budgetary responsibility to \$1,170,257,700. The other Clackamas County agencies are listed below.

Agency	Proposed Amount	Notes
Development Agency	\$ 61,040,247	Responsible for the County's Urban Renewal program in three areas: Clackamas Town Center, Clackamas Industrial Area; and the North Clackamas Revitalization Area.
Water Environment Services (WES)	\$ 176,440,136	County Service District providing sanitary and surface water services.
North Clackamas Parks & Recreation District	\$ 46,091,052	County Service District for parks and recreation.
Library Service District of Clackamas County	\$ 21,533,051	County Service District for library operations.
Enhanced Law Enforcement District	\$ 7,360,027	County Service District for law enforcement in certain urban unincorporated areas of the county.
Extension and 4-H Service District	\$ 8,742,490	County Service District providing education on issues such as farming, gardening, and food safety, as well as youth programs.
Street Lighting District #5	\$ 3,883,238	County Service District for street lighting services.

## Overview

### Core Values

Since 2014, County Administration has worked with all departments to develop, affirm with our employees, and enculturate **Our Core Values (SPIRIT)** which are:

**Service**—*we advance the needs of the community and the individuals we serve; are committed to finding positive solutions for our customers; respond to customers promptly in all matters; are mindful of our duty to provide our best efforts every day.*

**Professionalism**—*we are the face of Clackamas County; develop and apply our knowledge and skill to continuously improve our performance; conduct the public's business with consistency and excellence.*

**Integrity**—*we are sincere and trustworthy; acknowledge and learn from our mistakes; demonstrate fairness in interactions with others.*

**Respect**—*we accept personal differences and value others' perspectives; communicate in a positive and courteous manner; first listen to understand, then seek to be understood.*

**Individual Accountability**—*we accept and demonstrate personal responsibility; do what we say we are going to do; are prudent with the use of public funds and resources.*

**Trust**—*we remain approachable and objective; declare our intentions; address issues honestly and directly; right our wrongs in good faith.*

As we move into FY 2018-19, I am encouraged by the strides Clackamas County employees have made to integrate these values into daily routines and how public satisfaction is growing every day.

### Strategic Planning

The Board of County Commissioners updated **Performance Clackamas**—the County Strategic Plan—in March 2018, affirming these strategic priorities:

- Build Public Trust Through Good Government
- Grow a Vibrant Economy
- Build Strong Infrastructure
- Ensure Safe, Healthy and Secure Communities
- Honor, Utilize, Promote and Invest in our Natural Resources

**Performance Clackamas** is based on Managing for Results — a comprehensive and integrated management system focused on achieving results for the customer. Following original adoption of the County Strategic Plan in 2014, all Board-managed County departments and several elected officials' offices have developed department-specific Strategic Business Plans focused on achieving measurable results that enhance customer experience and align with the Board's **Performance Clackamas** Strategic Plan. Departments have also converted to a program-based performance budget approach within my Proposed Budget for FY 2018-19, also available online.

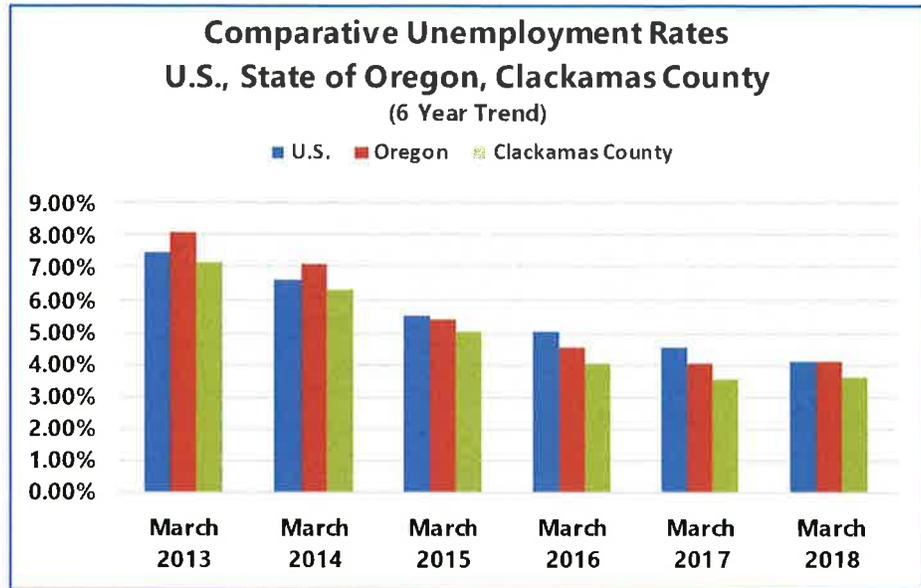
**Check out our online public budget site!**  
[www.clackamas.us/budget](http://www.clackamas.us/budget)

## Economic Indicators

### Employment & Housing

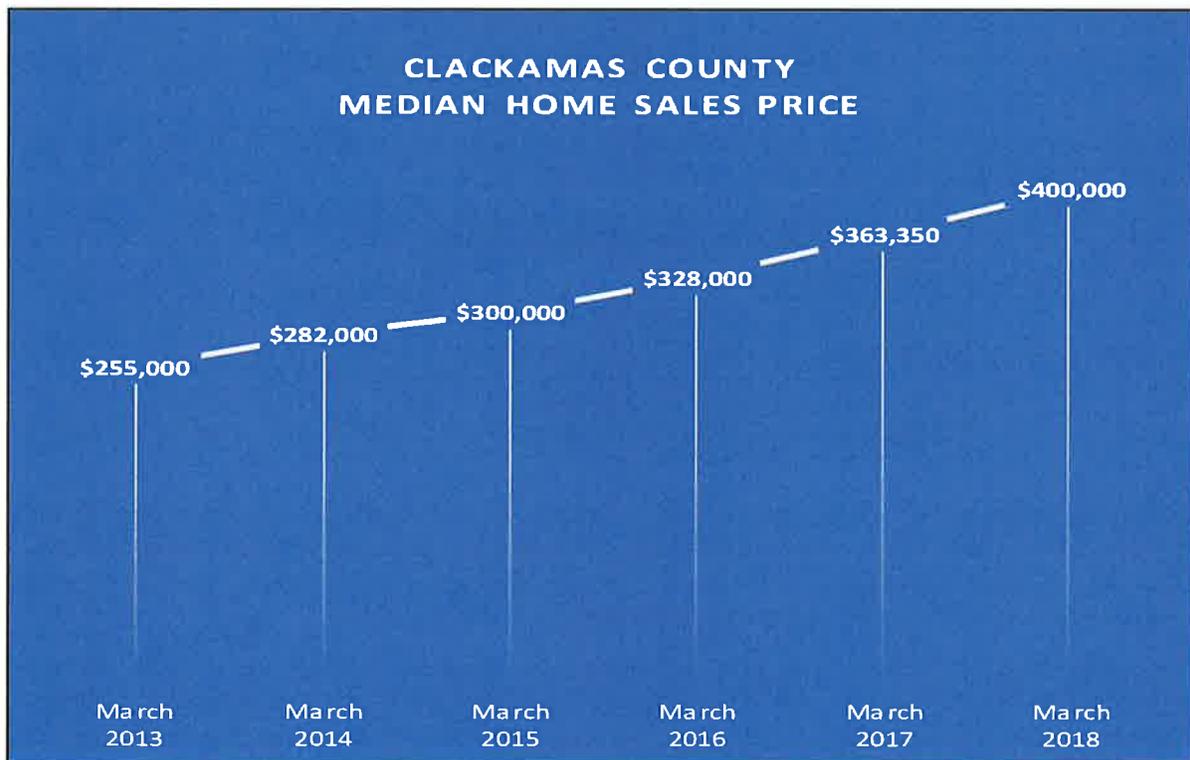
For several years we have used the key indicators of unemployment rate, median home sale price, and property tax growth to track economic trends. Updated indicators this year show positive growth is continuing.

Clackamas County's unemployment rate is remaining lower than the 5.1% rate in pre-recession 2008. In March of 2018, the unemployment rate was at 3.6%.



Source: Oregon Employment Department

The median home sales price in Clackamas County has grown again this year—by 10% over 2017—since a low of \$230,000 in March, 2012. The median **sales price** is now \$400,000 (average sales price is \$458,990) compared to a median **assessed value** of \$240,390.



Source: Clackamas County Assessor's Office

Continued on page 4...

## Economic Indicators , *continued*

### Housing, continued

Data on homelessness and rental affordability can provide another perspective on how the economy is impacting local residents. We looked at data from Clackamas County's Point in Time Homeless Counts from both 2015 and 2017 to gain a better understanding of picture of poverty in Clackamas County.

<b>Point In Time Homeless Count: 2015-2017</b>	<b>2015</b>	<b>2017</b>	<b>% Change</b>
Unstably Housed (doubled up, etc.)	1504	1295	- 14%
Emergency Shelters/Transitional Housing	208	192	- 8%
Unsheltered	484	746	+ 54%
Children	1026	1384	+ 35%
Unaccompanied Youth	95	290	+ 205%
<b>Total Counted</b>	<b>2196</b>	<b>2233</b>	<b>+ 2%</b>

While the overall count had increased by only 2% (37 individuals), the demographic of homelessness here has changed. The number of individuals living either with others (couch surfing, etc.), in shelters, or in transitional housing declined 15% overall while the number of unsheltered individuals rose 54% and the number of children and youth affected by homelessness rose 33%. There appears to be a notable shift from individuals being unstably housed to being unsheltered. Also, children and youth appear to be more significantly affected by homelessness in 2017 than were so in 2015.

The reason individuals say they are experiencing homelessness has also shifted. While not being able to afford rent and unemployment were the top 2 cited reasons, respectively, in both 2015 and 2017, eviction was the 3<sup>rd</sup> most commonly cited reason for homelessness in 2017, up from 6<sup>th</sup> most cited in 2015.

The Oregon Housing and Community Services Agency's Housing and Demographics Profile for Clackamas County reports the following data about renters:

<b>Clackamas County Renter Profile</b>	
Mean Renter Wage	\$15.36
Hourly wage needed to afford 2-bedroom apartment at HUD's Fair Market Rent	\$23.88
# of hours per week at minimum wage needed to afford 2 bedroom apartment	93 hours

Clearly, the average renter in Clackamas County cannot afford the average two bedroom apartment. Furthermore, the Agency reports that only 25%—or one out of every four—of all renters here are paying more than 50% of their income in rent. Renters with extremely low incomes fair even worse, with 70% spending more than 50% of their income on rent.

The recommended proportion of income that should be spent on rent tops out at 30%. With rental costs on the rise at a far greater pace than income, the housing affordability gap is increasing. Metro reports that, for Clackamas County renters, this problem is exacerbated by having the lowest availability of rent regulated or protected units in the Metro area, a mere 10%.

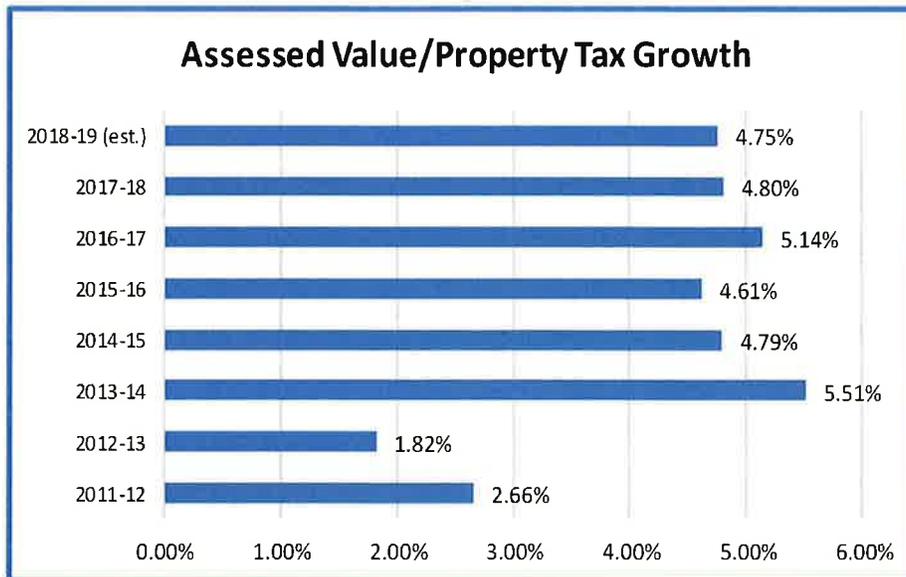
*Continued on page 5....*

## Economic Indicators, *continued*

### Property Taxes

The County’s budget began to see recovery evidenced by a year over year percentage increase in assessed value/property taxes in FY 2013-14 . This is important because property tax is by far the single largest revenue source for the County’s General Fund and its main source of discretionary revenue. County property tax growth in FY 2017-18 was consistent with our original 4.75% estimate from this time last year, ultimately coming in at 4.80%.

It is estimated that property tax growth for FY 2017-18 and future years will continue at a rate of 4.5% to 5%. Thus, the baseline funding that leveled out for general County government services in FY 2014-15 is expected to enjoy modest, positive increases going forward.



Source: Clackamas County Assessor’s Office

### Population & Construction

We also track population in the county and construction statistics to show growth over time. The Clackamas County population has increased more than 10% in the past ten years. This increase contributes to increased demand for County services. The construction permit numbers below are preliminary estimates for FY 2017-18 compared with actuals for FY 2006-07. Similar to recent years, permit activity is projected to increase to beyond 2006-07 actuals in tenant improvements area only.

*July 1, 2017 Clackamas County population estimate: 413,000*

*Single family residential permits: 1,193 (2006-07 permits = 1,424)*

*“Detached” permits, accessory buildings: 487 (2006-07 permits = 616)*

*Commercial buildings, additions and remodels: 625 (2006-07 = 990)*

*Tenant Improvements: 233 (2006-07 = 37)*

The number of square feet constructed and the dollar value of that construction overall based on the permitting activity within the county (unincorporated areas and several cities) is an indicator of economic development potential realized. For FY 2017-18, it is projected that unincorporated Clackamas County will experience about 6.2 million square feet of construction valued at \$391 million. The Clackamas County Development Agency which is in charge of urban renewal efforts comprises 10% of all development (620,000 square feet valued at \$39 million).

*Continued on page 6....*

## Economic Indicators, *continued*

### **Key Revenues**

- ↑ Countywide, property tax revenue continues to grow at a steady pace overall with modest fluctuations year to year.

### **Expenditures**

- ↑ Total County personnel services are estimated to increase by \$9.8 million or 3.6%.
- ➔ Allocated costs are flat, at 3.47% of the County's budget overall, an increase on 0.01%.

## Budget Development

- Reserves are budgeted at 10% of unrestricted General Fund revenue or \$13.7 million. An additional \$7.2 million of undisbursed General Obligation bond proceeds also sits in the Reserves along with a proposed reserve of \$445,000 for future jail beds which amounts to a total of \$21.3 million.
- Contingency is budgeted at 5% of General Fund expenditures or \$8.9 million.

### **County Staffing**

The budgeted number of FTEs is holding steady with modest fluctuations year to year.

Budget Year:	2015—2016	2016—2017	2017—2018 Est.	2018—2019 Projected
FTEs:	2,013	2,067	2,099	2,129

### **Overarching Issues**

Looking forward, we anticipate continued progress in FY 2018-19 on several important issues and areas of interest facing the County. Among them are:

- Ensuring careful oversight and stewardship of General Fund resources
- Streamlining internal service delivery through technology to respond to increasing service demand
- Maintaining adequate reserves to address increases in PERS rates
- Retirements of eight appointed or elected long tenured department directors between FY 2017-18 and the end of FY 2018-19 and an additional seven high level division directors are creating both challenges in terms of loss of institutional knowledge and opportunities to bring new bright and talented public servants into County leadership.
- The County's main ERP financial system is over twenty years old and a replacement will be needed in the next 18 months; purchase and implementation of a new ERP will be costly both in resources and in staff time. Finance has set aside \$400,000 in a reserve to help with implementation of the new ERP which, overall, is estimated to cost \$8-10 million.

### **Budget Approach**

During budget development departments were provided a Maintenance Level Budget generally calculated by increasing each current base budget to accommodate known personnel cost increases and

*Continued on page 7...*

## Budget Development, *continued*

known baseline increases in internal services costs. For departments receiving General Fund revenue, these cost increases were again shared proportionately by General Fund resources. The goal of ensuring departmental budgets remain at a true maintenance of service level is to ensure continued services while avoiding further reductions that have posed a major and ongoing challenge over the past five years. For the FY 2018-19 budget, we were challenged by shortfalls in some of the smaller departments due to depletion of their beginning fund balances. We have made corrections to ensure continuous service as follows.

For FY 2018-19 Disaster Management will have depleted its fund balance owing to ongoing reductions in the Emergency Management Performance Grant which used to support staff with a 50% match. This shortfall was predicted over the past two years. To reset the maintenance level of the department to address these issues, additional General Fund support of \$250,000/year for two years has been included for Disaster Management with an additional \$25,000 to support the Medical Examiner's Office in FY 2018-19.

To maintain current service levels and also purchase a data management system to replace their current one which is failing, Resolution Services received a one-time increase in General Fund support of \$172,000. The department is adjusting its service delivery model as well as its fee schedule. These actions along with the reduction in staff time the new data system will require is expected to bridge this gap in subsequent years.

The Assessor's Office is taking advantage of an opportunity to request funding in its CAFFA grant to cover a portion of the cost of new Pictometry aerial imaging. The total project budget is \$115,000 per year which will be offset 17% with CAFFA grant funding and a contribution of \$10,000 from the Department of Transportation and Development. Funding for the remaining gap will come from the General Fund.

Public and Government Affairs operates a cable program which generates Franchise Fee revenues for the County. As part of our efforts to implement Performance Clackamas and streamline accounting and budgeting, we moved the PGA cable operations into the General Fund. This change necessitated a one-time adjustment to the cost allocation formula. A resulting one year decrease in rates of \$915,451 is being offset by General Fund dollars in FY 2018-19. The allocation formula will normalize in FY 2019-20 and discontinue the offset. Additionally, \$150,000 in General Fund funding has been set aside for outreach on the courthouse replacement project in FY 2018-19.

Again this year, we did not ask for unsolicited Policy Level Proposals to add staffing or programs because, allowing for the modest Maintenance Level Budget increases and adjustments for unforeseen circumstances, there was very little additional discretionary General Fund funding available to fund Proposals without using Contingencies and Reserves. Other than three Proposals which the Administrator personally solicited in keeping with Board goals, the County Administrator's Proposed Budget remains at the maintenance level. The three Proposals are explained in the Administrator's Budget Recommendations near the end of this Budget Message.

Departments continue to repurpose existing funding to take advantage of new opportunities and meet their own needs as well as service demands. Some of these changes focus on streamlining service delivery through technology and some include new shared services models. These changes will be shared in departmental budget presentations during Budget Committee meetings in late May through early June.

My Proposed Budget Recommendations are listed toward the end of this Budget Message. It is my expectation that the Budget Committee and the Board of County Commissioners will consider those recommendations as input into their deliberation process as they discuss and finalize the Approved Budget.

## Elected Officials Compensation

Annually, the Citizen's Compensation Board for Elected Officials evaluates market data from similar labor markets such as Multnomah County, Washington County, Clark County, and City of Portland, to recommend elected official compensation that maintains competitive wages while considering internal alignment. The Compensation Board reviewed market comparables and reaffirmed their philosophy to remain within three percent of the market adjusted average. This year, three positions, Clerk, Commissioner, and Justice of the Peace fall below this market threshold. Recommendations for three additional positions—Assessor, District Attorney, and Treasurer—have been made in response to internal alignment concerns.

This year, the Compensation Board recommended that select elected officials receive the full individual salary increases as specified below. The chart below shows each elected position's relationship to market average and the recommended individual increase, where applicable.

Elected Official	Relationship to Market Average	Recommended Salary Increase Effective July 1, 2018
Assessor*	- 1.8%	3.0%
Clerk	- 4.6%	4.6%
Commissioner	- 6.4%	6.4%
District Attorney*	+0.6%	14.5% <sup>1</sup> (County portion only)
Justice of the Peace	- 2.8%	2.8%
Sheriff*	+20.5%	0%
Treasurer	- 1.5%	2.0%

\*Indicates elected position where there is concern of salary compression with second-in-command.

<sup>1</sup> **District Attorney** — In the case of the District Attorney, the Compensation Board recommends an overall salary increase of 4.0%. The State contributes the majority of the District Attorney's salary, so the 14.5% salary recommendation represents a 4.0% overall increase.

<sup>2</sup> **Sheriff** — The Compensation Board reiterated that the County will continue to ensure the Sheriff's salary is at least \$1 per month more than the highest paid Undersheriff. This follows the Compensation Board practice and maintains compliance with ORS language.

The total fiscal impact of the Compensation Board's recommended increases is \$53,260.80 which constitutes just over 0.02% of the County's total original FY 2017-18 personal services budget of \$226,542,013.

As of the publication of this budget message, the Compensation Board Recommendations have yet to be reviewed by the full Budget Committee. Any changes to current Elected Official compensation levels will be determined through the budget process.

## Activity Highlights

Over the past year the County completed many noteworthy projects and activities; here are just a few.

- The County's **Street Lighting District** worked with PGE to finish Phase 1 of the McLoughlin street lighting project illuminating the east side of McLoughlin Boulevard from Gladstone to Milwaukie; the District has completed the design and bid process for Phase 2 which will illuminate the west side of the same stretch of McLoughlin.
- The **District Attorney's Office** has collaborated with the courts and the local defense bar to establish a new early resolution docket in court to resolve low level, non-person crimes in order to reduce the amount of time these offenders spend in jail and thereby reduce failures to appear in court and forced releases from jail.
- **Public and Government Affairs** showed continued growth in its social media outreach. The County's Facebook page has more than 6,000 followers, surpassing all other county-sponsored pages in Oregon, with. In 2017 on Twitter, the County's tweets were seen more than 2.6 million times. On YouTube, #ClackCo TV enjoyed 104,000 video views last year (for a total of 558,000 minutes). On Nextdoor more than 160,000 messages were seen.
- This year's budget is the first combined budget covering all three service districts that comprise **Water Environment Services (WES)**. This simplified budget reflects the Board's direction and staff implementation to realize efficiencies from this combined structure in which services will be shown on a single website for customer convenience.
- **Transportation Engineering's Safety Program** reports a low fatal count for crashes in 2017 of 28 compared to 44 in 2016; the program has included curve signing, all way stops, and intersection enhancements which will help reduce fatalities.
- The Board of County Commissioners approved expansion of the **County Forest** Strategic Acquisition Program which will allow for the purchase of up to 2,500 acres of additional forestland to add to the current 3,200 acre portfolio. This will generate increased revenue for County Parks while meeting climate change goals for carbon sequestration and carbon credit capture.
- **Stone Creek Golf Course** installed two Clipper Creek Level 2 electric vehicle charging stations.
- **Clackamas County 9-1-1 (CCOM)** dispatchers Broek Boaz, Liz Bailey, Ashley Zweigart, Amy Dornfield, Suzanne Baughman, and Ashley Ledbury received Life Saving recognition for instructing CPR to citizens calling 9-1-1. Tech System Coordinator Scott Miller was awarded Oregon APCO/NENA "Technician of the Year". The entire CCOM Training Team was awarded Oregon APCO/NENA "Trainer of the Year".
- The **Sustainability and Resource Conservation Program** certified several large organizations as *Leaders in Sustainability* including Yakima, Dave's Killer Bread, and Shoreinstein Properties; they also launched an educational campaign for 3,500 households to provide feedback on how to recycle better.
- The **Sheriff's Clackamas County Interagency Task Force** investigates, deters, and combats illegal drug use, manufacturing, and distribution, and related crimes. In 2017, CCITF investigations resulted in the seizure of: 23.4 pounds of heroin; 406 pounds of methamphetamine; 6.7 pounds of cocaine and crack; 2,323 pounds of marijuana; 6,512 illicit prescription pills; and \$222,116 in cash associated with the drugs.
- **North Clackamas Parks & Recreation** has been working on several projects including: construction of Wichita Park in Milwaukie; acquisition of 21.3 acres of natural area, including a waterfall from Hidden Falls, LLC; developing a .84 mile segment of the Mount Scott/Scouters Mountain Trail Loop; acquisition of a 5.6 mile natural area in the Jennings Lodge area; executing a Strategic Partnership with North Clackamas School District to exchange Hood View Park for Concord, Clackamas, and Wichita Elementary Schools, and cash; and starting the final design for Milwaukie Bay Park.
- During the 2018 Oregon State Legislative session, **Public and Government Affairs** achieved a 94% success rate on County legislative priorities including \$782,000 for homelessness needs, a dedicated legislative committee hearing on the I-205 expansion project, and successful opposition to numerous land use bills that would have negatively impacted Clackamas County.

Continued on page 10...

## Activity Highlights, continued

- **Transportation Engineering's Capital Construction Program** won APWA Project of the Year in the fall of 2017 for the Pudding River (Whiskey Hill Road) Bridge under the Transportation category of less than \$5 million .
  - The **Sheriff's Office**, along with the **District Attorney's Office** and **Health, Housing and Human Services**, is formulating a new Law Enforcement Assisted Diversion (LEAD) program in the north Clackamas area between Gladstone and Milwaukie. Designed to model the programs in Seattle and Portland and target low level criminal offenders with alternatives that include treatment, mental health services and housing to help these offenders stay out of jail
  - **Water Environment Services (WES)** is launching an aggressive and significant capital investment effort. This year it anticipates breaking ground on the \$35 million solids handling project at the Tri-City Plant and proceeding with its planned \$19 million refurbishment of the Kellogg Plant. Other investments include completion of a regional water quality treatment wetland, investment in pump stations and conveyance infrastructure, and shifting treatment processes to lower risk approaches that better support public health and the environment .
  - **Clackamas County 9-1-1 (CCOM)** successfully implemented a Multi-Agency Joint CAD System in a unique partnership with Lake Oswego, Washington County and Columbia County. This four 9-1-1 centers partnership is the first of its kind in Oregon and is fast becoming a model nationwide.
  - **County Parks** has been replacing restrooms at Feyrer, Barton and Metzler Parks and improving ADA needs; rehabilitating a fire pond at Barton Park; and completing the demolition of the structurally unsound Dorman Center at Hoodland Park. Total completed project costs are approximately \$1.8 million dollars which has reduced the backlog of deferred capital projects estimated in 2012 to be at \$4.8 million dollars.
  - **Clackamas County Dog Services** facilitated 151 dog adoptions and the return of 590 dogs to their owners in 2017.
  - For **Land Use, Development Review and Permitting**, 2017 was the busiest year on record with more than 300,000 customer interactions, and a customer satisfaction rate of 94.6%. Building Codes processed/opened 6,972 structural/mechanical permits, 28,261 other permits, and issued 18,150 permits. The division also created an online permit fee estimator/calculator for single-family construction.
  - To encourage and support community participation, **Public and Government Affairs, County Counsel** and **Human Resources** provided liability insurance for board members of Community Planning Organizations (CPOs); this coverage protects community volunteers so they may provide open and direct input to Clackamas County government.
  - The **District Attorney's Office** has initiated a new "file-less" program, the purpose is to eliminate the need for paper files in the office, thereby relying exclusively on electronic files and information. This project is in its final stage.
  - **Justice Court** developed technology to streamline operations reducing support staff by 50% from eight when the court opened in 2010 to four staff today who process violation and civil cases
  - **Transportation Maintenance** is beginning increased paving activities with HB 2017 funding and moving forward on work on Damascus Roads.
  - The START Team is a multi-disciplinary collaboration of **jail security, parole and probation, jail classification, county mental health, patrol, jail mental health, and jail medical staff** focused on mental health of those incarcerated. The Team works on treatment plans with an emphasis on early release when possible. The team is a diverse partnership committed to safely reducing the number of people with mental illness in jail.
  - The **Milwaukie Center** remodeled its restrooms, provided over 80,000 meals, held 13 special events for the community, and provided information and assistance to 3,000, free law consultation to 120 , loaned health equipment clients, and free tax aid assistance to 1,000 clients.
- Transportation and Development** Building Codes Plans Examiner Jim Sayers is President of Region 2 of the International Code Council (ICC) which covers Oregon and other northwestern states. Under his leadership, Region 2 (one of 12 nationwide) received the "Spotlight Region of the Year" award from the ICC Awards Committee.

*Continued on page 11...*

## Activity Highlights, continued

- **Resolution Services** staff developed Collaborative Workgroup Training to increase cohesion and improve working relationships among staff at the Department of Health, Housing and Human Services (H3S). 140 H3S managers, supervisors and staff participated in the training resulting in increased willingness to engage in conflict resolution, fewer disciplinary actions, better client interactions, a willingness to embrace change, and development of a more positive workplace culture.
- **Clackamas County** established of a sister county relationship between Guanyun County, Jiangsu Province, PRC and Clackamas County. In addition, Clackamas County co-sponsored the 2018 Oregon China Economic Forum in Oregon City.
- **Disaster Management** launched its new employee disaster reporting program during last October's Great Shakeout event which included distributing an Employee Disaster Reporting Card countywide, a promotional campaign, and an exercise of the system which resulted in 639 employees trying out the system.
- Last year Netflix filmed a new show filmed in Clackamas County with help from **Business and Economic Development**, leading to praise from the production team.
- **Code Enforcement** opened 788 cases reported by the public (45 more than 2016) and closed 667 cases.
- **Technology Services'** Clackamas Broadband eXchange completed a high-speed internet connectivity project with the Lake Oswego School District on time and under budget. The ongoing service is saving the School District over \$25,000 per month.
- **Agriculture and Forest Economic Development** is taking a lead role in identifying Cross Laminated Timber (CLT) supply chain opportunities and carrying out strategic initiatives around supply, building codes, and investment.
- The **Sheriff's** Jail Discharge Team works on planning for inmates who are released to ensure they are connected to services that can help reduce a return to criminal behavior.
- **Transportation and Development** employees Barb Cartmill and Patty McMillan received "Women in Leadership & Management" awards from the North Clackamas Chamber.
- **Behavioral Health** teamed up with a local non-profit to create a new, free service: the Senior Loneliness Line, a 24/7 crisis line that helps older adults in the county who may be isolated or lonely. Calls are confidential and callers receive support and resource referrals.
- The **Housing Authority** was recently awarded 25 new Veterans Affairs Supportive Housing (VASH) vouchers to support homeless veterans and now has or administers 86 of these vouchers. These additional 25 vouchers add \$250,000 to \$350,000 in rent assistance annually.
- **The County and the City of Gladstone** signed a Settlement Agreement which envisions the construction of two new libraries, one in the City of Gladstone, and one located somewhere in unincorporated Clackamas County in the Oak Lodge Library service area. Concurrently, **North Clackamas Parks & Recreation (NCPRD)** acquired the Concord Elementary School from North Clackamas School District. A community-driven process will help evaluate the Concord School for an NCPRD facility and possible Oak Lodge library site.
- In January, Moody's upgraded **Clackamas County's** bond rating to Aaa from Aa1.
- The creation of a Pretrial Services Team is a joint venture between the **Jail, Courts, District Attorney, Defense Bar, and Parole and Probation**. This Team will gather information that judges are required to consider in making pretrial release decisions for assessment of the risks each defendant poses of a) endangering community or individual safety and b) of failing to appear in court as required. These pretrial efforts allow judges to make informed decisions based on individual risks of each defendant and fashion an appropriate response.
- The **Aquatic Center** held swim lessons for 4,700 children and hosted over 250,000 patrons over the year. It also served as the home site for four high school competitive swim teams, one NCPRD recreational swim team, two private swim teams, and two Master's swim teams.
- The June 30, 2017 audit, published by the **Finance Department** included no audit findings—a first for the County!

## **Administrator's Budget Recommendations**

I am recommending a Proposed Budget with departments funded at a stable level of financial resources to maintain current services. In addition, I have maintained contingency and reserve levels at the maximum level allowed, totaling 15% per Board policy.

### **PERS Reserve**

Though the Oregon Legislature crafted a solution for PERS relief in 2013, the Oregon Supreme Court ultimately rejected PERS reform in 2015. As a result, beginning July 2017, PERS costs are rising at a much greater rate than they would have had the reforms been left in place. We are currently estimating that PERS costs (not including the 6% employer pick up) for the 2017-19 biennium will increase by an average of 20% (\$5 million countywide). The County established a special Reserve Fund to offset these future increases which now totals \$2.7 million.

### **Sheriff's Five-Year Forecast and Financial Plan**

We are continuing to work closely with the Sheriff and his staff to continuously develop a five-year forecast and plan for achieving fiscal stability. The Sheriff's budget for FY 2018-19 is balanced but maintaining a balanced budget is an ongoing exercise.

### **Self-Insurance and Benefits Administration**

Clackamas County is self-insured for employee health benefits which requires maintaining a healthy reserve. In FY 2016-17 Human Resources separated the Risk Management and Self Insurance accounting into two separate lines of business which separated their individual funding streams. This highlighted an issue with the Self Insurance line of business. Because, historically, the benefits administration fee did not include any annual adjustment for inflation, other Risk Management funding sources had been subsidizing increases over the years while the fee itself was totally insufficient to cover actual costs. The overall Self Insurance Reserve need is \$2.6 million.

To address these issues, I dedicated the \$2.6 million needed for the Self Insurance Reserve in the General Fund Reserve for FY 2017-18 to smooth the impacts to departments of fee increases by spreading them over two years. We increased the benefits administration fee to \$100 PEPM (per employee per month) in FY 2017-18. For FY 2018-19, an additional adjustment of the fee to \$141 PEPM for regular employees and \$16 PEPM for temporary employees will bring the Self Insurance Reserve \$1 million closer to sustainability with full sustainability projected in FY 2019-20 as the fee continues. After FY 2019-20 when the Reserve is fully funded in Human Resources, the fee should decrease by about \$41 PEPM and going forward include a modest annual adjustment for inflation to maintain the Reserve. We anticipate full separation of the Self Insurance Reserve from the General Fund in FY 2020-21.

### **Cost Allocation**

The County complies with federal Office of Management & Budget guidelines and regulations to cover most internal service (administrative) costs. This allows County departments to recover indirect administrative costs related to federal grant projects. This year, for the second time, County Administration sponsored Cost Allocation workshops to educate departments about the reasons for allocated costs and how they are calculated.

Cost allocations generally increase each year as the costs of doing business increase. Also, added staffing and/or programs can impact cost allocations (usually on a two-year lag). The following table shows general cost allocation changes over three years. The decrease in Risk Management allocations for FY 2018-19 is due to reductions in casualty and workers compensation rates. The decrease in Public & Government

*Continued on page 12...*

## Administrator's Budget Recommendations, *continued*

Affairs allocations is discussed in detail on page 7 . In general, cost allocations as an expenditure make up from 4-7% of a department's overall budget and cost allocations have represented slightly under 3.5% of the total County budget. The overall cost allocation increase for FY 2018-19 totals \$117,434, a change of 0.34% from FY 2017-18.

DEPARTMENT	FY 2016-17 cost allocation	FY 2017-18 cost allocation	FY 2018-19 cost alloca- tion	FY 2017-18 change (\$)	FY 2017-19 change (%)
County Administration	1,865,912	2,037,975	2,007,565	-30,410	-1.49%
Human Resources	2,278,668	2,665,176	2,860,271	195,095	7.32%
Risk Management	7,495,720	5,290,938	4,549,785	-741,153	-14.01%
Public & Government Affairs	1,167,929	1,233,219	508,728	-724,491	-58.75
Records Management	373,803	356,551	445,116	88,565	24.84
Finance	2,168,524	2,855,269	2,910,185	54,916	1.92%
Procurement/Courier/Mail	930,763	1,052,832	1,054,293	1,461	0.14%
Facilities	8,526,521	8,946,957	9,179,314	232,357	2.60%
Technology Services	9,582,224	9,976,803	11,017,897	1,041,094	10.44%
GRAND TOTALS	34,390,064	34,415,720	34,533,154	117,434	0.34%
% of Budget	3.65%	3.46%	3.47%		

### Policy Level Proposals

This year I solicited three Policy Level Proposals which are in alignment with the Board priorities within the Performance Clackamas Strategic Plan. These Proposals total an additional General Fund request for \$3.3 million of which \$1 million is offset by new revenue. The remaining additional request of \$2.3 million exceeds available discretionary revenue by \$1.1 million. My recommendations include allotting the \$1 million package offset by new revenue, devoting \$1.2 million to a Proposal for housing investments, and using other available ongoing funding to begin a set aside for opening 26 currently unused jail beds.

#### **Affordable Housing and Homelessness Prevention Proposal     \$1,200,000 ongoing General Fund**

As housing prices have continued to rise, renters have been hit the hardest. Rents in many places were up over 20% in 2015 from 2011. However, wages have only risen 12% over the same period. The Board of County Commissioners' Performance Clackamas Strategic Plan calls for 2,000 units of housing affordable to a variety of residents to be developed by 2022. Of that goal, the Clackamas Housing Authority proposes to provide 1,000 units of housing affordable to households earning 60% of median income or less. To further this goal, this Proposal will build on the work now underway through our Housing Needs Assessment and the Affordable Housing and Homelessness Task Force. Of the \$1.2 million requested, 70% is estimated to establish an Affordable Housing Development Fund, and 15% each would be directed toward a Housing Services Fund to partner with nonprofits and toward annual planning, analysis, and reporting. Because most of this proposal is directed to purposes that do not include ongoing staffing, there is sufficient flexibility to reallocate funds as necessary to accomplish our goals. I recommend fully funding this Proposal within the Housing Authority budget with the caveat that, should the Metro housing bond pass, we will review this package to determine if all the funds are still necessary and if the investment mix is still valid.

*Continued on page 13...*

## Administrator's Budget Recommendations, *continued*

### **Proposal to Open 26 Unused Existing Jail Beds**

**\$1,116,509 ongoing General Fund**

This proposal seeks funding for 6 Deputies required in order to achieve full utilization of 26 additional, unopened jail beds. Funding will provide security staffing and the materials and services required to open 26 closed jail beds in the Clackamas County Jail. The jail beds proposed for opening include eight medical beds that have never been occupied and will double our available medical beds for inmates with mental health and medical needs. Opening the 26 beds will help to reduce the number of forced releases from the jail. Due to current only modest growth in the discretionary General Fund resources, adding six deputies at a total of \$798,310 to start this proposal is somewhat of a risk. I recommend instead of devoting resources at this point to open beds and increase staffing that we set aside a lesser amount in "seed funding" to be augmented as property tax revenue grows.

Just recently, in light of an influx of \$3 million in funding for transportation maintenance from the Oregon State Highway Fund as a result of HB 2017, the Board began to reconsider an ongoing \$500,000 paving package that had been approved in FY 2016-17. In April 2018, the Board approved an ongoing transfer of \$55,000 of this funding to support the Mt. Hood Express transit bus. I am recommending that we set aside in the FY 2018-19 budget and going forward the remainder of this funding, \$445,000, as "seed funding" for this Proposal to open the remaining jail beds.

### **Marijuana Tax Revenue Distribution Proposal**

**\$1,000,000 ongoing General Fund**

The County General Fund is estimated to receive \$1-1.2 million ongoing in revenue from the marijuana tax. This is a joint proposal from Health, Housing & Human Services, Transportation & Development, the Sheriff's Office, and the District Attorney's Office who are developing a distribution formula that will provide funding for code enforcement, prevention education, community partnerships for education, and law enforcement and interdiction. This proposal is revenue neutral and does not require additional General Fund resources beyond the tax revenue. I recommend this Proposal for approval.

In closing, I am proud to present to the Budget Committee a balanced and prudent budget. I want to express my pride and appreciation to all County departments who worked creatively to manage within the maintenance level budgets they were assigned to continue to provide such a wide array of excellent and needed services to both our community and to other departments as internal support.

Producing the annual budget is a large and collective task. I extend my sincere thanks to all the individual departments, budget preparers, and the many staff who undertake various production tasks. Especially noteworthy is the effort the following individuals in Finance and County Administration devote to ensuring an understandable and reliable process— Finance Director Marc Gonzales; Deputy Finance Director Christa Wolfe; Budget Manager Diane Padilla; Budget Coordinators Roxann Fisher and Jian Zhang; and Deputy County Administrator Laurel Butman. Thanks also to the Budget Committee for its continued review of the budget from development through approval every year.

Sincerely,



Don Krupp, County Administrator

# Budget and Debt Policies

In 1993, the Board of County Commissioners adopted a resolution encompassing the following budget policies governing Clackamas County operations. Minor updates were incorporated by the Commissioners in 2004. These policies were formulated by the County Administrator and his staff and forwarded to the Board for their approval.

### **Statement of Philosophy**

The budget is an annual financial and operational plan. It is a clear statement of County priorities as established by the Board of County Commissioners. Any alteration of the approved plan requires prior approval of the BCC.

The County will adopt a balanced budget for each fund meaning that budgeted expenditures plus contingencies and reserves, if required, will be met by an equal amount of budgeted resources.

The annual budget process shall address County priorities and packages of options and recommendations for BCC decisions.

The budget is a measure of the performance of departments. Department heads will be held accountable for performance within the context of their budget.

### **Fees and Charges**

Each department will recommend to the County Administrator a list of existing services and/or materials that are available to the public through Clackamas County government which the department head believes worthy of a service fee or charge.

The County Administrator/Budget Officer, in cooperation with the department, will determine concurrence or modifications to the list. Upon concurrence, the department will prepare the revenue projections and appropriate documents with the submission of the annual budget.

It shall be the policy of the County to establish fees that are in compliance with state statutes and County ordinances. When fees are established, the fee will be set to recover total cost associated with the service provided. A level of charges below total cost may be approved by the Board of County Commissioners, if considered in the best interest of Clackamas County.

*Implementation:* User fees are reviewed each year and updated as required by ordinance and approved by the County Commissioners.

Effective May 1, 1993, a Transportation System Development charge began being assessed against building permits that generate additional traffic flow. These moneys are dedicated to road system projects that result in capacity improvements. All projects must be identified in an adopted long-range Capital Improvement Program.

### **Capital Improvement Plan**

Clackamas County will prepare a prioritized five-year Capital Improvement Plan addressing large-scale investments in facilities, equipment and transportation. The Capital Improvement Plan will provide estimates of costs, identify sources of funding and financing alternatives and describe sites of construction projects and any other significant additional project characteristics. Capital improvements identified in the plan will have a minimum estimated cost of \$50,000.

The plan will be updated annually and all changes will be reviewed for approval by the Board of County Commissioners.

*Implementation:* The Board of County Commissioners approves both a five-year and a twenty-year Capital Improvement Plan. Copies of these documents are available upon request.

## **Capital Expenditures**

Capital Outlay budgets will include all anticipated expenditures for individual items with a cost greater than \$5,000 and a useful life expectation of one year or more. Purchases that do not fit this description are not considered Capital Outlay items.

Each year's budget for capital expenditures will be in conformance with the Capital Improvement Plan and in compliance with requirements of Oregon Revised Statutes.

Only capital projects and acquisitions conforming to this policy will be undertaken by the County.

*Implementation:* All budgets are prepared using the threshold stated above for Capital Outlay requests. Each Capital Outlay request must be accompanied by detailed justification in the materials submitted to the Budget office.

## **Budget Amendments**

Clackamas County departments shall plan annual budgets for each fiscal year which accurately reflect the service priorities and needs of the citizens as directed by the Board of County Commissioners.

When revenues are not received as planned, the corresponding expenditures shall not be made. It is the responsibility of the department head/elected official to ensure that the necessary reduction in expenditures occurs.

When new sources of grant revenue become available, departments shall request a budget change, but must spend the additional revenues only for the programs or activities specified in the grant.

Changes among line items within a major category are generally within the discretion of the department head, with review by the Budget Officer, provided such changes do not affect service priorities. However, transfers between major categories are discouraged and require approval of the Board of County Commissioners prior to expenditure of funds, consistent with ORS 294.463.

*Implementation:* All budget requests include goals and objectives designed to reflect service priorities as a basis for approval of requested funding. After adoption, budgets are monitored throughout the fiscal year and adjusted as necessary as outlined above.

## **Inflation Guidelines**

In preparing budgets for each fiscal year, Clackamas County departments will use estimates of inflation factors to calculate increases in operational costs. The Budget office will generate the recommended inflation guidelines for BCC consideration. Recommended guidelines will be derived from quantifiable information available from economic research sources.

The BCC-approved inflation guidelines are to be published in the budget preparation manual. This policy applies to all departments contained within the Clackamas County annual budget.

*Implementation:* The policy is under review as the availability of guideline indicators does not coincide with the timelines necessary to complete the budget process.

## **Revenue Policy**

Clackamas County's policy is to maintain to the greatest extent possible a diversified base of revenue sources, limiting reliance on any single source.

The County will aggressively pursue collection of delinquent accounts through its Finance and Counsel offices.

Internal Service Funds and Enterprise Funds will establish charges fully supporting total direct and indirect costs of providing services.

Applications for new grant sources will conform to grants policy, and require BCC approval prior to making application.

When revenue estimates change, affecting service priorities, departments will amend their budgets to reflect changed expectations.

*Implementation:* A process to track delinquent Local Improvement District assessments more closely has been undertaken in the Finance office. The Cost Allocation Plan implemented in fiscal 1991 was established in part to eliminate General Fund subsidy of Internal Service operations and continues currently to identify true cost of doing business in all County departments. All departments are required to submit grant proposals to the Board of Commissioners prior to application to granting agencies.

### **Budgeting Fund Balance**

Fund Balance consists of the cumulative excess of revenues over expenditures since the beginning of a fund. The best possible estimates of available Fund Balances will be used when proposing and adopting annual budgets, allowing the most realistic estimate of resources to be used when establishing service priorities for the ensuing fiscal year.

### **Budgeting Contingency Amounts**

In any year, circumstances may arise which could not have been reasonably anticipated and which may require a change in the annually adopted plan. Each fund may differ both in need for and ability to budget for a Contingency account. Therefore,

1. there will be one Contingency account established in each fund, and
2. the amount of the Contingency account will be a predetermined amount or percentage of the total resources budgeted in the fund. The amount or percentage to be used in each fund will be set by the Budget Officer to assist in preparing requested budgets, and will be based on the following criteria:
  - a. the total resources typically available to the fund compared to the resources needed to fund annual service priorities,
  - b. expenditure history in the fund, and
  - c. circumstances outside the control of the County.

### **Use of Contingency**

No expenditures may be made from Contingency accounts. A transfer to an expenditure account must first be approved by the Board of County Commissioners. Requests for transfers must address the following:

1. the need for expenditures additional to the service plan and priorities adopted in the original budget,
2. conditions that could not have been anticipated prior to the adoption of the budget, and
3. alternatives considered to the use of Contingency accounts.

Managers will manage funds with the objective of the ending Fund Balance exceeding the original Contingency appropriation for the fiscal year.

*Implementation:* Departments are now required to provide additional justification of Contingency transfer requests as outlined above.

## Policy on Reserves for Future Expenditures and Contingency

---

**I. Budgeted Reserves** as defined in this policy will be the sum of two types of budgeted accounts:

1. **Contingency** – a non-spendable account which under Local Budget Law may be accessed during the fiscal year to transfer appropriations to a spendable category account, when the need for such appropriations is approved by the Board of County Commissioners;
2. **Reserve for Future Expenditure** – an un-appropriated non-spendable account from which under Oregon Local Budget Law no appropriation can be transferred. The amount budgeted at adoption of the annual budget will be maintained for the fiscal year period.

**Reserve for Future Expenditure** exist for a twelve month fiscal year period and then are subject to re-consideration during the annual budget process by the Budget Committee and Board of Commissioners. If sufficient resources exist for funding the reserve in the succeeding fiscal year, amounts may be re-allocated through the budget process to a spendable category account in whole or in part.

**Budgeted Reserves** in a fund may include amounts for Contingency, Reserve for Future Expenditure, or both.

### II. Budgeted Reserves Policy for the County General Fund:

Clackamas County will maintain adequate budgeted reserves in the General Fund in order to

- provide for future resource needs,
- protect program budgets from periodic transient resource level variations, and
- maintain cash flow levels in amounts sufficient to bridge months in each year during which inflows of revenues are slower.

The amount to be budgeted in the account titled “**Contingency**” should be targeted each year to measure 5% of the overall County General Fund budget.

The amount to be identified in an account titled “**Reserve for Future Expenditure**” in the General Fund should be targeted each year to measure 10% of the overall County General Fund budget, less resources in the General Fund that are dedicated to particular identified uses by law or source. *[example: Secure Rural Schools and Community Self-Determination Act dollars dedicated to specific purposes]*

In no year will the General Fund **Budgeted Reserves** exceed 15% of the total General Fund budget.

### III. Other Funds Budgeted Reserves Policy:

Funds other than the General Fund may budget **Reserve for Future Expenditure** accounts when the reserves are composed of dollars dedicated to particular identified uses, either

- by law,
- by source, or
- by commitment of the Board of County Commissioners.

These other funds may also budget **Contingency** accounts, composed of amounts which may be re-appropriated to other spendable accounts during the budget year by approval of the Board of County Commissioners. Per Local Budget Law, Contingency and Reserve accounts should not be budgeted in Debt Service Funds.

On November 7, 1996, the Board of County Commissioners adopted a resolution implementing the following debt issuance and management policies for Clackamas County. These policies were written by the County Finance Director, County Counsel and County Treasurer and established roles for each of these officials in the process of issuing debt and in its subsequent repayment, management and reporting.

This policy guides the County in decisions regarding when to issue debt financing, the structure, size and type of debt issues, and the responsibilities of various parties.

**Reason for Issuing Debt**

The County will issue debt to finance capital construction, capital acquisitions or cash flow as recommended by the Finance Director and authorized by the Board of County Commissioners.

**Types and Amounts of County Indebtedness**

Clackamas County will issue debt as needed and authorized by the Board of Commissioners in a form related to the type of improvement to be financed.

1. General Obligation Bonds will be issued to finance improvements that benefit the community as a whole. In accordance with Oregon State Law, permission to issue general obligation debt must be authorized by the electorate of the County. In accordance with ORS 287A.100, total general obligation indebtedness will not exceed 2 percent of the real market value of all taxable property in the County. General Obligation debt will not be issued for enterprise activity.
2. Limited Tax General Obligation Bonds will be issued to finance Local Improvement District projects, in accordance with the Clackamas County Local Improvement District Ordinance.
3. Revenue Bonds may be issued to finance facilities which will benefit a specifically identifiable user base. These facilities are anticipated to provide a stream of revenue to assist in the service of the debt undertaken to finance their construction. Other specific revenues will be pledged to debt service as required.
4. The County will undertake to issue Certificates of Participation, Limited Tax Revenue Bonds, or utilize Capital Leases where appropriate and approved by the Board of Commissioners.
5. Clackamas County will issue short term notes (BANs, TANs, bank lines of credit) when necessary and approved by the Board of Commissioners. TAN's will be retired within twelve months of issue.

The instruments chosen for financing will match the types and useful lives of the assets to be acquired. Financing methods chosen will be issued in compliance with all state, federal and local laws and regulations.

The County will issue debt in amounts authorized by law, sufficient to provide financing for the project or projects, as well as any required reserves and the costs of issuance. Decisions as to whether to capitalize interest will be made on a case by case basis by the Board of Commissioners, based upon the recommendations of the County Treasurer and the Finance Director. Decisions regarding the structure of the issue as to maturities, debt service and redemption provisions will be delegated to the Finance Director by the Board of County Commissioners.

**Selection of Professional Assistance for Debt Issuance**

The Board of County Commissioners will approve the selection of professional assistance in the issuance of County debt. Compensation to all professional advisors will be negotiated by the County's representatives. Each County official named below will make his/her recommendations to the Board of Commissioners after seeking input from the other officials participating in the debt issuance and management process. Each County official named below will have the opportunity to participate in meetings and review.

1. The Finance Director, County Counsel and County Treasurer will recommend the selection of bond counsel, based on the type of debt to be issued, and the firm's expertise in that type of financing instrument. Recommendation will

be made from a current list of all competent professional legal firms offering bond counsel services in the area, updated yearly.

2. The Finance Director will recommend the selection of a Financial Advisor, based on the type of debt to be issued, and the firm's expertise in that type of financing instrument. Recommendation will be made from a current list of all competent professional firms offering financial advisory services in the area, updated yearly.
3. The Finance Director will recommend the selection of the professional independent advisor in the event that the issue is offered on a negotiated sale basis. Recommendation will be made from a current list of all competent professional firms offering financial advisory services in the area, updated yearly.
4. The Finance Director will recommend the selection of the Underwriter in the event that the issue is offered on a negotiated sale basis. Recommendation will be made from a current list of all competent professional firms offering underwriting services in the area, updated yearly.
5. The County Treasurer will recommend the use and selection of a Paying Agent/Registrar if deemed necessary. Recommendation will be made from a current list of all competent professional firms offering such services in the area, updated yearly.
6. The County Treasurer will recommend the selection of a Trustee, when necessary, to be selected from a list of firms offering such services in the area, updated yearly.
7. The County Treasurer will recommend the selection of a Securities Depository for the debt issued.

#### **Method of Sale**

Clackamas County will offer the debt to be issued on terms consistent with market conditions, the project being financed, current County debt rating, issue size and complexity, and any other relevant considerations. The Board of County Commissioners will approve the method of sale based on the consensus recommendation of the Financial Advisor, the Finance Director and the County Treasurer. The debt issue may either be offered as a competitive sale or as a negotiated sale. The County will not offer private placement debt issues, except with commercial banks or similar institutions.

#### **Bond Rating and Interest Costs**

The County will maintain a bond rating for its general obligation bonds of A or higher with one of the recognized rating agencies, and will request a rating in advance of any general obligation issue over three million dollars (\$3,000,000) when such action will enhance the salability and lower the interest costs of that debt issue.

Credit enhancements such as bond insurance, reserves for debt service, coverage tests and limitations on additional debt will be considered, and recommendation made by the Finance Director for each issue.

The County will maintain its creditworthiness through sound financial, management, and accounting practices. Additionally, as evidence of these practices, the County will each year strive to maintain its GFOA certification of award for Excellence in Financial Reporting and Excellence in Budgeting.

#### **Refunding and Call Provisions**

The County will consider refunding bonds when it is possible to reduce interest costs significantly, when it is desirable to restructure the debt service schedule, or to eliminate unnecessary or excessively restrictive covenants on existing debt. Recommendation to refund bonds will be made by the Finance Director in consultation with the County Treasurer only when a) the present value of interest savings exceeds the present value of the costs to refund the issue, and b) the minimum present value of the savings equals or exceeds 3% of the outstanding balance of the debt considered for refunding, or as allowed by state regulation.

**Arbitrage Compliance**

The County will comply with any and all federal and state laws and regulations regarding arbitrage earnings and the reporting of arbitrage earnings. The County Treasurer will make all necessary reports to the federal government. The County Treasurer will make a selection recommendation to the Board of Commissioners regarding any professional advisory services required for arbitrage calculation and reporting. The County Treasurer will make reports annually to the Board of Commissioners regarding the County's arbitrage position.

**Other Reporting and Disclosures**

The County will comply with all disclosure requirements for its debt issues (e.g. Securities and Exchange Commission Rule 15(c) 2-12, and any other disclosure requirements). The County Treasurer, Finance Director and County Counsel will cooperate to assure that the format and schedule of disclosures and reporting are met as specified by the regulatory body requiring disclosure.

Note: This policy is currently being reviewed.

# Performance Clackamas: Annual Report February 2017

**Performance Clackamas**

**Delivering Results for Our Community.**

**Performance Clackamas** is a strategic planning process that ensures the County generates measureable results for its customers. We have five priority areas:

- Honor, Utilize, Promote and Invest in our Natural Resources**  
Honoring our treasured resources by securing them for generations to come.
- Grow a Vibrant Economy**  
Growing prosperity through supporting job growth, affordable housing, business investment and employment lands.
- Ensure Safe, Healthy and Secure Communities**  
Ensuring community well-being by providing medical care, addressing homelessness and preventing crime.
- Build a Strong Infrastructure**  
Building roads and facilities that enhance commercial enterprise and deliver services to all customers.
- Build Public Trust Through Good Government**  
Building public trust through accountability and transparency by detailing our goals and results.

For more information, visit [PerformanceClackamas.us](http://PerformanceClackamas.us)

This report is our third annual update on progress toward each of the County's 28 goals in Performance Clackamas. The Board of Commissioners will be revising these goals in the Spring of 2017.

# What is Performance Clackamas?

Performance Clackamas is a results-based strategic plan that ensures county departments meet high performance standards for serving customers. The plan has five areas of focus that were selected by Clackamas County Commissioners in 2014 after extensive public input. These include:

- **Grow a Vibrant Economy**
- **Build a Strong Infrastructure**
- **Ensure Safe, Healthy and Secure Communities**
- **Honor, Utilize, Promote and Invest in our Natural Resources**
- **Build Public Trust Through Good Government**

Performance Clackamas demonstrates Clackamas County's commitment to focus on customers in everything it does, and to be able and willing to keep taxpayers informed about what they and their community receive for their money.

In the pages that follow, please find the status of departments in developing specific strategic plans, as well as updates on each of the 28 goals housed under a priority listed above.



# Updates by Department

As of January 2017, fifteen County departments have developed strategic business plans around collaboratively established goals. All Commission-directed departments will have plans in place by early 2017, and the County budget will be tied to the establishment of these goals by 2018.

## Approved Plans

- Finance
- Business & Community Services
- Public & Government Affairs
- Technology Services
- Transportation & Development
- Water Environment Services
- County Counsel
- Assessment & Taxation
- Office of the County Administrator
- Resolution Services
- Disaster Management

## In Process

- C-COM (Communications/9-1-1)
- Community Corrections
- County Clerk
- Community Corrections
- Employee Services
- Health, Housing and Human Services (H3S)
- Juvenile

*Departments managed and directed by independently-elected officials will decide whether and when to implement Performance Clackamas based on the needs of the public and their departmental priorities.*

Completed plans are available online at <http://www.clackamas.us/performance/>. Enhanced tracking measures, including a dynamic dashboard for tracking departmental progress, will be available to the public in the coming months.

# Strategic Priority: Grow a Vibrant Economy

The future prosperity of Clackamas County residents will be built on good-paying jobs, affordable housing, capital investments, and employment land availability.

***Six related objectives***, as shown on the following pages, are tied to job creation, wage levels, home ownership, capital asset investment, and employment land.



## AREA OF STRATEGIC FOCUS

# Grow a Vibrant Economy

**Goal:** By 2019, 10,000 family wage jobs will be created in Clackamas County.

### Why this is important:

An abundance of family-wage jobs supports healthy, thriving families and communities, and results in revenue for government agencies to provide needed programs and services to support those families and communities.

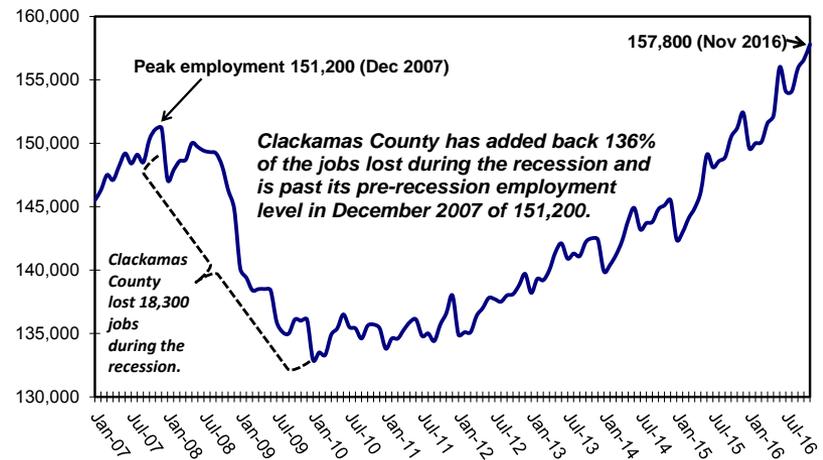
### How much does the County influence this?

Moderately. The County can focus policy efforts on encouraging and enabling higher wage traded-services and traded-good job growth. To achieve the next goal of increasing the average wage in the County to at or above the U.S. average (see next page), new job wages must be significantly higher than the current average.

### Where are we now:

Clackamas County has added back 136 percent of the jobs lost during the recession. Analysis is underway to determine type of jobs and wage level to help determine whether they are “family wage” jobs.

Monthly Nonfarm Covered Employment: Clackamas County  
January 2007 to November 2016 (by place of business)



Source: OED, Current Employment Statistics

## AREA OF STRATEGIC FOCUS

# Grow a Vibrant Economy

**Goal:** By 2019, wages earned in Clackamas County will be at or above the national average.

### Why this is important:

Median household income and per capita income are two important measures of economic prosperity.

### How much does the county influence this?

Moderately, by focusing efforts on enabling higher wage traded-sector job growth both in traded-services and traded-goods.

#### Average Annual Wage: 2010-2016

U.S. MSA's, Portland MSA and Clackamas County  
(Current Dollars)

Year	U.S. MSA's	Portland MSA	Clackamas County
2010	\$48,353	\$42,474	\$42,152
2011	\$49,644	\$42,955	\$43,357
2012	\$50,878	\$43,409	\$44,339
2013	\$51,158	\$43,327	\$45,279
2014	\$52,741	\$44,350	\$46,414
2015	\$52,876	\$46,897	\$48,853
2016*	\$52,702	\$49,177	\$48,164

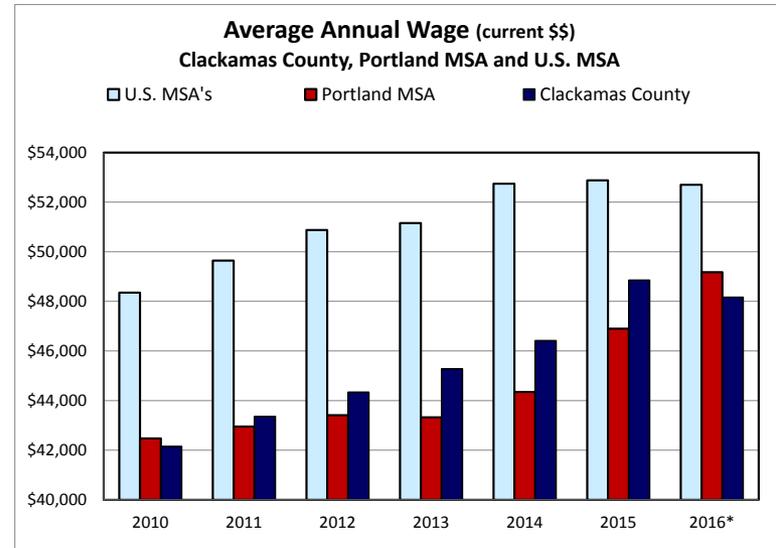
\*2016 data for U.S. MSA's is 11 month average.

\*2016 data for Portland MSA is 11 month average.

\*2016 data for Clackamas County includes 2016 q1-q2 average.

### Where are we now:

The graph below shows Clackamas County average annual wages went down slightly in 2016. The analysis of jobs recovered since the recession will provide insight into this decline.



Source: Oregon Employment Department, QCEW;

BLS, QCEW-Geographic Cross-Sections, All MSA's, One Industry

[http://www.bls.gov/cew/apps/data\\_views/data\\_views.htm#tab=Tables](http://www.bls.gov/cew/apps/data_views/data_views.htm#tab=Tables)

<http://data.bls.gov/cgi-bin/dsrv?sm>



# Grow a Vibrant Economy

**Goal:** By 2019, the home ownership rate in Clackamas County will be 72% or greater.

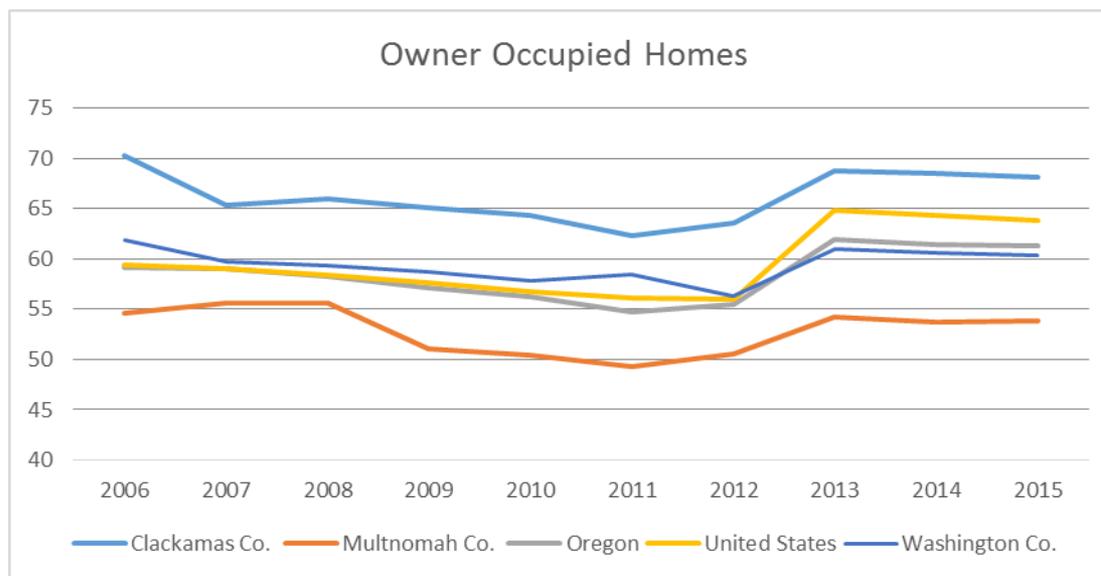
### Why this is important:

Home ownership is a key part of the American Dream. Home ownership impacts net worth, educational achievement, civic participation, health, and overall quality of life. Clackamas County would like to see home ownership return to its pre-recession levels.

### How much does the County influence this?

Minimal. The County can play a role in providing land for housing, in redevelopment and allowing infill. However the principal responsibility for land supply lies with Metro and the Cities.

### Where are we now:



Clackamas County’s home ownership rate is 68.7%, above national and regional averages, but below our goal.

Source: American Community Survey

## AREA OF STRATEGIC FOCUS

# Grow a Vibrant Economy

***Goal: By 2019, \$500 million in new capital asset investment will be realized within Clackamas County.***

### **Why this is important:**

The increase in private capital investment measures the faith that investors and business people have in the future of the County, and is economic success by definition.

### **How much does the County influence this?**

Moderately. By providing high quality customer service, and working with partners to create well-planned, well-served areas, the County can facilitate private investment.

### **Where are we now:**

***Our rate of capital investment exceeded this goal within the first year. This goal will be updated when the County next revisits Performance Clackamas.***

# Grow a Vibrant Economy

**Goal:** By 2020, Clackamas County will have and maintain a 20-year supply of serviceable non-retail employment land in the urban growth boundary.

### Why this is important:

To encourage current and prospective employers to expand and/or locate in Clackamas County, they need to have viable options for land upon which to develop and grow. In 2015, the County determined that we need between 329 and 1100 additional acres to meet this need. Some or all of that need may be met through redevelopment and better use of existing land.

### How much does the County influence this?

Moderate.

### Potential areas to meet 20 year land need:

Existing Urban Reserves		Inside the UGB	
<u>Borland Road</u>	260 ac.	<u>Former City of Damascus</u>	400 ac.
<u>Oregon City</u>	70 ac.	<u>North Milwaukie</u>	300 ac.
<u>NW Wilsonville</u>	125 ac.		
<b>TOTALS BY CATEGORY</b>	<b>455 ac.</b>		<b>700 ac.</b>

There is available land within our current UGB and Urban Reserves to meet this 20-year need.



## AREA OF STRATEGIC FOCUS

# Grow a Vibrant Economy

**Goal:** By 2019, Clackamas County will have and maintain a supply of employment land, including large lot industrial, sufficient to provide 500 jobs within a nine-month window.

### Why this is important:

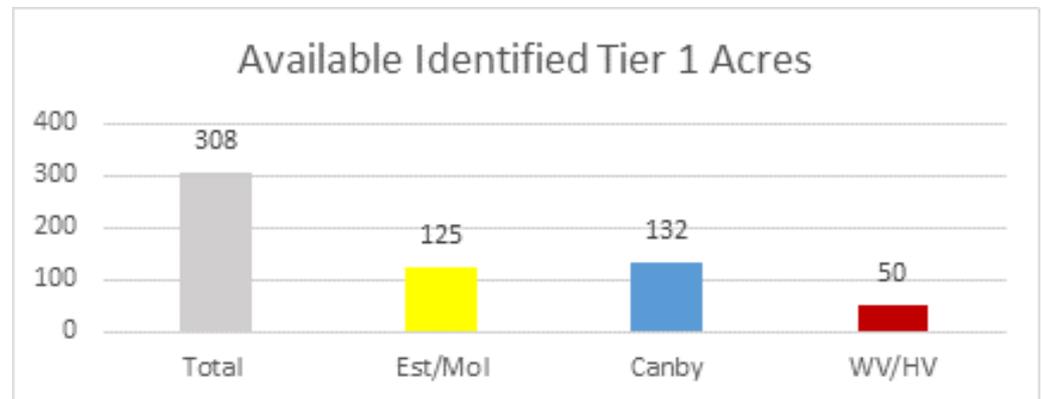
Businesses make expansion and relocation plans in rapid fashion once that business decision has been made. Without a ready supply of developable employment land in inventory, market opportunities will be lost as businesses will locate or expand where supply is available. The nine-month window describes a reasonable time to consider land as ready for development.

### How much does the county influence this?

Moderately. Clackamas County has jurisdictional oversight over unincorporated employment land and builds collaborative partnerships with cities in the county. However, supply is also dependent on property owners willing to transact.

### Where are we now:

Using a minimum target goal of 12 jobs per acre Clackamas County would need approximately 40 acres of shovel ready land to meet this goal. The county currently has a little over 300 acres of identified shovel-ready industrial land, with 50 acres within the Metro Urban Growth Boundary

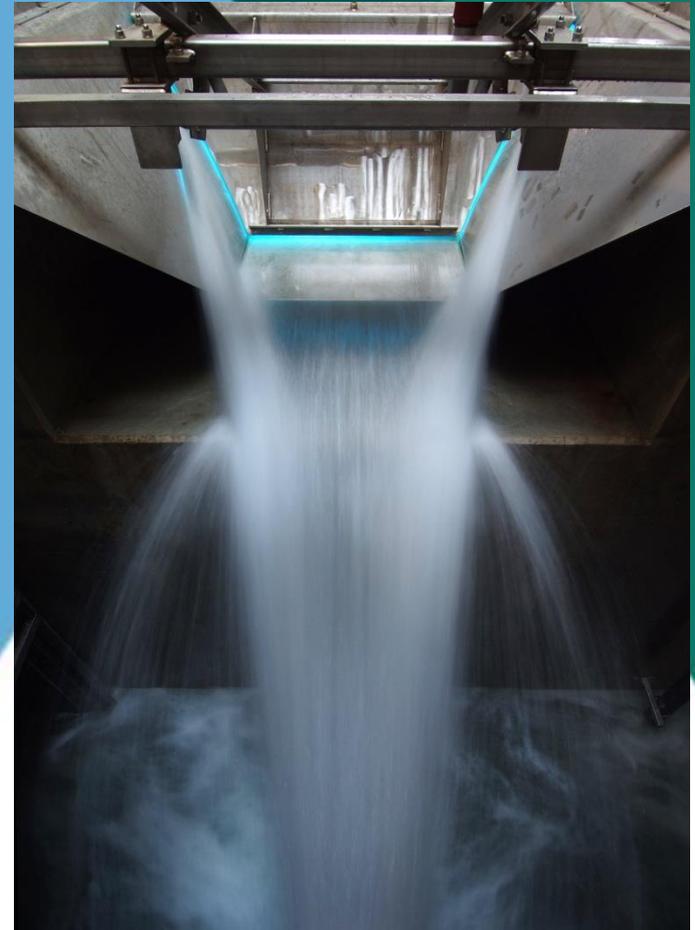


Source: Business and Community Services

# Strategic Priority: Build a Strong Infrastructure

Long-term investments in roads, bridges and sewer facilities will grow jobs, and ease commute times. Updating County facilities will ensure services while containing costs.

***Five related objectives***, as shown on the following pages, are tied to road maintenance, highway expansion, sewer improvements and County facility funding.



## AREA OF STRATEGIC FOCUS

# Build a Strong Infrastructure

***Goal: By 2019, 120 additional miles of County roads will be improved to 'good to excellent' status, a nine percent increase from 2014.***

### Why this is important:

Well-maintained roads support public safety, economic growth and healthy communities, and save money in the long-run for drivers, taxpayers and government agencies.

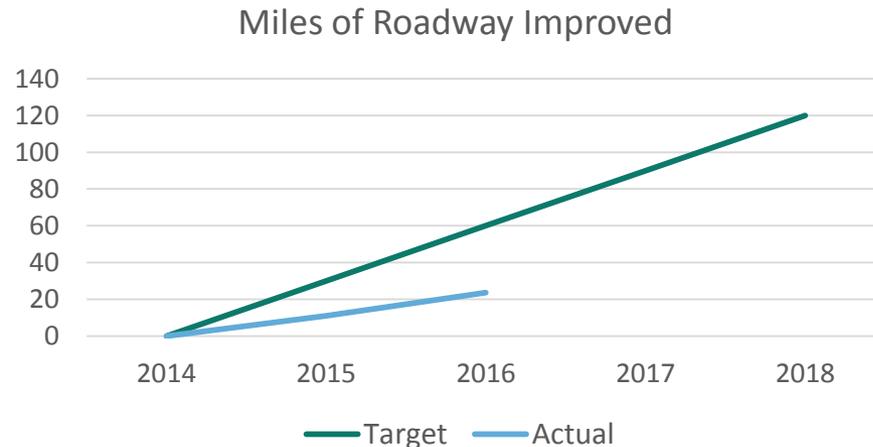
### How much does the County influence this?

Moderately, but it varies. Funds to maintain county roadways are only available through action of national, state and regional legislative bodies and/or support of local taxpayers (e.g., the recent road funding ballot measure). With sufficient funds, the county has primary influence over maintenance of the roads it owns.

### Where are we now:

***In 2016, 12.5 miles were paved and improved from fair or poor condition to either good or excellent.***

***The county has converted to a new pavement management system and is preparing to have the current condition of the road network assessed. This will calculate pavement conditions based on a Pavement Condition Index (PCI) and provide more precise forecasting tools in the future.***



## AREA OF STRATEGIC FOCUS

# Build a Strong Infrastructure

***Goal: By 2019, I-205 expansion and Phase II Sunrise will be scheduled for state and regional funding within the next five years.***

### **Why this is important:**

These two projects ensure access to markets, ports and airports outside Clackamas County and are essential to the success of our businesses.

### **How much does the County influence this?**

Minimally. Both projects are state projects requiring federal funds and the support of the state and the region in order to be implemented.

### **Where are we now:**

***The county is working with its partners and legislators to gather support for these important projects. Updates:***

### **Both I-205 and Sunrise Phase II are:**

- Included in the county's Transportation System Plan (TSP)
- Included in the Regional Transportation Plan (RTP)
- On the county's State and Federal legislative agendas

### **In addition:**

- I-205 Expansion:
  - Federally designated by Congress as a High Priority Corridor in Dec. 2015
  - ODOT unsuccessfully applied for a federal FASTLANE grant in 2016 to widen the Abernethy Bridge and applied again in Jan. 2017.
  - I-205 expansion was listed on the Governor's short list of state infrastructure priorities to President Trump
- Sunrise Phase II:
  - Work on Sunrise Phase 1 began in 2013 and was completed in 2016
  - County completed the Tolbert Bridge in Nov. 2016
  - ODOT will be exploring alternatives for what remaining project elements Phase II might include

## AREA OF STRATEGIC FOCUS

# Build a Strong Infrastructure

***Goal: By 2019, I-5 access to Canby will be placed in the State Transportation Improvement Program (STIP).***

### **Why this is important:**

Easy access to Interstate 5 is essential to the economic growth of many businesses in Canby and other areas of southwest Clackamas County, and the development of several shovel-ready industrial sites. Placing the project in the STIP will facilitate this critical connection.

### **How much does the County influence this?**

Moderately. While this project is located in Clackamas County, it requires the support of the state and region in order to be implemented.

### **Where are we now:**

***The county is working with its partners and the state to gather support for providing increased access to I-5 from Canby. Updates:***

- In January 2016, the Oregon Land Conservation and Development Commission (LCDC) approved a technical amendment to administrative rules to allow an exception for an adjusted alignment of the Arndt Road connector.
- Clackamas County met with area partners – including the city of Canby, 1000 Friends of Oregon, and the Oregon Farm Bureau – to get their support for the technical amendment.
- The County's Transportation System Plan includes a need for a *Greater Arndt Rd/I-5/Canby Access Feasibility Study*.
- The project was added to the county's 2017 State Legislative Agenda.
- City of Canby and county staff are working together to consider alignment options and other roadway improvements associated with the project.

## AREA OF STRATEGIC FOCUS

# Build a Strong Infrastructure

***Goal: By June of 2016, Clackamas County will have a plan in place that will achieve sewer improvements and funding to support the expected 20-year growth horizon.***

### **Why this is important:**

Reliable, efficient sewer service is crucial to support economic and residential growth as well as healthy communities. Treatment capacity needs to be available in order to accommodate long-term growth in our region.

### **How much does the county influence this?**

Significantly. Water Environment Services (WES) develops the plan and associated rate structure, which is ultimately approved by the Board of County Commissioners.

### **Where are we now:**

A five year CIP was developed for 2016-2021 and development of a 2017-2022 plan is underway. Formation of the WES 190 entity now provides certainty for long-term capital investments. The Hoodland Master Plan is complete and a comprehensive Collection System Master Plan will be completed in 2017. The Willamette Master Plan is scheduled to be started in 2017 which will identify required investment for our treatment facilities on the Willamette River. Collectively, these documents will constitute a plan and investment strategy for providing sewage conveyance and treatment for the service area for the 20-year growth horizon.

## AREA OF STRATEGIC FOCUS

# Build a Strong Infrastructure

**Goal:** By 2016, the Master Plan for County facilities will be updated, including an assessment of the condition of County buildings and a funding plan.

### Why this is important:

Well-built and well-maintained facilities are a sign of good stewardship of public resources, and provide a solid base from which to meet the needs of our customers and citizens.

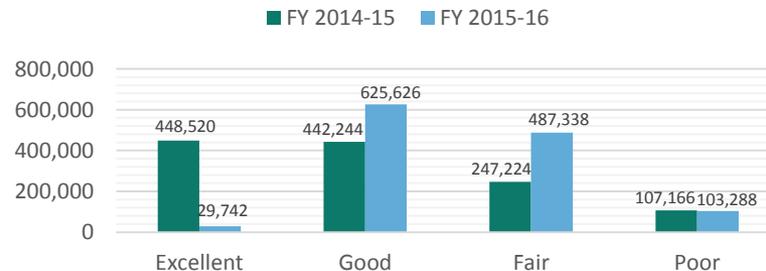
### How much does the County influence this?

Significantly. We are in control of facilities planning, maintenance, and funding plans, though receiving the funding and implementing the plan will require cooperation and support from various partners.

### Where are we now:

**A work group is still developing a long-term maintenance plan for County buildings and pursuing the procurement of an asset management software solution. Funding for a facilities maintenance reserve fund was included in the FY 2015-16 budget along with initial resources for asset management software. A Request for Information for enterprise software, which will include an asset management module, is near release. This will delay the software purchase, possibly into FY 2016-17.**

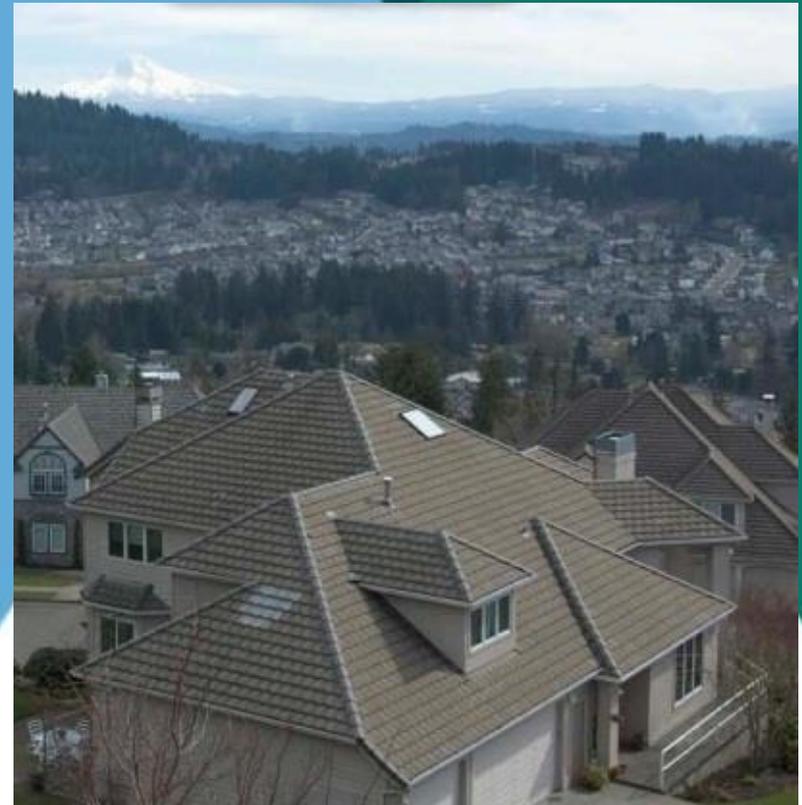
Facilities Maintenance Level Square Footage



# Strategic Priority: Ensure Safe, Healthy and Secure Communities

Focusing on the well-being of our families and communities reflects the best of our character.

*Ten related objectives*, as shown on the following pages, are tied to health care access and measures, foster care placement, domestic violence rates, homeless veteran levels, violent and property crime rates, recidivism rates, and flood safety.



## AREA OF STRATEGIC FOCUS

# Ensure Safe, Healthy and Secure Communities

***Goal:*** By 2019, the violent crime rate will be less than 95 per 100,000 persons per year.

### Why this is important:

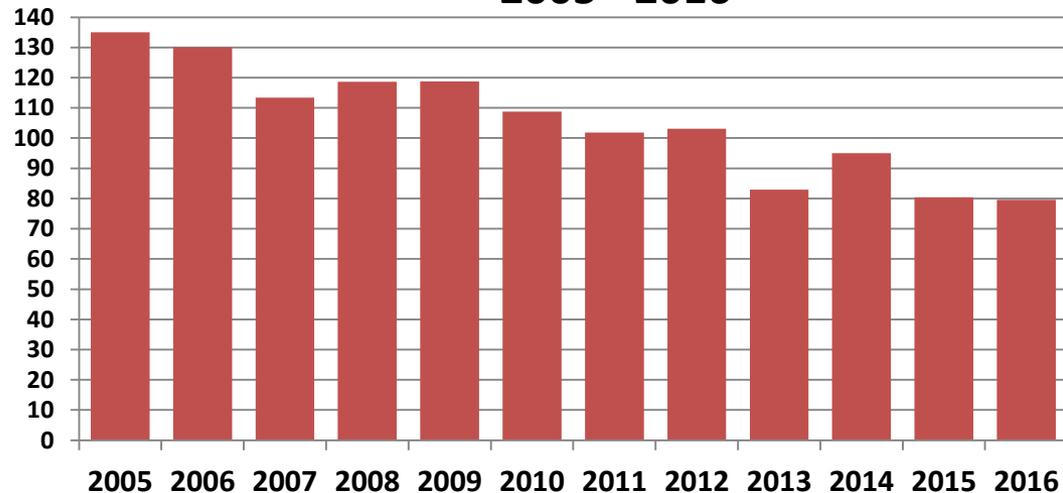
One of the most fundamental needs of an individual and society is to feel safe in their community. A safe community attracts families, businesses and fosters job growth.

### How much does the county influence this?

While the crime rate is affected by a number of factors, one of the most significant is a strong law enforcement presence. The county provides the financial resources for the Sheriff to handle all aspects of law enforcement to the unincorporated areas of Clackamas County.

### Where we are now:

**Violent Crime Rate per 100K Population  
2005 - 2016**



Source: Clackamas County Sheriff. This list includes only crimes reported under the Uniform Crime Reporting System.

## AREA OF STRATEGIC FOCUS

# Ensure Safe, Healthy and Secure Communities

***Goal: By 2018, the property crime rate will be less than 2,400 per 100,000 persons.***

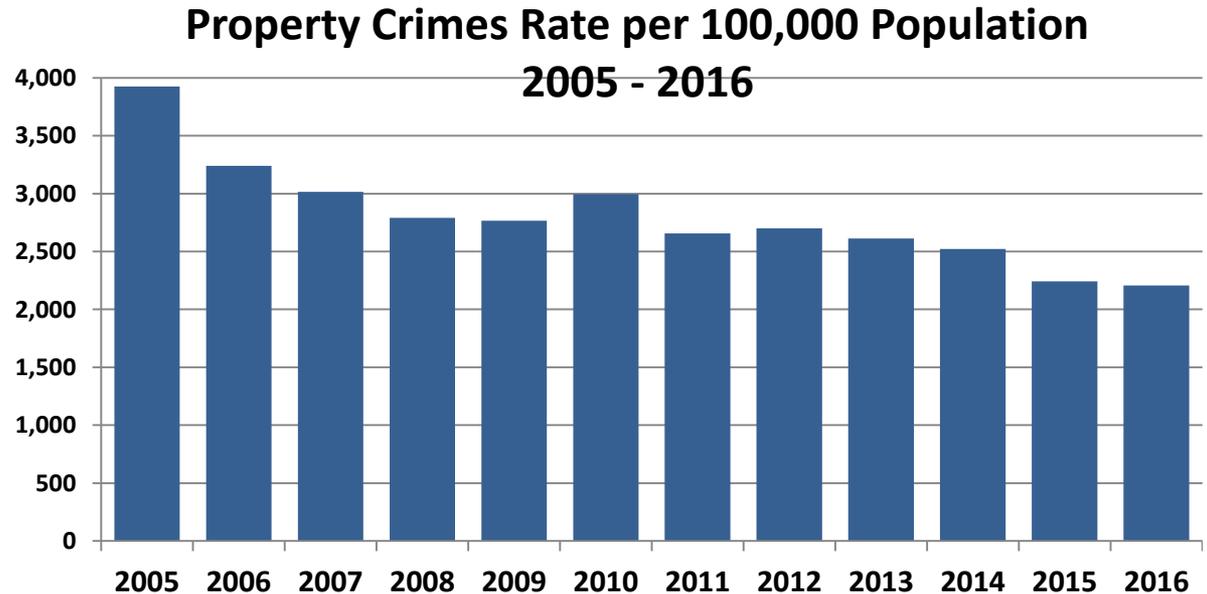
### Why this is important:

One of the most fundamental needs of an individual and society is to feel safe in their community. A safe community attracts families, businesses and fosters job growth.

### How much does the county influence this?

While the crime rate is affected by a number of factors, one of the most significant is a strong law enforcement presence. The county provides the financial resources for the Sheriff to handle all aspects of law enforcement to the unincorporated areas of Clackamas County.

### Where are we now:.



Source: Clackamas County Sheriff. This list includes only crimes reported under the Uniform Crime Reporting System

## AREA OF STRATEGIC FOCUS

# Ensure Safe, Healthy and Secure Communities

***Goal: By 2020, adult recidivism (measured by felony convictions within three years) will be below 19 percent***

### Why this is important:

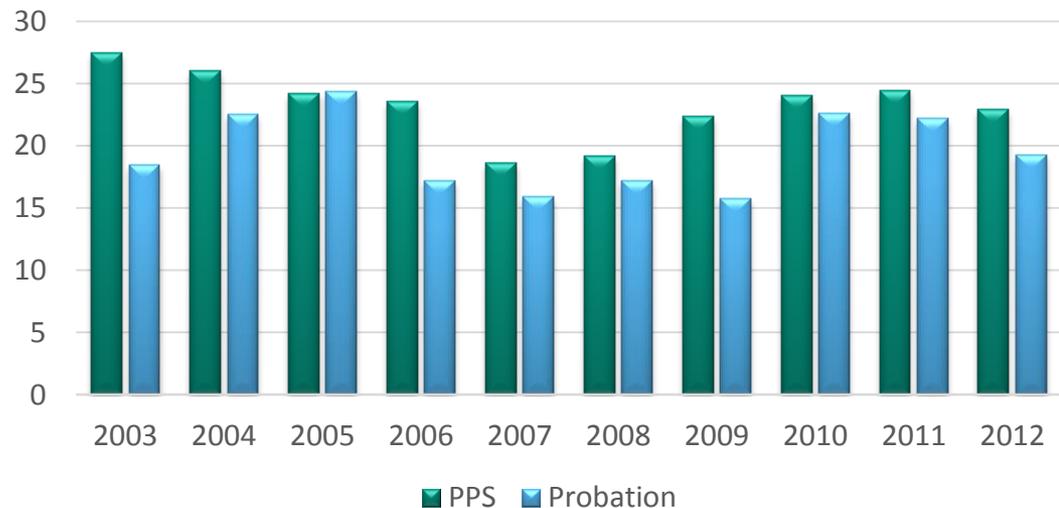
Tracking repeat offenders is a core measure of how well departments are maintaining community safety. The recidivism rate is a measure of overall program effectiveness. This measure was selected by the Commission in 2014. Recidivism may also be measured by arrests.

### How much does the County influence this?

The county currently provides 35 percent of operating budget, funding vital additional programs not funded by the state including misdemeanor supervision (domestic violence and DUII).

### Where are we now:

## Clackamas County Community Corrections Recidivism Rates



Source: Clackamas County Community Corrections

## AREA OF STRATEGIC FOCUS

# Ensure Safe, Healthy and Secure Communities

***Goal:*** By 2020, there will be no domestic violence related homicides in Clackamas County.

### Why this is important:

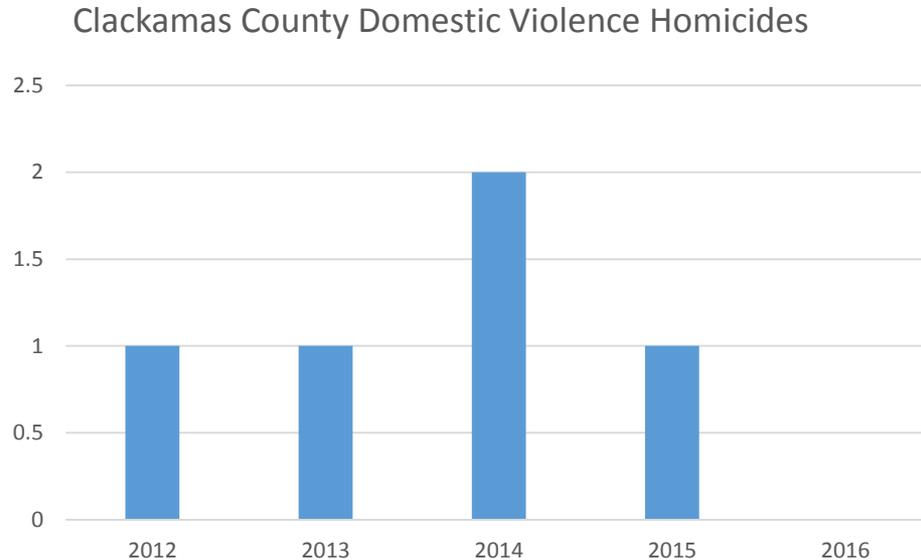
Domestic violence is a contributing factor in many societal problems: homelessness, mental health disorders, childhood development with the crime of homicide being the ultimate inhumanity.

### How much does the County influence this?

Moderately. While Clackamas County has influence on legal and social interventions, issues such as addictions, poverty, and education play a significant role. Local law enforcement is a critical partner in this effort.

### Where are we now:

***There were no domestic violence related homicides in 2016.***



Source: Clackamas County Sheriff

## AREA OF STRATEGIC FOCUS

# Ensure Safe, Healthy and Secure Communities

***Goal: By 2020, Juvenile Recidivism will be reduced to 17 percent.***

### Why this is important:

Tracking repeat offenders (recidivism) is a core measure of how well juvenile departments are at maintaining community safety. Having low recidivism demonstrates success at identifying high risk youth and providing the most effective interventions.

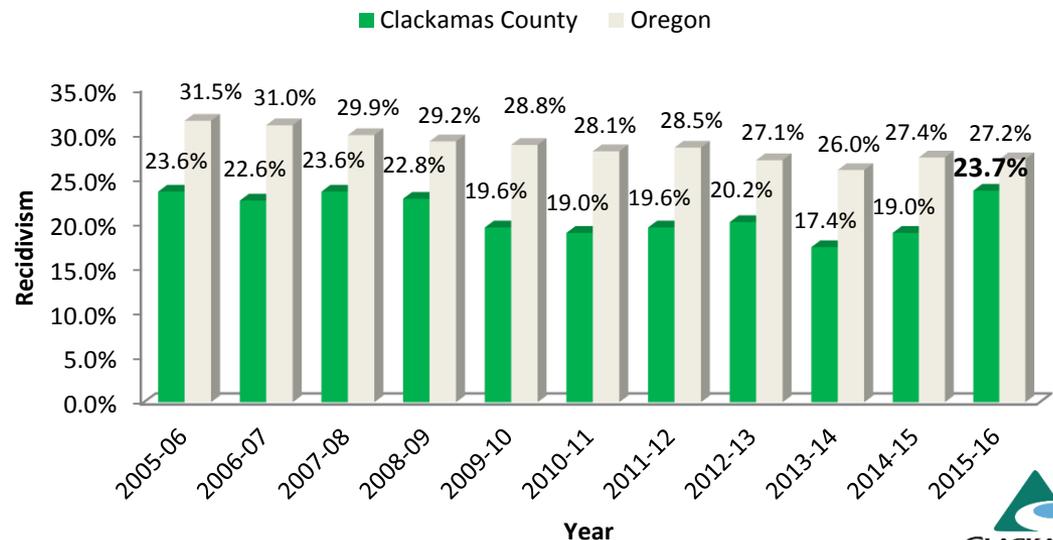
### How much does the county influence this?

Having adequate law enforcement countywide is essential to identifying delinquent youth and our ability to hold them accountable. County funding for evidence based and “best practice” interventions is essential to ensure safe, healthy and secure communities.

### Where are we now:

***While Clackamas County is below the statewide juvenile recidivism rate, we still have progress to make toward our goal.***

**Clackamas County Juvenile Department Recidivism Compared to All Oregon Counties**



## AREA OF STRATEGIC FOCUS

# Ensure Safe, Healthy and Secure Communities

**Goal:** By 2018, 95 percent of County residents will have access to routine health care.

### Why this is important:

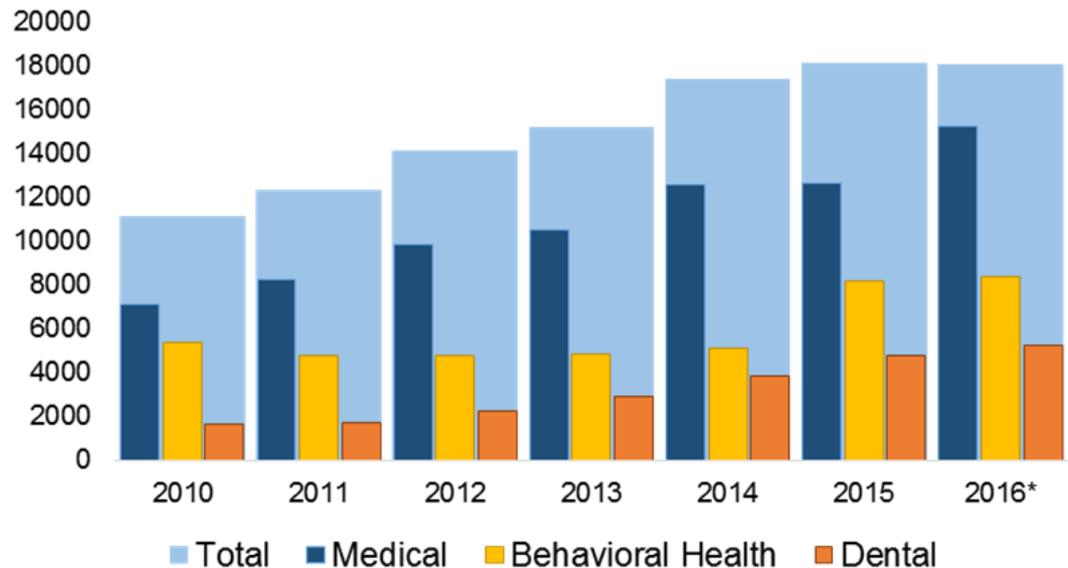
Those people who access routine health care are far less likely to develop acute, chronic and life-threatening conditions than those who do not. Health insurance coverage is the greatest predictor of access to routine care.

### How much does the County influence this?

Significantly. County clinics provide services to low income individuals and those without insurance. Additionally, the County has numerous contracts with behavioral health providers who serve children, families, and adults.

### Where are we now:

Clackamas Health Centers Patients Seen per Year



## AREA OF STRATEGIC FOCUS

# Ensure Safe, Healthy and Secure Communities

***Goal: By 2020, the number of children needing placement in foster care will be reduced by 50 percent.***

### Why this is important:

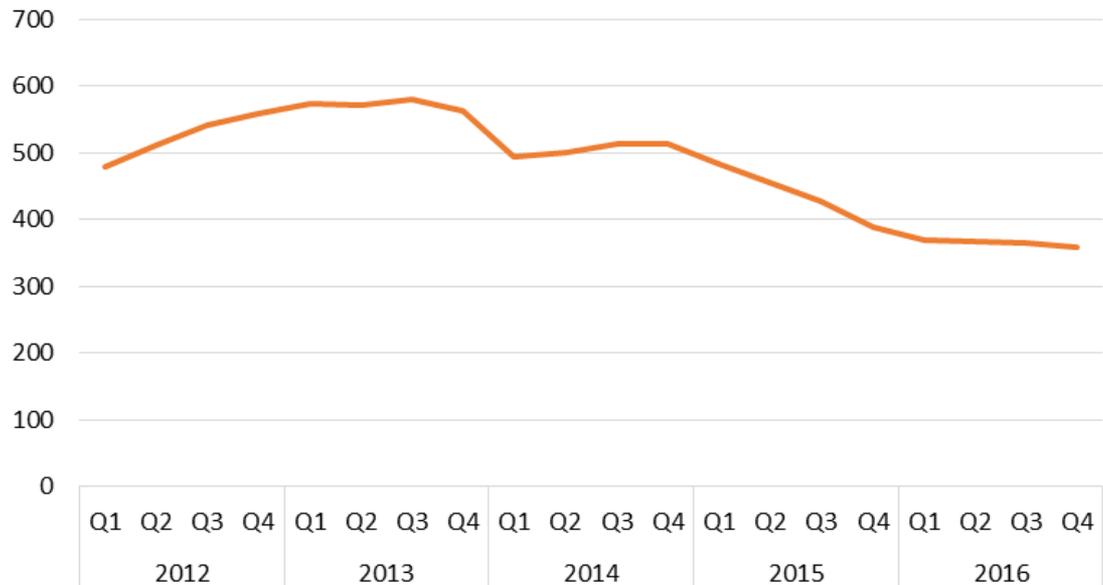
A child is placed into foster care as result of abuse, neglect, abandonment, or other factors which render the family unable to care for the child. Reduction in rate of foster care placement indicates strengthening of Clackamas families.

### How much does the County influence this?

Moderately. The County has programs which support families in need, and partners with community and state agencies to strengthen families, but does not oversee child welfare and foster care placements.

### Where are we now:

Clackamas County Children in Foster Care



## AREA OF STRATEGIC FOCUS

# Ensure Safe, Healthy and Secure Communities

***Goal: By 2018, County Health Rankings will show Clackamas County among the three top-ranking counties in the state in at least 90 percent of health measures.***

### Why this is important:

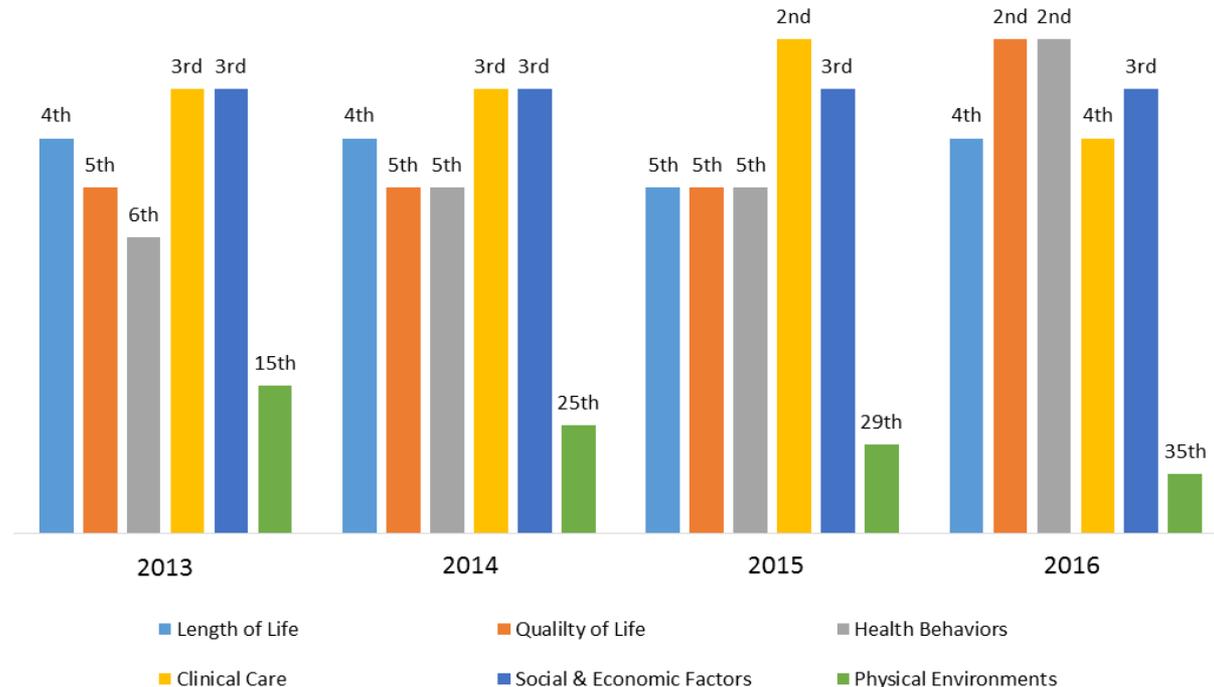
County Health rankings are based on a model of population health that emphasizes factors that, if improved, can make communities healthier places to live and increase years of life.

### How much does the County influence this?

Moderately. Clackamas County develops community health assessments to identify health issues and maintains the Community Health Improvement Plan to address these issues in coordination with community partners.

### Where are we now:

#### Clackamas Health Rankings



## AREA OF STRATEGIC FOCUS

# Ensure Safe, Healthy and Secure Communities

***Goal:*** By 2019, the number of unsheltered veterans in Clackamas County will be reduced by 50 percent.

### Why this is important:

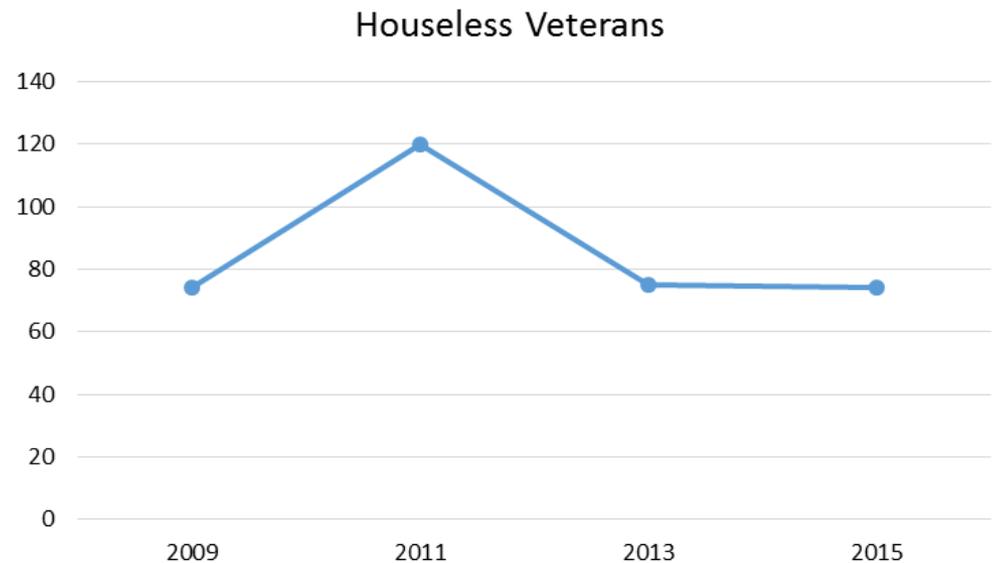
Houseless individuals are at severe risk of harm and disadvantage. Sheltering those who have served their country demonstrates our values of service and respect.

### How much does the County influence this?

Significantly. Clackamas County coordinates and funds services to assist homeless individuals in emergency, temporary, supported, and permanent housing.

*Note:* The chart to the right is based on point-in-time houseless counts, and represents houseless veterans, not necessarily those who are unsheltered. The estimate of unsheltered veterans was 33 for 2015; previous comparisons are not available.

### Where we are now:



## AREA OF STRATEGIC FOCUS

# Ensure Safe, Healthy and Secure Communities

**Goal:** By 2018, Clackamas County will achieve a Community Rating System (CRS) score for flood safety of 4, resulting in substantial savings in flood insurance premiums for County residents.

### Why this is important:

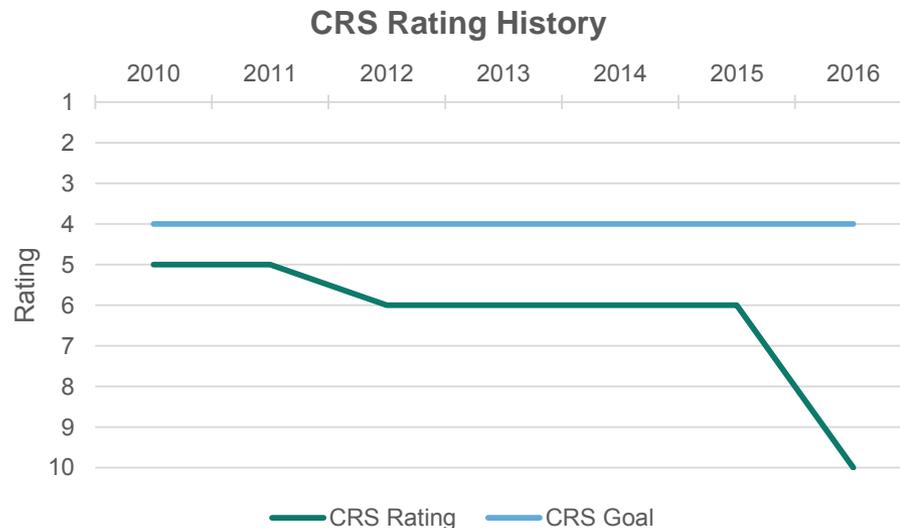
Clackamas County is susceptible to a variety of natural disasters, including floods. An improved CRS score is a sign that the County, its communities, its businesses and residents are better prepared to cope with and recover from this common threat.

### How much does the County influence this?

Moderately. Participation in the CRS program requires intensive efforts by the County, other jurisdictions, special service districts and other agencies.

### Where are we now:

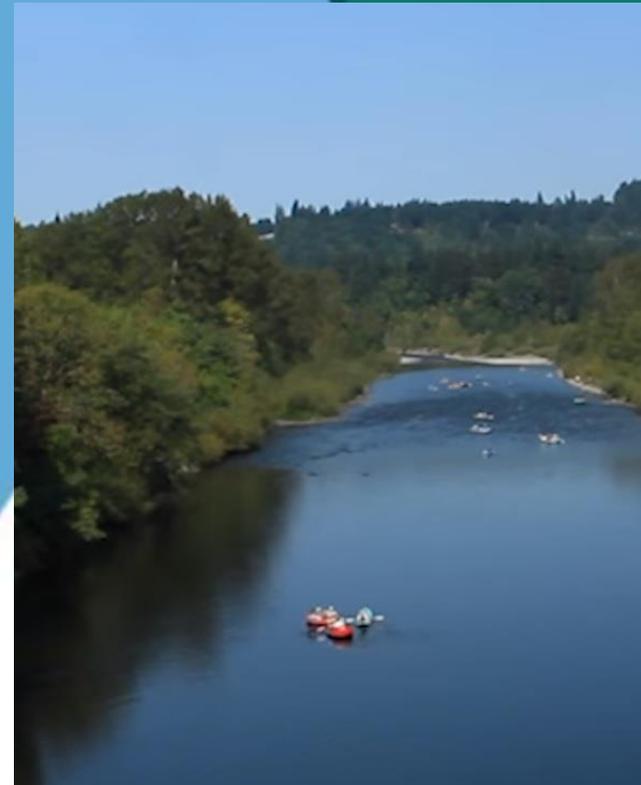
**Clackamas County received an initial CRS rating of 5 in 2004 which it held until the rating was downgraded to 6 in 2012. We underwent a CRS review from March to December 2015. We also engaged a consultant who provided scope and cost information for future work needed to meet this goal. We did not receive funding for this contract and the County's CRS rating dropped to 10 in 2016. Absent funding, this goal is unreachable.**



# Strategic Priority: Honor, Utilize, Promote and Invest in our Natural Resources

The abundant natural resources and rural areas of the County provide extraordinary economic and recreational opportunities.

*Four related objectives*, as shown on the following pages, are tied to federal land revenue, agricultural land production, natural resource production, and tourism investment.



## AREA OF STRATEGIC FOCUS

# Honor, Utilize, Promote and Invest in our Natural Resources

***Goal: By 2019, federal lands in Clackamas County will produce \$6 million annually for the County.***

### **Why this is important:**

For more than 100 years, counties received a share of federal timber sale receipts as compensation for non-taxable federal lands in the county. 54 percent of county lands are in federal forest ownership.

Changes in federal forest policies over the past 20 years have reduced federal timber harvests and associated county revenue by more than 75 percent to now less than \$2 million. Secure Rural School funding offset some of these losses for a time, but now counties face an uncertain future.

### **How much does the county influence this?**

Significantly. There is a critical need for new federal forestland management that can provide predictable timber harvests and certainty of revenue to counties with federal timberlands. Clackamas County is one of 18 member O&C counties. Our proximity to the Portland region and a large urban population demonstrates to the congressional delegation that current federal forest practices impact many Oregon counties, not just rural counties.

### **Where are we now:**

***The county is working with its partners and legislators to gather support for this area of focus.***

***The BCC's 2017 adopted legislative agenda includes federal forest management as a priority item.***

### ***Actions include:***

- ***Summit Strategies continues to advocate for legislation in DC to improve mgt. of federal forest lands (Forest Service and O&C).***
- ***Staff is monitoring the success of counties with adopted Natural Resource Plans (NRPs) as a means to engage in coordination with BLM and Forest Service.***
- ***PGA and BCS staff met with Sen. Wyden's staff to discuss the county's work on cross laminated timber (CLT) and next steps of a goal to establish a model for a "purpose driven" pilot timber sale on federal forest lands.***

**AREA OF STRATEGIC FOCUS**

**Honor, Utilize, Promote and Invest in our Natural Resources**

**Goal:** By 2020, there will be a five percent annual increase in Gross Domestic Product (GDP) from agricultural lands in Clackamas County.

**Why this is important:**

Simply put, more GDP from agricultural lands means more prosperity in our rural areas. Increasing regional purchases of locally produced foods and other agricultural goods by 5 percent is projected to result in an increase of agricultural economic productivity (~\$28.9m) and GDP (~\$10.9m).

**Source: Clackamas County Agricultural Investment Plan, FCS Group 2012**

**How much does the county influence this?**

Moderately. Clackamas County is working to increase its influence through the creation of the Clackamas Food System ONEShop virtual partnership. We rank in the top five of all Oregon counties for total farm gate sales. There is a growing trend toward buying locally produced food and organic products of all types, which is benefiting the Clackamas County agriculture and food production cluster.

**Where are we now:**

**This is a 5 year census. The chart reflects a decline of all values which is attributable to the late 2000 recession, resulting in the decline in number of active farms, acres farmed and prices received during that period.**

<b>Census of Agriculture</b>			
<b>Current Stats for Clackamas County:</b>	<b>2012*</b>	<b>2007</b>	<b>% Chg</b>
<b>Number of Farms</b>	3,745	3,989	< 6%>
<b>Land in Farms – acres</b>	162,667	182,743	<11%>
<b>Avg. Size of Farm - acres</b>	43	46	< 7%>
<b>Market Value of Products Sold** (Crops/Livestock)</b>	\$325 million	\$397 million	<18%>
<b>Oregon County Ranking (by Sales):</b>	5	NA	NA

**Source: US Dept. of Agriculture, next Census of Agriculture report due in 2017**  
 \* 2012 Census of Agriculture  
 \*\* \* Product Approach to calculating GDP



## AREA OF STRATEGIC FOCUS

# Honor, Utilize, Promote and Invest in our Natural Resources

***Goal: By 2020, five new, natural resource-based processors will be located in Clackamas County.***

### Why this is important:

With its wealth of natural resources, Clackamas County is a logical location for resource-based processors, which will provide more jobs and support economic development, particularly in the rural area and rural cities.

### How much does the County influence this?

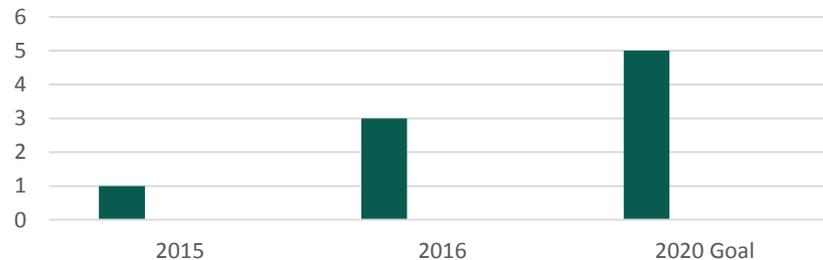
Moderately. The County can encourage processors to locate here and help identify appropriate sites, but the final decision is up to the processors.

### Where are we now:

We have 3 new or expanded agricultural-based processors:

- Oregon Lavender Farm – essential oil distillery
- GOBI Industries – specialty hardwood mill operation
- Agrinos – a soil microbial processing facility

Number of New,  
Natural Resource-Based Processors



## AREA OF STRATEGIC FOCUS

# Honor, Utilize, Promote and Invest in our Natural Resources

**Goal:** By 2020, there will be \$20 million in new capital investment in tourism-related facilities in Clackamas County.

### Why this is important:

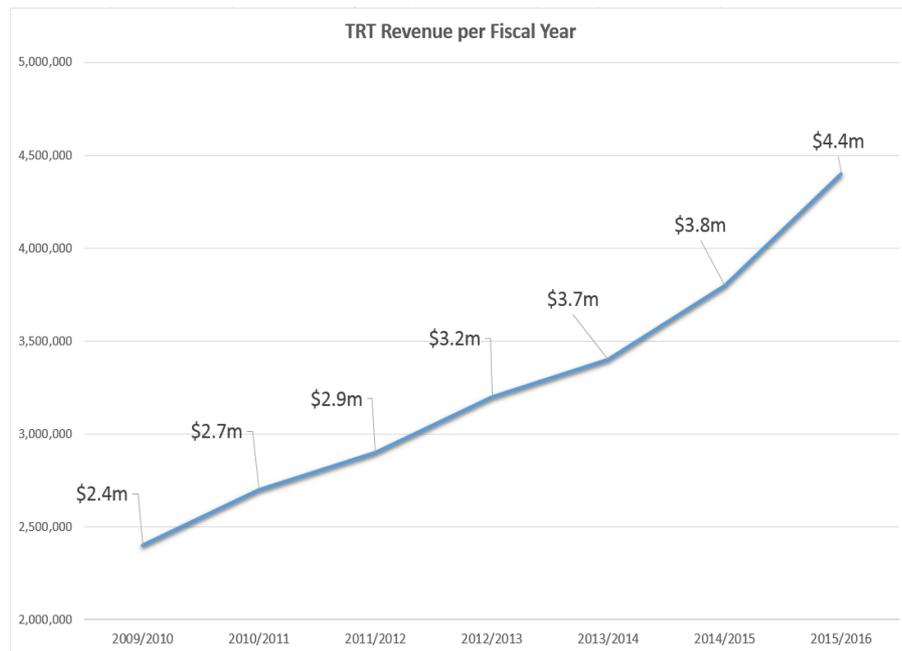
Tourism dollars bring “outside” money to the county’s economy, providing jobs and revenue. In addition, a vital tourism industry will help attract new industry to the county, as businesses seek locations that suit active lifestyles..

### How much does the county influence this?

Moderately. Clackamas County has an active tourism program, which reinvests transient room tax (TRT) dollars in tourism promoting activities.

### Where are we now:

**We have not been able to track capital investment with any degree of accuracy. However, tourism and tourism-related revenues have steadily increased.**



# Strategic Priority: Build Public Trust Through Good Government

Public trust is the currency of good government. The County will design and deliver services that make a difference, and measure our effectiveness in terms of results for our customers.

***Three related objectives,*** as shown on the following pages, are tied to the implementation of Performance Clackamas.



AREA OF STRATEGIC FOCUS

# Build Public Trust Through Good Government

**Goal:** By 2017, all Commission-managed departments will have completed customer-focused, outcome-based strategic business plans, to include customer service and satisfaction measures.

**Why this is important:**

By focusing on measurable results for customers, we change our focus to what counts, and show our taxpayers what they are getting for their money.

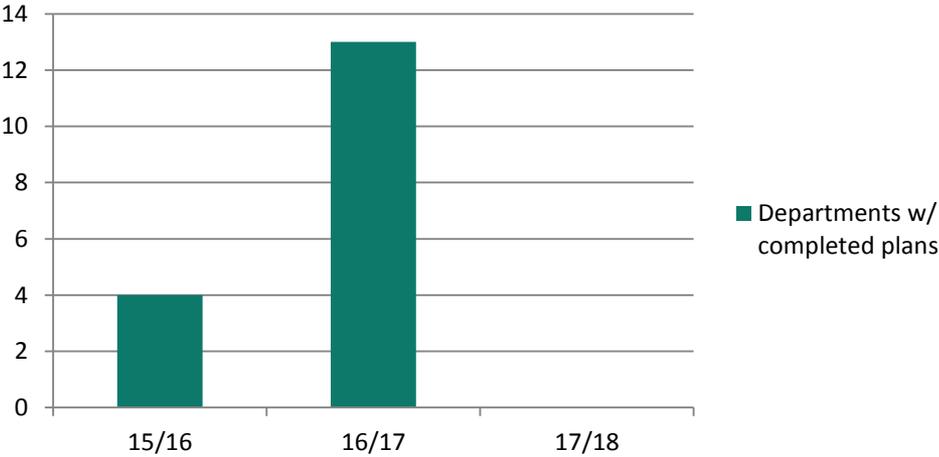
**How much does the County influence this?**

Significantly. We are in control of whether we develop and implement plans.

**Where are we now:**

**By the end of 2017, all Commission-managed departments will have completed plans, along several departments administered by independently elected officials.**

Departments w/ completed plans



## AREA OF STRATEGIC FOCUS

# Build Public Trust Through Good Government

**Goal:** By 2018, 100 percent of the County budget will be attached to measurable customer results.

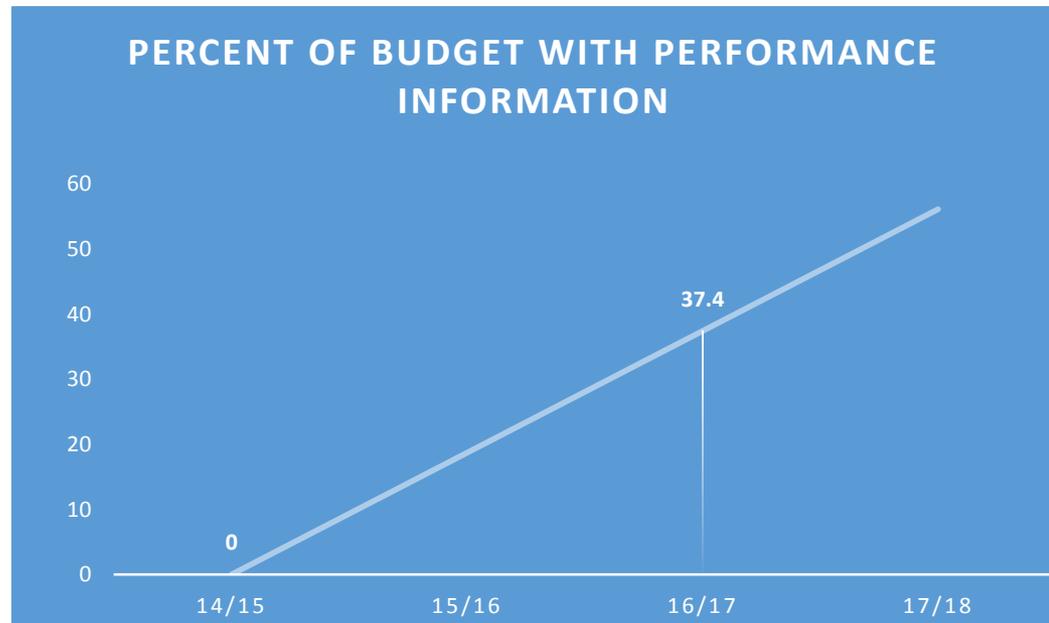
### Why this is important:

Performance based budgets tie resources to results for customers, providing greater transparency and accountability.

### How much does the County influence this?

Significantly. Within the parameters of legal and financial guidelines, it is up to the County to determine the structure of the budget and measurement of its effectiveness.

### Where are we now:



Including Water Environment Services, 37.4% of the County Budget is tied to measurable results.

## AREA OF STRATEGIC FOCUS

# Build Public Trust Through Good Government

***Goal:*** By 2020, Clackamas County will achieve the Strategic Results in the Strategic Plan.

### **Why this is important:**

Follow through is everything. While some of the County's strategic results are ambitious, and may be subject to forces beyond our control, we plan to work toward each of the strategic results.

### **How much does the County influence this?**

It varies widely. Some of the County's strategic results are wholly within the County's control. Others will be influenced by factors we don't control. But with focused, strategic efforts the County can have a strong influence on all of them.

### **Where are we now:**

***As shown in this Annual Report, we are on track for many of the strategic results, we are behind on a few, and will need to adjust a couple of measures to reflect changed legal definitions, and/or changed circumstances.***

### BUDGET DOCUMENT

The 2018-19 budget for Clackamas County is detailed in this Executive Summary and contains information regarding the County budget as a whole as well as individual department and fund descriptions and summaries. It is designed to provide budget focus in an easily understandable format and convey summary financial and service level information to increase the reader's understanding of the budget process and the functions of Clackamas County government. It makes generous use of narrative explanations and graphical displays to enhance readability.

The Reader's Guide section serves as an introduction, providing information about the County, its history and cities, budget adoption and modification process, financial structure, debt position, planning and public involvement opportunities.

The Executive Summary detail is presented both by department and by fund. This format is designed to allow activities to be examined in terms of the parts they play in larger, function-based operations as well as in traditional accounting unit categories. In compliance with Oregon's Budget Law,\* the County adopts and monitors the budget by fund and by organizational unit within each fund. Finally, the Supplemental Information section provides additional demographic and economic information, a glossary of budget terms, a list of acronyms to help the reader navigate through the document and a copy of the ordinance adopting the budget, together with the amounts adopted for each fund by organizational unit.

\*Oregon Local Budget Law is set out in the Oregon Revised Statutes Chapter 294.

### ABOUT THE COUNTY

#### Profile of the Government

Clackamas County is one of the three counties comprising the Portland metropolitan area in northwest Oregon. Although the County originally contained the territorial capital for the Oregon Territory and had boundaries extending east to what is now Montana and Idaho and north into today's British Columbia, Canada, the County is now 1,879 square miles extending east to include Mount Hood, Oregon's tallest peak, south to the Willamette Valley, west to the Willamette River and north to include some parts of south Portland. Additional history and interesting firsts in Clackamas County can be found in the Supplemental Information section at the back of this book.

Clackamas County remains one of the more developable parts of the tri-county metropolitan area. The shrinking availability of desirable building lots with expansion room in Happy Valley, demand for developable land in the surrounding unincorporated area, as well as a decline in the remaining inventory of homes for sale in some cities including Milwaukie and Gladstone, is causing upward housing price pressures in the northerly part of Clackamas County.

County government provides a full range of services including but not limited to human services to the elderly and economically disadvantaged, public health and mental health services, planning and economic development, the construction and maintenance of highways, roads and streets, public safety, and park services

Clackamas County and its component units are governed by a five-member Board of County Commissioners. John Ludlow was elected as Board Chair in November 2012 and ran for re-election to retain his seat in November 2016. Commissioner Jim Bernard, elected in the May 2014 primary, ran against Chair Ludlow and won the position of County Chair. He took office as Chair in January 2017. This left Commissioner Bernard's previous seat vacant and the Commissioners appointed Sonya Fischer to complete his term which expires in 2018. Commissioner Paul Savas originally took his seat in January 2011 and was re-elected in the May 2014 primary election with a large enough vote margin to avoid having to face a runoff; his term expires in 2018. Commissioner Tootie Smith was elected in November 2012 and ran for re-election in November 2016. She lost her seat to incoming Commissioner Ken Humberston who took office in January 2017. Commissioner Martha Schrader returned to the Board in the November 2012 election and was re-elected in November 2016.

The Chair, unlike in some other jurisdictions, does not have singular authority above or beyond that of the other Commissioners. The function of the Board Chair is to conduct Commission meetings and events, to represent the Board's position on issues, and to coordinate the agenda for the weekly business meetings.

Although County Commissioners are elected at large, this Board has assigned ‘areas of outreach’ for each Commissioner so that the County’s diverse geographical regions will each be heard by one of the five Commissioner positions. That concept will be the subject of further Board discussion going forward.

Daily administrative functions are overseen by an appointed County Administrator, while the Board of Commissioners sets policy, adopts the annual budget and passes ordinances in accordance with state law. Following a nationwide recruitment for a new County Administrator in 2013, the Board of Commissioners selected Don Krupp to take the appointment as the County executive. Mr. Krupp oversees the activities of the many County departments and is Chief Administrator for several County Service Districts, component units under the governance of the Board.

Also included in this report are the activities of the six other elected officials, who serve as department heads overseeing their respective functions. The Sheriff provides patrol, investigation, civil process, and corrections services; the District Attorney prosecutes criminal charges and maintains family support enforcement; the Treasurer is investor and custodian of County funds; the County Clerk conducts elections and maintains official records and the County Assessor is responsible for the valuation of property for taxation and the subsequent application of all levies in the County to those properties. With the 2009 creation of a Clackamas County Justice Court, which hears traffic violation cases, small claims and other judicial matters once coming before the Circuit Court, an eleventh elected position, Justice of the Peace, was created. Elected officials have greater autonomy than appointed department heads but must still have their budgets approved by the Budget Committee.

An integral part of County governance is the Budget Committee. In accordance with Oregon Local Budget Law, the committee consists of the Commissioners and an equal number of citizens who review and approve the departmental budgets for each fiscal year. The Board also appoints many other volunteers to citizen advisory and review committees to assist the County in providing needed and desired services. More information about advisory boards and commissions is included in the Supplemental Information section.

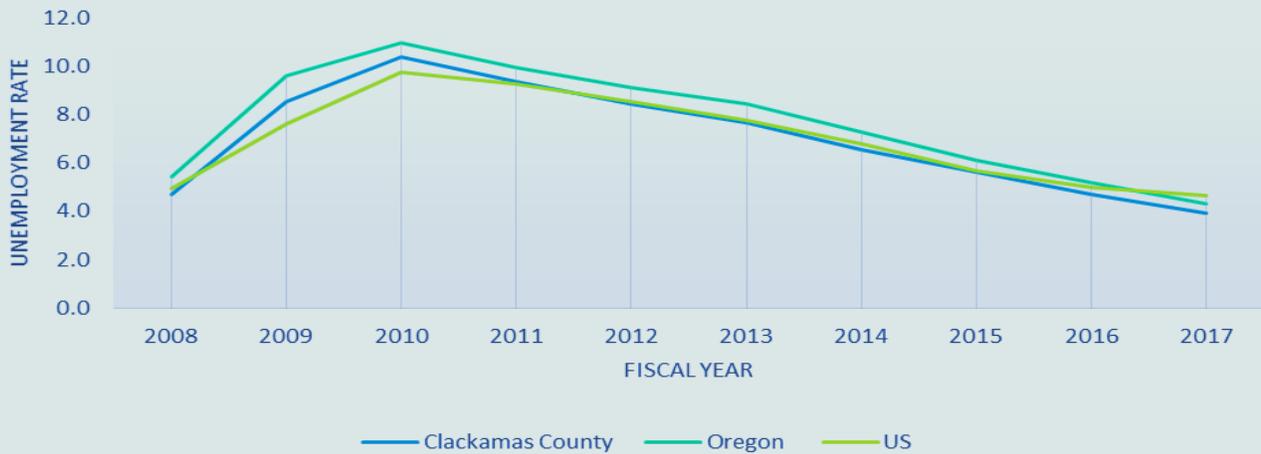
Compensation for elected officials is recommended by the Compensation Board for Elected Officials as part of the annual budget process. The Budget Committee takes into consideration the recommendation of the Compensation Board and approves a level of compensation to be included in the budget and documented in the County’s personnel management system. The Commissioners act on those recommendations to set elected officials’ salary compensation as they adopt the County budget.

### **Economic Condition and Outlook**

The December 2017 report from Oregon’s State Office of Economic Analysis (OEA) notes that the current outlook for Oregon remains positive. While our economic expansion continues, growth has slowed and stabilized, as Oregon has essentially reached full employment. The OEA calls for healthy job gains across Oregon in the future, at the rate of about 3,000 per month compared to previous gains of nearly 5,000 per month. While job growth is slowing in the state’s largest urban areas, rural Oregon is seeing a pick-up in job growth. 21 of Oregon’s 36 counties have regained their recessionary lost jobs – Clackamas County being one of these.

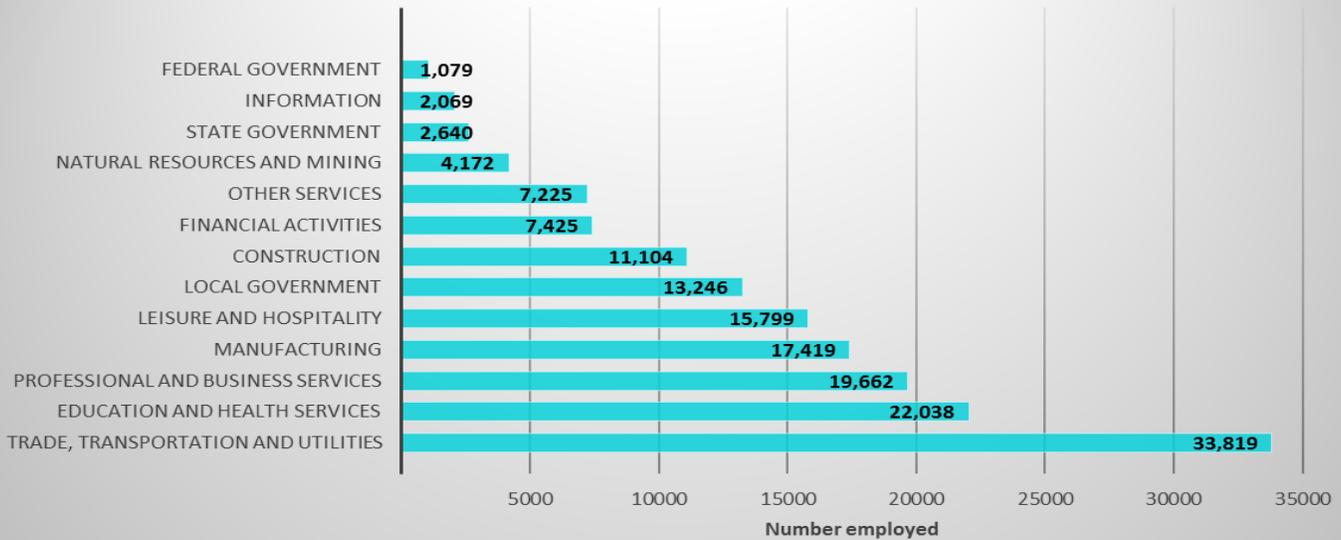


## Unemployment Comparison of US, State, and County



The County's employment base has changed over time from largely agricultural to a mix of government, tourism, manufacturing, professional service, and trades. With the legalization of marijuana in the State of Oregon, we are now seeing commercial cannabis grow operations, as well as retailers, emerge as a potential up and coming business base within our local economy. Some 219 commercial operations have applied for land use permits within the County. The County passed a 3% local tax on marijuana sales and began to collect on this new revenue stream in FY18.

## Employment by Sector



Clackamas County has passed through the end of the decade of intermittent growth followed by loss in population and development as the recession of 2008 played out and reversed to the current healthy economy. For *ad valorem* property taxation in the fiscal year beginning July 2017, taxable real estate assessed values (as calculated by County Assessor Bob Vroman) increased approximately 4.80 percent on a taxable property valuation of \$46 billion. Pent-up demand for housing has continued, keeping prices high; meanwhile rents sky-rocket and affordable housing has become a crisis in the metro area. The average price of all homes sold in Clackamas County is \$397,900 and prices still are expected to increase by another 3.5% this year. The average listing price per square foot is \$214, which is the same as Washington County, but Multnomah County's average is \$272, which has potential buyers choosing Clackamas County as their future home.

Despite these encouraging economic conditions, Clackamas County continues to budget conservatively for fiscal year 2018-19 and in forecasts for the years beyond. With a healthy General Fund, the County is proceeding thoughtfully as the Board makes plans for future large-scale capital projects, such as a new County Courthouse to replace the 1930s-era Courthouse located in downtown Oregon City.

Assessed and Real market Values of Taxable Property



**Long Term Planning Efforts and Major Initiatives**

In 2014, Clackamas County embarked on a large scale strategic planning effort, emphasizing the relationship between providing budget resources and measureable progress toward declared goals of the governing body and related customer satisfaction. This program, called ***Performance Clackamas***, has changed our approach to budget development and tracking of outcomes, so that measurable progress toward BCC goals will be provided to County residents. During 2017 fiscal year, several more departments developed strategic plans and measurements to support performance based budgets. Departments provide quarterly reports on strategic results to County Administration and annual reports to the BCC through the budget process.

During the 2017 Legislative Session, HB 2017 resulted in a statewide transportation funding package that will benefit all agencies in the state of Oregon; this bill included limited funding for the I205 Abernethy Bridge and I205 Stafford Widening project. Funding from HB 2017 should move the project through planning and limited design work, with the commitment that the State will continue working toward securing full funding for the design and construction of this project.

Two of the County's top transportation priorities have received listing as a Federal Highway Administration Project of National and Regional Significance. The projects are the Sunrise Corridor and expansion of Interstate 205 from two to three lanes in higher traffic concentration areas. The projects should reduce congestion, increase safety and provide enhanced economic development opportunities and freight mobility in the County's Industrial Area. The Sunrise Corridor opened July 1, 2016, providing a new bypass from I-205 and directly connected Hwy 224. Transportation planning and funding are discussed in much greater detail in an expanded Capital Projects section later in this book.

On July 17, 2016, in a historic move, the City of Damascus rendered its charter to the County and officially incorporated. This was the result of the voters' passage of Measure 3-93 on the May 17<sup>th</sup> ballot. The County is now providing rural-type services to the Damascus area and assessing property taxes at rural rates. Damascus residents may be eligible to receive a refund of a portion of property taxes paid to the former City. The refund process will be administered jointly by the County Assessor and the Department of Finance and will officially complete the remaining dissolution processes outlined by ORS 221.650. This will liquidate a trust fund which holds the remaining balances from the Damascus funds.

On November 3, 2016, the Board of County Commissioners approved the creation of an ORS 190 Partnership Agreement to jointly own, operate, and manage the functions and assets of the Service District 1 and Tri-City Service District. The agreement was modified on May 18, 2017, to allow Surface Water Management District join the partnership

as well. The agreement establishes an advisory committee to advise the Department (Water Environment Services) on decisions regarding capital improvement programs, annual budgets, financial planning, and long-term financing plans for the entire partnership. Another potential benefit of the partnership is the ability to consolidate the budgets and audits of the three districts into one process.

The County asked and was successful in passage by voters of approximately \$59 million dollars of general obligation bonds on December 1, 2016, to replace the aging emergency radio communication system and expand coverage in the rural areas. The County has entered into an intergovernmental agreement with Clackamas Radio Group (a Council of Governments) to reimburse the agency for their radio replacement project with the bond proceeds. The project is currently 23% complete. The county will repay the general obligation debt through the associated tax levy.

During the 2017 Oregon Legislative Session, HB 5006 provided the County with \$1.2 million in planning money as initial support for Courthouse replacement. The County put in its bid to request future matching dollars from the State to build a new County Courthouse. The County owns land designated in its Facilities Master Plan for a future Courthouse. According to a recent consultant's report, the current Courthouse, while historic, lacks capacity and is situated on soil that is subject to liquefaction and landslides in a significant seismic event. Project planning has begun and a conceptual rendering has been shared with our project partners. The County is currently preparing a draft financing plan for the Board's consideration in 2018.

### **Cities and Towns**

According to the Portland State University Population Research Center, the County now has an estimated population of 413,000, a gain of 8,020 since the same time in 2016 (and an approximate 9.8% increase since it was measured in 2010 during the U.S. Census). Population estimates for the cities and towns that follow are as determined by the research center for July 2017.

*Barlow*, with a population of 135 is the smallest city in the county.

*Canby* is a thriving agricultural and residential community of 16,660. The surrounding area contains some of the richest farmland in Oregon. Local nurseries produce a wide variety of plants, bulbs and seeds. Canby has the largest served industrial area in Clackamas County. Its development is actively promoted by the city government. Major annual events include the award-winning Clackamas County Fair, General Canby Days and summer concerts in the Park. The community is located on the Willamette River and Highway 99E just four miles from I-5.

*Estacada* has a beautiful rural setting on the banks of the Clackamas River, just 30 miles from the metropolitan amenities of Portland. This former timber town of 3,280 is the gateway to the Clackamas River Canyon. Outdoor recreation options include kayaking, rafting the rapids and fishing for salmon, steelhead and trout in the Clackamas River. Boating and water-skiing are popular on the nearby reservoir. There are also many trails for cross-country skiing, hiking, camping and backpacking in the Mt. Hood National Forest.

*Gladstone* is a well-established community of 11,840. Residents are particularly proud of their schools, excellent park system and friendly small town atmosphere. Gladstone is located north of Oregon City at the confluence of the Willamette and Clackamas River. The community offers excellent access to employment, shopping and recreational activity.

*Government Camp*, nestled on the slopes of Oregon's highest mountain peak, is surrounded by Mt. Hood National Forest which provides a wide range of year-round recreational opportunities and scenic vistas to residents and visitors. Located an hour from downtown Portland and within a few miles of three heavily-used alpine ski resorts, the community has the potential to be the destination recreational and retail center of Mount Hood.

*Happy Valley* is a residential community of 19,985 located on and around Mt. Scott. It is one of the faster growing communities in the County and has a high median household income. Major expansion areas include Eagles Landing, residential and commercial development along Sunnyside Road, and a future employment district in the Rock Creek area. The scenic community is close to I-205 and the booming Clackamas Town Center Area.

*Johnson City*, with a population of 565, is located just west of I-205 with easy access to other parts of the County and the Portland metropolitan area.

*Lake Oswego*, home to many of Portland's business leaders and professionals, has 37,490 residents. It is spread over rolling wooded hills and surrounds a large lake. The city is located on I-5 and State Highway 43, only minutes to downtown Portland and employment centers in Washington County. The Kruse Way area with 863,618 square feet of office space is the largest office space concentration in the county.

*Milwaukie* has 20,550 residents. It is a well-established, middle income community with a large industrial base along Highway 224 and Highway 99E. The community is conveniently located only five miles from downtown Portland along Highway 99E. It is also close to I-205, the Clackamas Town Center and convenient to the Portland airport via light rail.

*Molalla* is a small community of 9,610 in the foothills of the Cascade Range and a gateway to the Mt. Hood National Forest. It is located 15 miles south of Oregon City and 13 miles from I-5 with good access to both Portland and Salem. The surrounding area is rich in recreation opportunities such as fishing in the Molalla River, hunting and hiking. Molalla is surrounded by farms and rural residential development. The community offers full urban services, good schools, an excellent airport, a scenic golf course and moderate housing and land costs. Molalla is the proud host of the over 70-year old Molalla Buckaroo Rodeo, the Apple Festival and a miniature steam train at Shady Dell Park.

*North Clackamas Revitalization Area* contains approximately 1,008 acres in unincorporated Clackamas County between Milwaukie and Happy Valley basically bounded by the Clackamas / Multnomah County line on the north, Milwaukie city limits on the west, Monroe Street on the south and 82<sup>nd</sup> Avenue / Interstate 205 on the east. It exists to support the development of the North Clackamas area community, including the Overland Park neighborhood as a safe, clean and affordable mixed use residential neighborhood that provides retail, economic, educational, transportation and recreational opportunities and a sense of identity and place for its diverse citizenry. This is Clackamas County's only active urban renewal district.

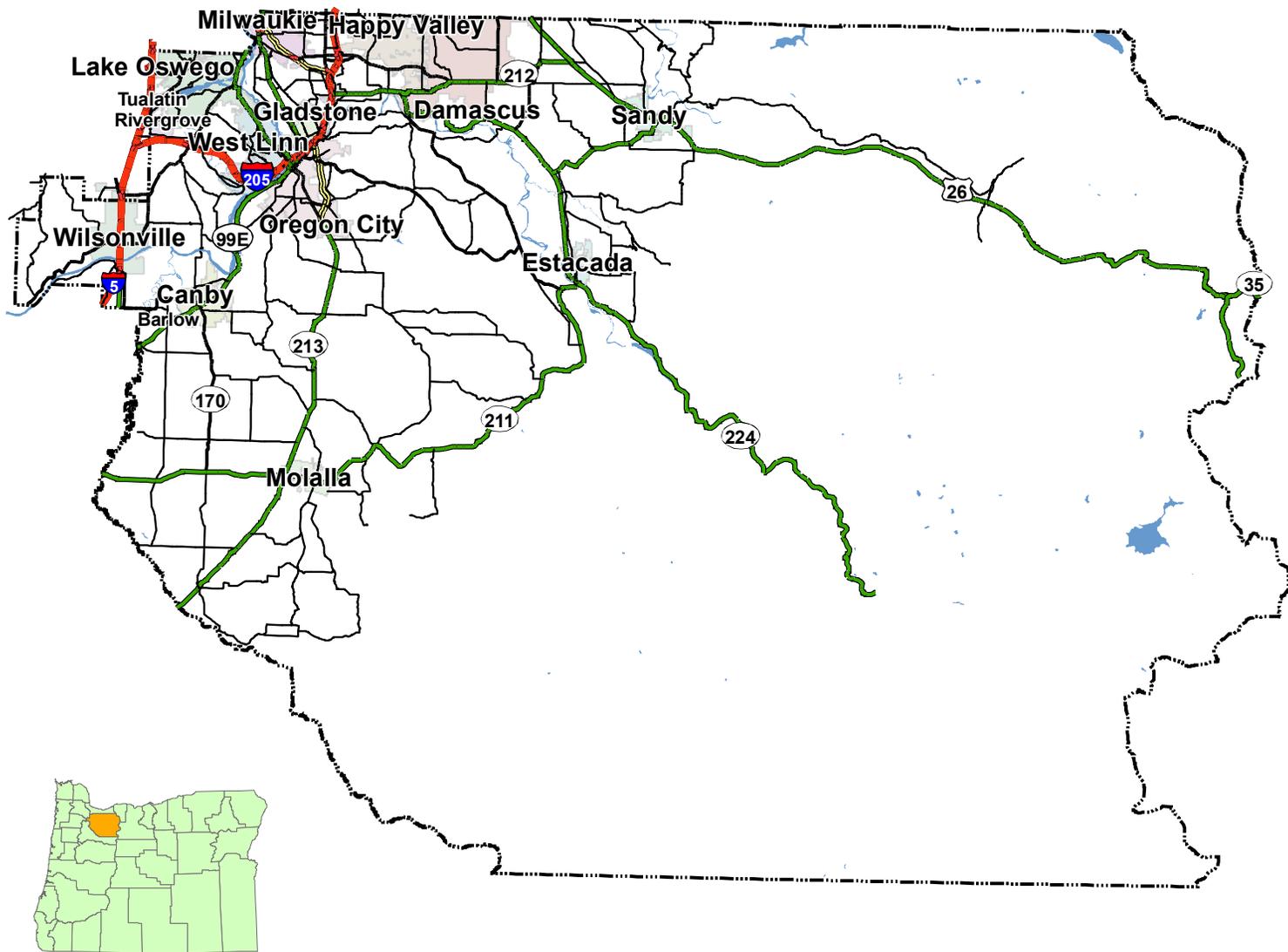
*Oregon City* is the oldest city west of the Mississippi River, located at the "End of the Oregon Trail." It is rich in museums, historic homes and buildings. Oregon City is the county seat and home to Clackamas Community College and Willamette Falls Hospital. Residents number 34,610. Located at the confluence of the Willamette and Clackamas Rivers, the town is strategically situated near I-205 and State Highways 99E and 213.

*Sandy* is a small community of 10,855 on Highway 26 with stunning views of Mt. Hood and the Sandy River. The surrounding area is home to some of the largest nursery growers in the state. The city's industrial base is expanding at the west end of town. The town is located only ten miles from Gresham and a few minutes more to the large urban population of east Multnomah County. Sandy is also within 30 minutes of nearly year-round downhill skiing at Timberline Ski Resort and other recreational activities in the Mt. Hood National Forest.

*West Linn* is a residential community of 25,695. The city overlooks the Willamette and Tualatin Rivers with scenic views of Mt. Hood. It has good access via Highway 43 and I-205 to Oregon City, Tualatin and Lake Oswego. West Linn has become a prestigious upper-middle income city that attracts small businesses and professionals. There are limited commercial and industrial opportunities. The Camassia Natural Area in West Linn is an ecological preserve that contains many unique and endangered plants.

*Wilsonville*, a city with 24,315 residents, is a major employment center in the region. It is home to corporate headquarters and distribution firms. Its prime location, just south of Portland on I-5 and near the I-205 junction, is a major attraction. It is the only city in the County that has more jobs than residents. Other amenities include fully served industrial land, many industrial parks, some rail service and suburban office buildings.

# CLACKAMAS COUNTY



GEOGRAPHIC INFORMATION SYSTEMS

DEPARTMENT OF INFORMATION SERVICES/GEOGRAPHIC INFORMATION SYSTEMS  
121 LIBRARY COURT  
OREGON CITY, OREGON 97045



The information on this map was derived from digital databases from Clackamas County GIS. Care was taken in the creation of this map but is provided "as is". Clackamas County cannot accept any responsibility for any errors, omissions, or positional accuracy, and therefore, there are no warrants made which accompany this product. Although numerous third land surveys may have been used in the creation of this product, in no way does this product represent or constitute a Land Survey. Users are cautioned to fact verify information on this product before making any decisions.

## **FINANCIAL STRUCTURE**

Clackamas County organizes its financial information into five standard fund groups. Included is one General Fund, along with numerous special revenue, debt service, internal service and enterprise, and capital projects funds. All funds are disclosed in an annual comprehensive financial report and audited by an independent auditing firm. Although not a permanent fund, at present there is also a trust and agency fund to account for the dissolution of the City of Damascus, settlement of its obligations and transfer of remaining assets to former city residents.

Clackamas County adopts a balanced budget meaning that the estimate of resources must equal the estimate of requirements for each fiscal year. This does not mean that all resources are spent each year. It does mean that the sum of expenditures authorized plus the amounts to be held aside for contingencies and reserves must equal the resources available. County policy dictates that if revenues do not come in as anticipated, expenditures must be reduced accordingly. All funds are budgeted in conformance with Oregon Local Budget Law and all funds are appropriated. The resolution authorizing appropriations for each fund sets the level by which expenditures cannot legally exceed appropriations. For Fiscal Year 2018-19, Clackamas County appropriations are controlled at the organizational unit level for all funds with separate allocations for amounts that are not attributable to an organizational unit if applicable. Contingency is the most common allocation not attributable to a specific organizational unit.

Each budget is prepared with line-item detail but compliance is required only at the level of legal appropriation. The Supplemental Information section of this publication contains a copy of the ordinance adopting the budget accompanied by additional detail showing the legal appropriation level within each fund. The Line-Item Detail budget document shows budget information for each organizational unit at a detailed level.

The operations of each fund are accounted for with a separate set of self-balancing accounts comprised of assets, liabilities and fund equity. The Financial Management Information System carries sub-ledgers for revenues and expenditures with a controlling account for each within the liability section of the balance sheet for each fund.

Although the accounting records are organized and budgets presented as outlined above, this budget document also organizes activities into departments which do not correlate to the fund groupings. For example, the Clerk's Department is comprised of an organization in the General Fund and a separate internal service fund, but both are presented together to provide a clearer picture of the activities of this functional unit.

## **BASIS OF ACCOUNTING AND BUDGETING**

The modified accrual basis of accounting is used for the General Fund, special revenue funds, debt service funds, and capital projects funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e. when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The County considers property taxes as available if they are collected within 60 days after year-end. Expenditures are recorded when incurred. Principal and interest on general long-term debt are recorded when due.

Internal service and enterprise funds are accounted for utilizing the accrual basis of accounting under which revenues are recognized at the time they are earned and expenses are recognized when they are incurred. Financial accounting reports are prepared in accordance with Generally Accepted Accounting Principles (GAAP).

The County essentially budgets its funds on the modified accrual basis and conforms to Generally Accepted Accounting Principles (GAAP) unless such procedures prevent compliance with Oregon governmental accounting regulations as stipulated by statute. Differences between the budget basis and accounting basis are reconciled at year-end as shown in the Comprehensive Annual Financial Report (CAFR). In particular, depreciation is accrued for GAAP purposes but is not a budgeted expense item. Likewise, certain compensated absences (vacation expenses) are accrued for GAAP purposes but not budgeted.

For many years, the County's CAFR's been awarded GFOA's Certificate of Achievement for Excellence in Financial Reporting and the County's budget documents have been awarded GFOA's Distinguished Budget Presentation Award.

## BUDGET ADOPTION PROCESS

<b>September</b>	Quarterly Budget Committee planning session
<b>November – December</b>	Board of County Commissioners meets to discuss budget priorities and goals and establish budget calendar  Quarterly Budget Committee planning session
<b>January</b>	Budget Office prepares revenue estimates, calculates department cost allocations and personnel costs
<b>February</b>	Budget workshop for departments
<b>March - April</b>	Quarterly Budget Committee planning session  Budget reviews with departments, proposed budget finalized
<b>May</b>	Budget Committee holds public meetings and approves budget
<b>June</b>	Board of County Commissioners adopts Budget

The County maintains extensive budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in Oregon Revised Statutes, Chapter 294 which prescribes the format and content of local government budgets in the state. All of the General Fund, special revenue funds, enterprise funds, internal service funds, capital projects funds, fiduciary funds and debt service funds are included in the annual appropriated budget of the County.

The level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is established by program organizational unit for all individual funds, with separate appropriations for amounts that are not attributable to an organizational unit (if applicable.) Contingency is the most common appropriation not attributable to a specific organizational unit. The County also maintains an encumbrance accounting system as one method of maintaining budgetary control. Encumbered amounts lapse at year's end. However, outstanding encumbrances are re-established as necessary as part of the following year's budget.

The County's budget process begins in late fall of each calendar year with the generation of cost allocation numbers for central services to be distributed to operating departments. This cost allocation is designed to recover the costs of technology, human resources services, records management, financial and accounting, and facilities management costs, - among others - provided to county departments and component unit operations. The cost allocation system is applied in a manner consistent and compliant with rules about grant-funded activities.

The Budget Committee is composed of the County Commissioners and an equal number of appointed citizen members serving staggered terms. The citizen members are recruited through press releases and County newsletters whenever openings exist. Any vacancies on the Committee are filled.

The full Budget Committee meets to review current financial information and refine budget priority direction to guide staff in preparing the budget. The entire budget is based upon these policies and directions, which are incorporated into a comprehensive book of budget instructions known as the Budget Preparation Manual. A budget workshop is held to distribute manuals to those staff members charged with preparation of the upcoming year's budget. At that meeting, new policies and guidelines are discussed, as are any changes in procedure. Departments then spend the next several weeks compiling their budget requests for the upcoming year.

Each department submits its completed budget package to the Budget Office. The budget staff reviews the information to verify that all required documents are included; that anticipated revenues balance with expenditures in all funds outside the General Fund; and that any proposed increase in personnel is accompanied by the appropriate new position request/justification. The Budget Manager then reviews all materials and conducts preliminary analysis prior to review by the County Administrator, the designated Budget Officer.

The County Administrator reviews all budget submissions, proposes revisions where necessary, determines recommended levels of General Fund support and balances the budget. A meeting is then scheduled with each department head to discuss the budget and any proposed changes.

The Budget Committee is given the responsibility of convening public hearings during which they receive the budget message and budget document, hear public testimony and approve a budget for the County. The County Administrator presents his budget message during the first meeting. At the public meetings, each department head speaks briefly about his or her department's strategic plan and summarizes the budget request being submitted. The Budget Committee has the opportunity to ask any questions about the requests prior to making decisions on funding levels for each department. Public testimony is heard and the Budget Committee agrees upon an approved budget.

Prior to adoption by the Board of County Commissioners, the budget and a notice of the adoption hearing are published in a newspaper of general circulation in the County. At the public hearing, the budget is officially adopted by Resolution and Order. This adoption must take place prior to July 1 of the fiscal year, in order for the County to have appropriation authority for the coming year. Oregon Budget Law provides the Board authority to amend the budget approved by the Budget Committee in any fund by up to 10% provided the source of any additional revenue does not affect the tax levy amounts approved by the Budget Committee. The adopted budget document is then finalized, printed and distributed for use as a fiscal plan for the upcoming year.

### **BUDGET REVISION PROCESS**

Throughout the fiscal year, department staff and the Finance Office monitor budgets. As the year progresses, departments may need to adjust or change the original budget due to unanticipated changes in revenues or to get approval for redirection of appropriations.

The budget may be amended after adoption by any one of four methods. Supplemental budget actions are scheduled as needed to update the budget by allowing for unforeseen circumstances. Oregon Local Budget Law regulates the supplemental process (ORS 294.480). The Board of County Commissioners may approve the change by resolution during a regular weekly business meeting, providing prior notice has been published. Public testimony is accepted at the hearing if anyone wishes to air concerns regarding the proposed appropriation changes. Oregon Local Budget Law also allows for additional appropriations in special circumstances when new funds are dedicated to a specific purpose (ORS 294.326). The additional appropriations are approved by resolution of the Board at their regular weekly meeting as needed. Budget transfers between categories within a fund are approved by resolution of the Board of County Commissioners. Transfers are processed as needed. Adjustments of line-item appropriations within a budgetary category and organizational unit are also processed as needed. These changes do not require action by the Board of County Commissioners.

### **COUNTY DEBT SUMMARY**

The source for debt limit calculations is Clackamas County's most recent Consolidated Annual Financial Report (CAFR) dated June 30, 2017. The County follows ORS 287A provisions for limitations on bonded indebtedness. The provision states a county may not issue or have outstanding at the time of issuance general obligation bonds in a principal amount that exceeds two percent of the real market value of the taxable property in the County or \$1,270,424,060. The County had \$59,000,000 or 0.093% of real market value of general obligation bonds issued as of that date.

The amount of revenue bonds or full faith and credit bonds permitted by the provision is one percent of the real market value of all taxable property in the county or \$635,212,030. The County had full faith and credit obligations of \$102,055,000 or 0.161% of the real market value of all taxable property, and revenue bond obligations of \$109,020,000 or 0.172% of the real market value of all taxable property, and was in compliance with the legal debt margin requirements.

Annual debt service accounts for less than 2% of the County's total budget and is not a significant constraint on operations.

Outstanding debt accounted for in the General County budget for Fiscal Year 2018-19 totals \$138,185,000 and includes the following obligations with a claim on the General Fund of the County.

The County issued debt in 2003 to fund construction of a new Public Services Building and update the Emergency Operations Center located on the County's Red Soils property in Oregon City. The County also purchased the Public Safety Training Center from Clackamas Community College. This facility provides training and meeting space for the Clackamas County Sheriff's Office and other law enforcement agencies as well as a public shooting range. These two issues were replaced by a refunding bond in 2012 to take advantage of lower interest rates and this new combined debt has a current balance of \$15,755,000. With its final payment due in 2033, this issue has the longest term.

In 2007, the County issued bonds to build a second building for county offices on the Red Soils property in Oregon City and construct other improvements to the campus as provided for in the Master Plan. This Development Services Building and campus improvements were completed in 2008. The initial debt was replaced with a refunding bond in 2018 to reduce interest expense. The original debt was \$49,990,000 and the balance on the 2018 refunding is \$25,765,000. Debt service extends through 2027.

In 2009, debt was issued in the amount of \$34,795,000 to finance updating, remodeling and repurposing facilities for use by the Sheriff and reimburse project costs at the Development Services Building. The County-owned Brooks Building (formerly known as the Sunnybrook Service Center) was remodeled for use as a central Sheriff's Office in the Clackamas area. At the existing jail, facility improvements, 50 additional beds and a medical care unit were added. In 2010, a warehouse was purchased adjacent to the Red Soils campus which now houses an evidence processing facility. The outstanding balance is \$22,705,000 and will be paid off by 2029.

In 2012, Clackamas County issued \$20,080,000 in debt to finance its share of the Portland-Milwaukie Light Rail project. The balance outstanding is \$16,175,000 with the final payment due in 2027.

Finally on December 1, 2016, the County issued \$59,000,000 in general obligation bonds as approved by voters in May 2016. This debt is to be payable over a maximum of 15 years and is being undertaken for the purpose of replacing an obsolete first responders emergency radio communications system, expanding coverage, and reinforcing for disasters. The projected levy will not exceed 10 cents per \$1,000 of assessed value. This newest debt has a principal balance of \$57,785,000 and will be repaid in 2031.

The following table summarizes debt service obligations due each year to maturity:

<u>Fiscal Year of Maturity</u>	<u>Principal</u>	<u>Interest</u>	<u>Annual Debt Service</u>
2018-19	\$ 8,240,000	\$5,156,457	\$13,396,457
2019-20	\$ 8,735,000	\$4,879,386	\$13,614,386
2020-21	\$ 9,290,000	\$4,553,609	\$13,843,609
2021-22	\$ 9,920,000	\$4,127,848	\$14,047,848
2022-23	\$10,485,000	\$3,726,501	\$14,211,501
2023-24	\$11,140,000	\$3,254,202	\$14,394,202
2024-25	\$11,510,000	\$2,751,548	\$14,261,548
2025-26	\$12,250,000	\$2,260,091	\$14,510,091
2026-27	\$12,980,000	\$1,735,612	\$14,715,612
2027-28	\$16,230,000	\$1,271,105	\$17,501,105
2028-29	\$ 9,500,000	\$ 851,063	\$10,351,063
2029-30	\$ 7,370,000	\$ 540,563	\$7,910,563
2030-31	\$ 7,805,000	\$ 319,463	\$8,124,463
2031-32	\$ 1,325,000	\$ 85,313	\$1,410,313
2032-33	<u>\$ 1,405,000</u>	<u>\$ 43,906</u>	<u>\$1,448,906</u>
Total	<u>\$138,185,000</u>	<u>\$35,556,667</u>	<u>\$173,741,667</u>

## **PUBLIC INVOLVEMENT**

Citizens are encouraged to become involved in the County's budget process. Public comments are welcome at Budget Committee and Board of County Commissioners meetings. Meeting schedules and a host of other information is available via the County's website which can be found at <http://www.clackamas.us>. Budget information is also available at the County Finance Office, 2051 Kaen Road, Oregon City, and at each Budget Committee meeting. Notices of Budget Committee and Board of Commissioners meetings are published in The Clackamas Review and/or The Lake Oswego Review in the legal notice section. In addition to budget matters, there are over fifty other advisory boards and commissions working on a wide variety of issues of interest to County citizens. Detailed information about each of these groups is included in the Supplemental Information section of this book.

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Budget	Percent Change
<b>Resources by Category</b>						
Beginning Fund Balance	127,810,526	140,440,663	227,390,589	227,889,295	203,839,885	-10.36%
<b>Current Revenues</b>						
Prior Year Revenue	2,843,381	12,154,085	6,450,995	7,554,918	-	
Taxes	121,754,463	127,926,390	137,519,260	137,787,635	144,458,118	5.05%
Federal Revenue	19,226,582	25,038,108	25,280,293	25,249,092	26,904,919	6.43%
State Revenue	98,805,831	88,146,808	96,156,859	96,411,383	101,730,145	5.80%
Local Revenue	19,774,399	18,244,339	20,822,332	18,806,778	20,812,751	-0.05%
Licenses	21,566,911	17,888,501	14,969,176	16,658,774	14,757,535	-1.41%
Fees & Fines	118,723,288	121,281,596	124,537,876	119,653,581	135,274,008	8.62%
Other Revenue	60,595,562	128,112,969	68,879,124	62,440,758	75,003,559	8.89%
Interfund Transfers	116,985,206	118,952,986	124,205,450	121,394,269	124,038,747	-0.13%
<b>Subtotal Current Revenues</b>	<b>580,275,623</b>	<b>657,745,782</b>	<b>618,821,365</b>	<b>605,957,188</b>	<b>642,979,782</b>	<b>3.90%</b>
<b>Total Resources</b>	<b>708,086,149</b>	<b>798,186,445</b>	<b>846,211,954</b>	<b>833,846,483</b>	<b>846,819,667</b>	<b>0.07%</b>
<b>Requirements by Category</b>						
<b>Current Expenditures</b>						
Personal Services	225,112,869	232,423,031	273,518,387	251,832,427	283,164,113	3.53%
Materials & Services	150,190,284	137,859,820	174,327,933	152,814,379	169,595,551	-2.71%
Allocated Costs	30,387,562	32,162,744	35,354,204	34,566,665	36,979,331	4.60%
Capital Outlay	21,215,681	23,444,422	32,367,004	19,451,410	52,329,851	61.68%
<b>Subtotal Current Expenditures</b>	<b>426,906,396</b>	<b>425,890,017</b>	<b>515,567,528</b>	<b>458,664,881</b>	<b>542,068,846</b>	<b>5.14%</b>
Debt Service	13,649,178	13,517,613	15,225,815	14,903,652	13,640,761	-10.41%
Special Payments	10,104,702	11,936,535	61,231,113	35,157,571	54,529,093	-10.95%
Interfund Transfers	116,985,206	118,952,986	124,205,450	121,280,494	125,038,747	0.67%
Reserves	-	-	72,311,283	-	57,328,155	-20.72%
Contingency	-	-	57,670,765	-	54,214,065	-5.99%
Ending Fund Balance	140,440,667	227,889,294	-	203,839,885	-	
<b>Total Requirements</b>	<b>708,086,149</b>	<b>798,186,445</b>	<b>846,211,954</b>	<b>833,846,483</b>	<b>846,819,667</b>	<b>0.07%</b>
<b>Full-Time Equivalents (FTE's)</b>	<b>2,013</b>	<b>2,067</b>	<b>2,099</b>	<b>2,099</b>	<b>2,133</b>	<b>1.63%</b>

On the preceding page is a summary of Clackamas County's financial resources and requirements over the last four years. Audited revenues and expenditures are available for fiscal years 2015-16 and 2016-17. For fiscal year 2017-18, both the amended budget and estimated actual resources and expenditures are shown. Finally the adopted budget for fiscal year 2018-19 is presented. Since both actual data and budgets are shown on the previous page, it is important to be careful when comparing them. Budgets represent planned or anticipated activity; they are totals not to be exceeded. As the Beginning Fund Balance line indicates, not all resources are spent during a year. Actual expenditures will always be less than budgeted expenditures.

The Clackamas County budget for fiscal year 2018-19 totals \$846,819,667 which amounts to an increase of only \$607,713 from the 2017-18 total amended budget. This general overview is intended to provide brief explanations of the major categories reported and highlight significant changes with particular attention to differences between the two budget columns. More complete information about resources and expenditures as they relate to particular departments and funds is presented throughout the subsequent sections of this book.

Beginning Fund Balance is revenue carried forward from the previous year. It is a critical revenue source as it contains the accumulation of funds over time and is a measure of the strength and ability of the County to meet the challenges of the future and withstand emergencies. Preservation of fund balance reflects sustained effort on the part of County departments to curtail spending wherever possible and preserve resources. Variations do occur from year to year. For 2018-19, fund balance is \$203.8 million or 10% lower than was budgeted for 2017-18. The decrease is due to expenditure of bond proceeds as intended for emergency communication equipment.

Comparing budget to budget, Property Tax revenue increases almost \$6.9 million or 5% for 2018-19 due to strengthening property values, strong collections and the second year of an additional levy to service debt on a new issue of general obligation bonds discussed above. Under normal circumstances, the annual growth limit for property tax on unchanged properties in Oregon is 3%. During periods of robust construction, additional property tax revenue generated by new development adds another 2% to 3% to growth.

Federal Revenue is expected to increase \$1.6 million or 6.4%. Programs receiving funding remain much the same for 2018-19 with modest increases in several human services programs accounting for the increase. This category has been negatively impacted in recent years by the reduction of Secure Rural Schools and Community Self-Determination Act (timber) revenues.

State Revenue, an important but variable resource for the County, is expected to increase \$5.6 million or 5.8% during 2018-19. The largest beneficiary of state support will be the Health, Housing and Human Services funds with a combined total of \$42 million and providing the largest source of operating revenue for Behavioral Health and Social Services. The Road Fund will receive \$31.7 million from motor vehicle and fuel tax and Community Corrections will collect almost \$10 million.

Local Revenue, a smaller but still important resource, is budgeted to remain flat at \$20.8 million. This category includes grants and other payments from many agencies and covers a wide variety of services. The Sheriff records payments from cities, schools and METRO for contracted police services in this category. For 2018-19, these contracts are expected to total \$8.4 million. Another example of Local Revenue is transient room tax which supports tourism promotion and will add \$5.2 million.

License Revenue is generally consistent from year to year. It is expected to generate \$14.8 million in 2018-19 which is 1.4% less than was budgeted in 2017-18. This category was higher than usual in 2015-16 due to increased construction activity. Typically the largest inflows to this category come from building permits and other development-related charges. The Licenses category includes system development charges which help pay for transportation capacity improvements necessitated by new development. Cable franchise fees and garbage hauler fees are also included in this category.

Fees and Fines are budgeted to increase \$10.7 million or 8.6%. A significant portion of the revenue recorded in this category comes from cost allocations through which County departments bill each other for the services they provide. Also in this category are recording fees collected in the County Clerk's office, dispatching fees in Emergency Communications, client fees in Community Health, greens fees at Stone Creek Golf Course, and fines imposed by the Clackamas County Justice Court. The increase in 2018-19 comes from anticipated payments from the Clackamas

Extension and 4-H Service District for their new Extension Center to be constructed on the Red Soils Campus in Oregon City.

Other Revenue, a category that includes proceeds of debt issues and payroll reimbursements to the general County from other Clackamas agencies, increases almost 9% or \$6.1 million for 2018-19. Significant fluctuations in this category are generally explained by debt issuance or construction activity. Such was the case in 2016-17 and 2018-19 when the county issued bonds.

Interfund Transfers are moneys sent from one County fund to another. This category remains flat for 2018-19. Transfers to pay for planned capital projects usually account for most of the fluctuations from year to year. Most Interfund Transfers originate in the General Fund and are disbursed to support operations in other funds. The majority goes to public safety but other recipients include human services and a wide variety of other necessary government functions that do not generate revenue to support their operations.

Initiating the discussion of Requirements by Category are Personnel Services which are budgeted to increase \$9.6 million or 3.5%. The 2018-19 budget provides for 34 additional full-time equivalent positions, primarily in the Health, Housing and Human Services and Transportation and Development departments. Countywide changes in personnel are discussed later in this Financial Summaries section and in greater detail as they relate to specific work units in the Budget by Department section. Budgets for Personnel Services almost always exceed actual expenditures due to vacancies that occur during the year.

Materials and Services are budgeted to decrease \$4.7 million or 2.7% compared to the previous year's budget. Because so many items are included under the Materials and Service umbrella, there are many factors contributing to a change in the overall total. Like Personnel Services, Materials and Services is a category where actual costs tend to fall below the budgeted level.

Allocated Cost is the spending category through which county operations charge each other for services such as payroll processing, computer support and facilities maintenance. Allowable costs are calculated in compliance with federal requirements making some services eligible for reimbursement from grant funds. For 2018-19 total allocated costs are increasing \$1.6 million or 4.6%.

The Capital Outlay budget is anticipated to grow by \$20 million or 62% in 2018-19. This category includes both capital purchases such as vehicles and capital projects such as bridge construction. Capital expenditures have been higher in the recent past as this was a period during which the County constructed improvements at the Brooks Building, jail and evidence processing facility for the Sheriff and a fiber infrastructure that will increase data connectivity for underserved areas. The network is making affordable broadband access available to public entities including schools, hospitals and public safety operations. The increase for 2018-19 is due to construction of an Extension Center and additional road construction.

Budgets in this category typically exceed actual costs as they are established at a level that provides sufficient authorization to allow work to proceed under the most favorable possible conditions during the construction season. Project funds not used by year end can be re-budgeted for continuation the following year.

Debt Service is an expenditure category that declines \$1.6 million or 10.4% in 2018-19. In recent years this category has reflected new issues to finance the Public Services and Development Services buildings at the Red Soils campus, improvements at the Brooks Building, jail, evidence processing facility, and most recently, the purchase of emergency radio equipment.

Special Payments is a budgetary category used primarily for payments to other organizations for which goods or services are not received in return. It was budgeted abnormally high in 2017-18 to accommodate anticipated reimbursements to local governments for their expenditure on emergency communications systems. These reimbursements were not requested as quickly as expected and have been carried over to 2018-19. This category also provides for the potential payment of \$2.1 million in dedicated library capital project support to eligible city libraries should they complete construction plans and request disbursement of their shares.

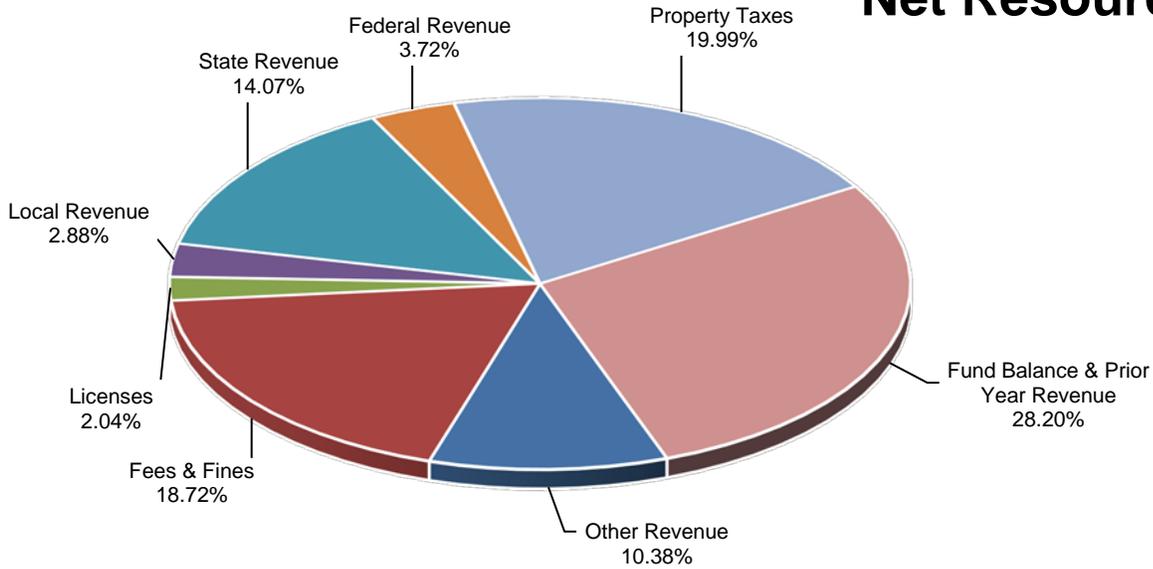
The Interfund Transfers expense category is essentially the mirror image of the Interfund Transfers revenue category. This is where the paying funds record the expense they incur to send the money to the receiving funds.

Reserves and Contingency are two requirement categories that do not appear in years for which actual expenditure data is available. They do appear in budgets however. Reserves are funds set aside for future use and not intended to be spent during the current fiscal year. Contingencies are also funds set aside but they are considered available if needed for unforeseen circumstances that may arise in the current year.

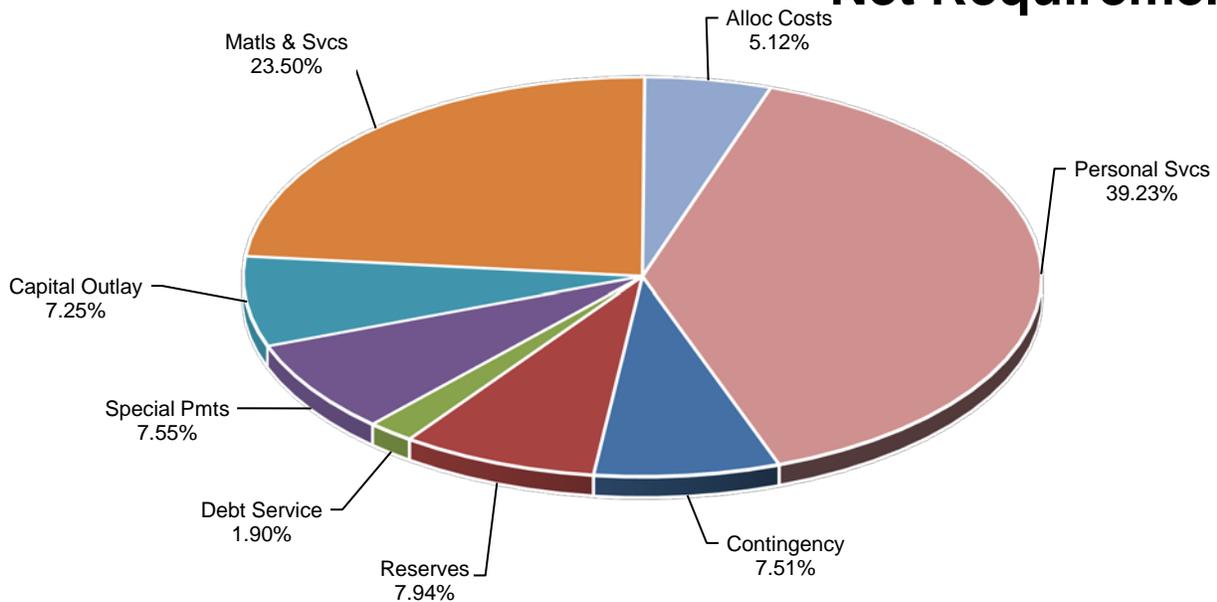
Countywide, Reserves are down almost \$15 million and Contingency down \$3.5 million for a combined decrease of \$18.5 million. Although many individual funds fluctuated either up and down, the more significant adjustment occurs in the General Fund which had been reserving \$22 million in bond proceeds that are now being drawn down.

Ending Fund Balance appears only for years showing actual expenditures. This line reflects total money received but not spent. It shows up as a resource for the ensuing year. A more detailed discussion of Fund Balances can be found in the Revenue Analysis section.

### Net Resources



### Net Requirements



### Net Adopted Budget - \$721,780,920

These pie charts show the major resource and requirement components of the Clackamas County budget excluding Interfund Transfers. Approximately \$125 million is transferred between County funds. The same money appears in the budgets of both the paying and receiving funds but is only spent once. After removing the twice-budgeted funds, the net County budget for FY 2018-19 is \$721,780,920.

## Resources by Fund and Category 2018-2019 Adopted Budget

FUNDS	Taxes (1)	Federal Revenue	State Revenue	Local Revenue	Licenses & Permits	Fees, Fines & Chg Svcs	Other Revenue	Interfund Transfers	Beg Fund Balance	Adopted Budget
<b>General Fund</b>										
General Fund	127,820,000	1,689,397	5,811,000	380,306	2,140,512	15,443,490	22,135,542	10,000	75,074,871	250,505,118
Sub-Total	127,820,000	1,689,397	5,811,000	380,306	2,140,512	15,443,490	22,135,542	10,000	75,074,871	250,505,118
<b>Special Revenue Funds</b>										
County Fair Fund	-	-	53,167	3,000	-	527,261	894,938	477,870	439,272	2,395,508
County School Fund	-	269,365	-	-	-	-	-	-	-	269,365
Building Codes Fund	-	-	-	-	6,827,500	201,450	130,698	-	5,474,967	12,634,615
Resolution Services Fund	-	-	78,413	7,500	25,000	795,711	126	780,607	-	1,687,357
Business & Economic Dev Fund	-	20,000	1,760,000	-	29,172	1,081,240	19,000	-	1,889,494	4,798,906
Disaster Management Fund	-	1,439,132	16,000	-	-	-	-	2,171,183	565,760	4,192,075
Law Library Fund	-	-	-	-	-	2,500	337,316	-	299,437	639,253
Library Services Fund	-	-	5,765	1,396,670	-	108,085	495,600	2,420,811	3,885,025	8,311,956
Parks Fund	-	1,350	1,026,500	-	-	871,811	29,415	832,622	1,020,800	3,782,498
Planning Fund	-	-	-	260,000	83,000	841,437	25,000	2,824,514	1,311,419	5,345,370
Road Fund	-	3,346,082	36,375,144	995,401	165,000	3,157,776	4,629,780	4,526,713	15,431,545	68,627,441
Sheriff Fund	11,947,963	870,876	227,500	8,662,609	534,300	3,468,461	6,496,692	56,971,489	3,637,856	92,817,746
<b>Code Enforce, Resource Cons&amp;Solid Waste</b>										
Property Resources Fund	-	-	-	423,500	2,075,000	1,196,694	43,850	138,916	1,938,742	5,816,702
Community Corrections Fund	-	-	9,971,392	110,000	-	671,675	86,430	4,672,087	2,826,259	18,337,843
District Attorney Fund	-	1,638,937	812,430	-	-	363,078	-	9,989,615	833,982	13,638,042
Justice Court Fund	-	-	-	-	-	3,716,400	4,600	-	591,154	4,312,154
Transportation SDC Fund	-	-	-	-	1,050,000	17,500	57,709	1,882,768	9,726,660	12,734,637
Public Land Corner Preserv Fund	-	-	-	-	-	712,000	14,000	-	1,034,931	1,760,931
Health, Housing & Human Svcs Admin Fund	-	-	-	-	-	1,115,164	-	1,818,632	247,873	3,181,669
Clack Behavioral Health Fund	-	1,810,615	18,954,796	265,000	-	1,230,307	15,960	954,437	7,981,894	31,213,009
Social Services Fund	-	5,495,081	15,316,967	440,053	-	3,222,716	105,000	3,055,485	3,611,371	31,246,673
Community Development Fund	-	4,554,126	-	700,000	-	185,000	475,000	77,905	684,554	6,676,585
Children, Youth & Families Fund	-	584,626	5,195,930	193,000	-	384,610	570	3,071,938	911,909	10,342,583
Dog Services Fund	-	-	-	-	592,000	63,000	38,000	1,732,506	889,680	3,315,186
Public Health Fund	-	1,705,576	1,466,758	798,250	1,200,051	2,648,942	123,633	2,141,696	643,678	10,728,584
Clackamas Health Centers Fund	-	2,316,756	1,298,752	200,046	-	31,300,936	29,140	567,643	15,882,156	51,595,429
Employer Contribution Res Fund	-	-	-	-	-	-	-	-	2,710,280	2,710,280
Cty Safety Net Legislation Local Proj Fund	-	-	-	-	-	-	-	-	306,162	306,162
Transient Room Tax Fund	-	-	-	5,237,164	-	-	-	-	19,512	5,256,676
Juvenile Fund	-	263,000	1,638,271	134,350	-	279,266	3,500	8,282,902	2,233,035	12,834,324
Tourism Development Fund	-	-	-	470,990	-	-	9,500	4,973,165	525,937	5,979,592
Forest Mgmt Fund	-	50,000	-	-	-	1,000	5,757,175	75,000	2,296,846	8,180,021
Damascus Successor Private Purpose Trust Fun	-	-	-	-	-	-	-	-	2,641,834	2,641,834
Sub-Total	11,947,963	24,365,522	94,197,785	20,297,533	12,581,023	58,585,381	20,443,993	114,440,504	93,939,507	450,799,211
<b>Internal Svc &amp; Enterprise Funds</b>										
Stone Creek Golf Course Fund	-	-	-	-	-	2,850,521	4,500	-	811,514	3,666,535
Clackamas Broadband Utility Fund	-	-	-	-	36,000	2,358,000	200	-	30,184	2,424,384
Records Management Fund	-	-	-	-	-	685,108	-	-	77,832	762,940
Facilities Management Fund	-	-	-	-	-	8,722,920	2,295,650	-	2,053,203	13,071,773
Telecommunication Svcs Fund	-	-	-	-	-	2,548,623	-	-	868,272	3,416,895
Technology Services Fund	-	-	35,000	-	-	13,192,515	220,076	35,000	1,007,958	14,490,549
Central Dispatch Fund	-	850,000	1,686,360	134,912	-	5,712,676	24,700	-	1,269,405	9,678,053
Self-Insurance Fund	-	-	-	-	-	3,346,745	29,592,387	-	4,190,189	37,129,321
Risk Management Claims Fund	-	-	-	-	-	4,787,852	210,035	-	11,623,326	16,621,213
Fleet Services Fund	-	-	-	-	-	4,060,532	76,476	1,266,979	63,257	5,467,244
Sub-Total	-	850,000	1,721,360	134,912	36,000	48,265,492	32,424,024	1,301,979	21,995,140	106,728,907
<b>Debt Service Fund</b>										
Debt Service Fund	-	-	-	-	-	3,124,059	-	5,286,264	295,980	8,706,303
General Obligation Bond Debt Service Fund	4,690,155	-	-	-	-	-	-	-	-	4,690,155
Sub-Total	4,690,155	-	-	-	-	3,124,059	-	5,286,264	295,980	13,396,458
<b>Capital Project Funds</b>										
DTD Capital Projects Fund	-	-	-	-	-	-	-	-	3,436,491	3,436,491
Capital Proj Reserve Fund	-	-	-	-	-	9,855,586	-	3,000,000	8,998,076	21,853,662
LID Construction Fund	-	-	-	-	-	-	-	-	99,820	99,820
Sub-Total	-	-	-	-	-	9,855,586	-	3,000,000	12,534,387	25,389,973
<b>Total All Funds</b>	<b>144,458,118</b>	<b>26,904,919</b>	<b>101,730,145</b>	<b>20,812,751</b>	<b>14,757,535</b>	<b>135,274,008</b>	<b>75,003,559</b>	<b>124,038,747</b>	<b>203,839,885</b>	<b>846,819,667</b>

(1) Includes current taxes, delinquent taxes and penalties.

Note: Pie charts showing resources and requirements by fund type are available in the Budget by Fund section

## Requirements by Fund and Category 2018-2019 Adopted Budget

FUNDS	Personnel Services	Materials & Services	Allocated Costs	Capital Outlay	Debt Service	Special Payments	Interfund Transfers	Reserves	Contingency	Ending Fund Bal	Adopted Budget
<b>General Fund</b>											
General Fund	46,675,753	11,740,317	9,630,517	340,000	244,303	42,647,382	109,650,177	20,857,839	8,718,830	-	250,505,118
Sub-Total	46,675,753	11,740,317	9,630,517	340,000	244,303	42,647,382	109,650,177	20,857,839	8,718,830	-	250,505,118
<b>Special Revenue Funds</b>											
County Fair Fund	506,000	1,270,318	-	502,744	-	5,000	-	-	111,446	-	2,395,508
County School Fund	-	-	-	-	-	269,365	-	-	-	-	269,365
Building Codes Fund	5,319,399	1,336,536	781,052	1,267,000	-	-	-	3,211,232	719,396	-	12,634,615
Resolution Services Fund	1,323,984	195,959	167,414	-	-	-	-	-	-	-	1,687,357
Business & Economic Dev Fund	1,722,934	2,097,047	179,134	-	-	335,000	63,000	-	401,791	-	4,798,906
Disaster Management Fund	1,727,598	709,347	238,016	1,058,955	-	150,000	-	-	308,159	-	4,192,075
Law Library Fund	241,010	127,380	60,863	-	-	-	-	50,000	160,000	-	639,253
Library Services Fund	2,452,319	1,980,391	221,481	82,000	-	2,100,000	-	1,384,318	91,447	-	8,311,956
Parks Fund	1,148,164	746,185	228,979	1,365,500	-	-	-	81,337	212,333	-	3,782,498
Planning Fund	2,677,184	1,095,942	408,151	260,000	-	-	110,000	463,856	330,237	-	5,345,370
Road Fund	20,268,629	14,973,395	2,582,407	18,940,287	-	500,000	-	3,104,046	8,258,677	-	68,627,441
Sheriff Fund	70,230,801	16,917,361	3,788,353	79,500	-	170,000	1,631,731	-	-	-	92,817,746
Code Enforce, Resource Cons&Solid Waste	2,610,589	1,023,388	365,752	170,000	-	-	75,000	907,771	664,202	-	5,816,702
Property Resources Fund	217,535	830,529	24,129	90,000	-	450,000	-	778,465	97,547	-	2,488,205
Community Corrections Fund	13,361,561	3,603,541	1,027,162	225,000	-	120,579	-	-	-	-	18,337,843
District Attorney Fund	11,007,354	1,329,698	860,990	-	-	440,000	-	-	-	-	13,638,042
Justice Court Fund	840,270	736,798	252,485	11,995	-	1,700,000	-	-	770,606	-	4,312,154
Transportation SDC Fund	-	115,500	24,907	12,950	-	-	3,604,304	7,921,703	1,055,273	-	12,734,637
Public Land Corner Preserv Fund	527,468	95,437	89,070	25,000	-	-	-	733,088	290,868	-	1,760,931
Hlth, Housing & Human Svcs Admin Fund	1,228,536	1,799,184	88,591	-	-	-	65,358	-	-	-	3,181,669
Behavioral Health Fund	9,701,504	14,570,913	2,043,832	-	-	990,454	-	-	3,906,306	-	31,213,009
Social Services Fund	12,769,343	11,674,858	3,692,856	20,000	-	978,157	-	-	2,111,459	-	31,246,673
Community Development Fund	1,199,138	4,163,899	265,109	100,000	-	465,000	-	-	483,439	-	6,676,585
Children, Youth & Families Fund	3,811,526	4,144,896	629,106	-	-	1,130,545	626,510	-	-	-	10,342,583
Dog Services Fund	1,880,743	394,448	412,905	30,000	-	-	-	345,151	251,939	-	3,315,186
Public Health Fund	6,108,518	2,260,380	1,784,630	-	-	548,893	-	-	26,163	-	10,728,584
Clackamas Health Centers Fund	28,082,983	4,260,818	3,369,472	-	-	-	-	8,795,657	7,086,499	-	51,595,429
Employer Contribution Res Fund	-	-	-	-	-	-	-	-	2,710,280	-	2,710,280
Cty Safety Net Legislation Local Proj Fund	-	-	12,824	-	-	293,338	-	-	-	-	306,162
Transient Room Tax Fund	-	105,000	-	-	-	-	5,151,676	-	-	-	5,256,676
Juvenile Fund	6,884,426	5,193,751	606,147	-	-	-	-	-	150,000	-	12,834,324
Tourism Development Fund	1,735,354	3,794,238	-	-	-	-	-	-	450,000	-	5,979,592
Forest Mgmt Fund	515,932	712,884	63,600	4,595,000	-	5,000	300,000	1,858,363	129,242	-	8,180,021
Damascus Successor Private Purpose Trust Fund	-	2,641,834	-	-	-	-	-	-	-	-	2,641,834
Sub-Total	210,100,802	104,901,855	24,269,417	28,835,931	-	10,651,331	11,627,579	29,634,987	30,777,309	-	450,799,211
<b>Internal Svcs &amp; Enterprise Funds</b>											
Stone Creek Golf Course Fund	-	2,381,111	8,598	130,000	-	5,000	324,500	530,561	286,765	-	3,666,535
Clackamas Broadband Utility Fund	342,353	363,600	91,873	1,590,558	-	36,000	-	-	-	-	2,424,384
Records Management Fund	458,095	100,483	136,926	-	-	-	-	-	67,436	-	762,940
Facilities Management Fund	5,624,913	5,849,810	372,776	1,049,000	-	-	-	-	175,274	-	13,071,773
Telecommunication Svcs Fund	985,564	1,518,800	215,845	696,686	-	-	-	-	-	-	3,416,895
Technology Services Fund	7,879,449	3,442,283	1,451,859	980,000	-	-	-	306,958	430,000	-	14,490,549
Central Dispatch Fund	7,058,296	355,584	362,409	20,000	-	1,189,380	-	492,384	200,000	-	9,678,053
Self-Insurance Fund	1,628,886	30,612,193	98,570	-	-	-	-	-	4,789,672	-	37,129,321
Risk Management Claims Fund	1,262,264	3,865,822	109,207	-	-	-	-	3,310,426	8,073,494	-	16,621,213
Fleet Services Fund	1,147,738	3,226,503	189,503	853,500	-	-	-	-	50,000	-	5,467,244
Sub-Total	26,387,558	51,716,189	3,037,566	5,319,744	-	1,230,380	324,500	4,640,329	14,072,641	-	106,728,907
<b>Debt Service Fund</b>											
Debt Service Fund	-	-	-	-	8,706,303	-	-	-	-	-	8,706,303
General Obligation Bond Debt Service Fund	-	-	-	-	4,690,155	-	-	-	-	-	4,690,155
Sub-Total	-	-	-	-	13,396,458	-	-	-	-	-	13,396,458
<b>Capital Project Funds</b>											
DTD Capital Projects Fund	-	-	-	-	-	-	3,436,491	-	-	-	3,436,491
Capital Proj Reserve Fund	-	1,137,370	41,831	17,834,176	-	-	-	2,195,000	645,285	-	21,853,662
LID Construction Fund	-	99,820	-	-	-	-	-	-	-	-	99,820
Sub-Total	-	1,237,190	41,831	17,834,176	-	-	3,436,491	2,195,000	645,285	-	25,389,973
<b>Total All Funds</b>	<b>283,164,113</b>	<b>169,595,551</b>	<b>36,979,331</b>	<b>52,329,851</b>	<b>13,640,761</b>	<b>54,529,093</b>	<b>125,038,747</b>	<b>57,328,155</b>	<b>54,214,065</b>	<b>-</b>	<b>846,819,667</b>

**Requirements by Fund and Department 2018-19 Adopted Budget**

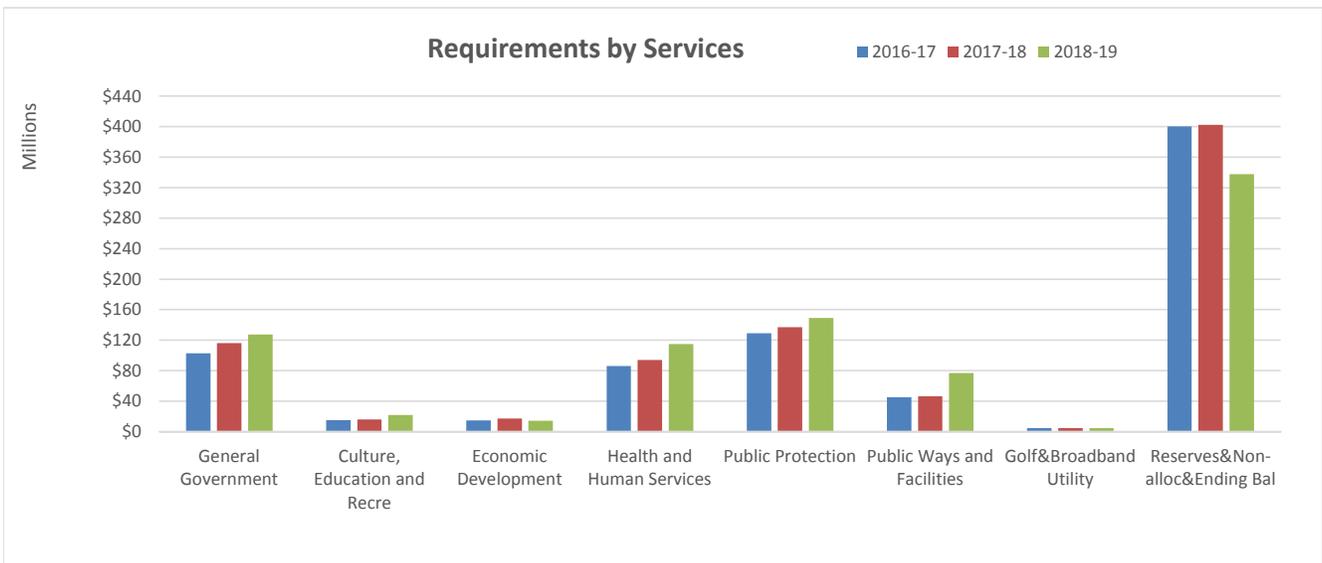
<b>FUNDS</b>	General City Admin	Assessor	Clerk	Treasurer	Sheriff	Dist Attorney	Justice Court	Juvenile	Counsel	Disaster Mgmt
<b>General Fund</b>										
General Fund	4,209,192	8,203,895	3,419,375	1,011,248	-	-	-	-	2,859,569	-
Sub-Total	4,209,192	8,203,895	3,419,375	1,011,248	-	-	-	-	2,859,569	-
<b>Special Revenue Funds</b>										
County Fair Fund	-	-	-	-	-	-	-	-	-	-
County School Fund	-	-	-	-	-	-	-	-	-	-
Building Codes Fund	-	-	-	-	-	-	-	-	-	-
Resolution Services Fund	-	-	-	-	-	-	-	-	-	-
Business & Economic Dev Fund	-	-	-	-	-	-	-	-	-	-
Disaster Mgmt Fund	-	-	-	-	-	-	-	-	-	4,192,075
Law Library Fund	-	-	-	-	-	-	-	-	-	-
Library Services Fund	-	-	-	-	-	-	-	-	-	-
Parks Fund	-	-	-	-	-	-	-	-	-	-
Planning Fund	-	-	-	-	-	-	-	-	-	-
Road Fund	-	-	-	-	-	-	-	-	-	-
Sheriff's Operations Fund	-	-	-	-	92,817,746	-	-	-	-	-
Code Enforce & Res Cons Fund	-	-	-	-	-	-	-	-	-	-
Property Resources Fund	-	-	-	-	-	-	-	-	-	-
Community Corrections Fund	-	-	-	-	18,337,843	-	-	-	-	-
District Attorney Fund	-	-	-	-	-	13,638,042	-	-	-	-
Justice Court Fund	-	-	-	-	-	-	4,312,154	-	-	-
Countywide Trans SDC Fund	-	-	-	-	-	-	-	-	-	-
Pub Land Corner Preserv Fund	-	-	-	-	-	-	-	-	-	-
HV /Clack Joint Trans Fund	-	-	-	-	-	-	-	-	-	-
H, H & Human Svcs Admin Fund	-	-	-	-	-	-	-	-	-	-
Clackamas Behavioral Health Fund	-	-	-	-	-	-	-	-	-	-
Social Services Fund	-	-	-	-	-	-	-	-	-	-
Community Development Fund	-	-	-	-	-	-	-	-	-	-
Comm Solutions Fund	-	-	-	-	-	-	-	-	-	-
Children, Youth & Families Fund	-	-	-	-	-	-	-	-	-	-
Dog Control Fund	-	-	-	-	-	-	-	-	-	-
Public Health Fund	-	-	-	-	-	-	-	-	-	-
Clack Health Ctrs Fund	-	-	-	-	-	-	-	-	-	-
Employer Con Res Fund	-	-	-	-	-	-	-	-	-	-
Cty Safety Net Local Proj Fund	-	-	-	-	-	-	-	-	-	-
Transient Room Tax Fund	-	-	-	-	-	-	-	-	-	-
Tourism Dev Council Fund	-	-	-	-	-	-	-	-	-	-
Forest Mgmt Fund	-	-	-	-	-	-	-	-	-	-
Juvenile Fund	-	-	-	-	-	-	-	12,834,324	-	-
Sub-Total	-	-	-	-	111,155,589	13,638,042	4,312,154	12,834,324	-	4,192,075
<b>Internal Svcs &amp; Enterprise Funds</b>										
Stone Creek Golf Course Fund	-	-	-	-	-	-	-	-	-	-
CLACK Broadband Utility Fund	-	-	-	-	-	-	-	-	-	-
Records Management Fund	-	-	762,940	-	-	-	-	-	-	-
Facilities Management Fund	-	-	-	-	-	-	-	-	-	-
Telecommunication Svcs Fund	-	-	-	-	-	-	-	-	-	-
Technology Services Fund	-	-	-	-	-	-	-	-	-	-
Central Dispatch Fund	-	-	-	-	-	-	-	-	-	-
Self-Insurance Fund	-	-	-	-	-	-	-	-	-	-
Risk Management Claims Fund	-	-	-	-	-	-	-	-	-	-
Fleet Services Fund	-	-	-	-	-	-	-	-	-	-
Sub-Total	-	-	762,940	-	-	-	-	-	-	-
<b>Debt Service Funds</b>										
Debt Svcs Fund	-	-	-	-	-	-	-	-	-	-
General Obligation Bond Debt Svcs Fur	-	-	-	-	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-	-	-	-	-
<b>Capital Project Funds</b>										
DTD Capital Projects Fund	-	-	-	-	-	-	-	-	-	-
Capital Proj Reserve Fund	-	-	-	-	-	-	-	-	-	-
LID Construction Fund	-	-	-	-	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-	-	-	-	-
<b>Trust &amp; Agency Funds</b>										
Damascus Successor Private Purpose Trust f	-	-	-	-	-	-	-	-	-	-
Sub Total	-	-	-	-	-	-	-	-	-	-
<b>Total All Funds</b>	<b>4,209,192</b>	<b>8,203,895</b>	<b>4,182,315</b>	<b>1,011,248</b>	<b>111,155,589</b>	<b>13,638,042</b>	<b>4,312,154</b>	<b>12,834,324</b>	<b>2,859,569</b>	<b>4,192,075</b>

**Requirements by Fund and Department 2018-19 Adopted Budget**

<b>FUNDS</b>	<b>Emerg Comm</b>	<b>Pub &amp; Gov Affairs</b>	<b>HR Services</b>	<b>Finance</b>	<b>Technology Services</b>	<b>Transport &amp; Developm't</b>	<b>Health, House &amp; Human Svcs</b>	<b>Business &amp; Comm Svcs</b>	<b>Tourism</b>	<b>Misc &amp; Pass-Thr</b>
<b>General Fund</b>										
General Fund	-	5,884,652	4,451,480	7,762,118	-	1,303,805	-	-	-	211,399,784
Sub-Total	-	5,884,652	4,451,480	7,762,118	-	1,303,805	-	-	-	211,399,784
<b>Special Revenue Funds</b>										
County Fair Fund	-	-	-	-	-	-	-	2,395,508	-	-
County School Fund	-	-	-	-	-	-	-	-	-	269,365
Building Codes Fund	-	-	-	-	-	12,634,615	-	-	-	-
Resolution Services Fund	-	-	-	-	-	-	-	-	-	1,687,357
Business & Economic Dev Fund	-	-	-	-	-	-	-	4,798,906	-	-
Disaster Mgmt Fund	-	-	-	-	-	-	-	-	-	-
Law Library Fund	-	-	-	-	-	-	-	-	-	639,253
Library Services Fund	-	-	-	-	-	-	-	8,311,956	-	-
Parks Fund	-	-	-	-	-	-	-	3,782,498	-	-
Planning Fund	-	-	-	-	-	5,345,370	-	-	-	-
Road Fund	-	-	-	-	-	68,627,441	-	-	-	-
Sheriff's Operations Fund	-	-	-	-	-	-	-	-	-	-
Code Enforce & Res Cons Fund	-	-	-	-	-	5,816,702	-	-	-	-
Property Resources Fund	-	-	-	-	-	-	-	2,488,205	-	-
Community Corrections Fund	-	-	-	-	-	-	-	-	-	-
District Attorney Fund	-	-	-	-	-	-	-	-	-	-
Justice Court Fund	-	-	-	-	-	-	-	-	-	-
Countywide Trans SDC Fund	-	-	-	-	-	10,851,869	-	-	-	-
Pub Land Corner Preserv Fund	-	-	-	-	-	1,760,931	-	-	-	-
HV /Clack Joint Trans Fund	-	-	-	-	-	1,882,768	-	-	-	-
H, H & Human Svcs Admin Fund	-	-	-	-	-	-	3,181,669	-	-	-
Clackamas Behavioral Health Fund	-	-	-	-	-	-	31,213,009	-	-	-
Social Services Fund	-	-	-	-	-	-	31,246,673	-	-	-
Community Development Fund	-	-	-	-	-	-	6,676,585	-	-	-
Comm Solutions Fund	-	-	-	-	-	-	626,510	-	-	-
Children, Youth & Families Fund	-	-	-	-	-	-	9,716,073	-	-	-
Dog Control Fund	-	-	-	-	-	3,315,186	-	-	-	-
Public Health Fund	-	-	-	-	-	-	10,728,584	-	-	-
Clack Health Ctrs Fund	-	-	-	-	-	-	51,595,429	-	-	-
Employer Con Res Fund	-	-	-	-	-	-	-	-	-	2,710,280
Cty Safety Net Local Proj Fund	-	-	-	-	-	-	-	-	-	306,162
Transient Room Tax Fund	-	-	-	-	-	-	-	-	-	5,256,676
Tourism Dev Council Fund	-	-	-	-	-	-	-	-	5,979,592	-
Forest Mgmt Fund	-	-	-	-	-	-	-	8,180,021	-	-
Juvenile Fund	-	-	-	-	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	110,234,882	144,984,532	29,957,094	5,979,592	10,869,093
<b>Internal Svcs &amp; Enterprise Funds</b>										
Stone Creek Golf Course Fund	-	-	-	-	-	-	-	3,666,535	-	-
CLACK Broadband Utility Fund	-	2,424,384	-	-	-	-	-	-	-	-
Records Management Fund	-	-	-	-	-	-	-	-	-	-
Facilities Management Fund	-	-	-	13,071,773	-	-	-	-	-	-
Telecommunication Svcs Fund	-	-	-	-	3,416,895	-	-	-	-	-
Technology Services Fund	-	-	-	-	14,490,549	-	-	-	-	-
Central Dispatch Fund	9,678,053	-	-	-	-	-	-	-	-	-
Self-Insurance Fund	-	-	37,129,321	-	-	-	-	-	-	-
Risk Management Claims Fund	-	-	16,621,213	-	-	-	-	-	-	-
Fleet Services Fund	-	-	-	5,467,244	-	-	-	-	-	-
Sub-Total	9,678,053	2,424,384	53,750,534	18,539,017	17,907,444	-	-	3,666,535	-	-
<b>Debt Service Funds</b>										
Debt Svcs Fund	-	-	-	-	-	-	-	-	-	8,706,303
General Obligation Bond Debt Svcs Fu	-	-	-	-	-	-	-	-	-	4,690,155
Sub-Total	-	-	-	-	-	-	-	-	-	13,396,458
<b>Capital Project Funds</b>										
DTD Capital Projects Fund	-	-	-	-	-	3,436,491	-	-	-	-
Capital Proj Reserve Fund	-	-	-	21,853,662	-	-	-	-	-	-
LID Construction Fund	-	-	-	-	-	-	-	-	-	99,820
Sub-Total	-	-	-	21,853,662	-	3,436,491	-	-	-	99,820
<b>Trust &amp; Agency Funds</b>										
Damascus Successor Private Purpose Trust	-	-	-	-	-	-	-	-	-	2,641,834
Sub Total	-	-	-	-	-	-	-	-	-	2,641,834
<b>Total All Funds</b>	<b>9,678,053</b>	<b>8,309,036</b>	<b>58,202,014</b>	<b>48,154,797</b>	<b>17,907,444</b>	<b>114,975,178</b>	<b>144,984,532</b>	<b>33,623,629</b>	<b>5,979,592</b>	<b>238,406,989</b>

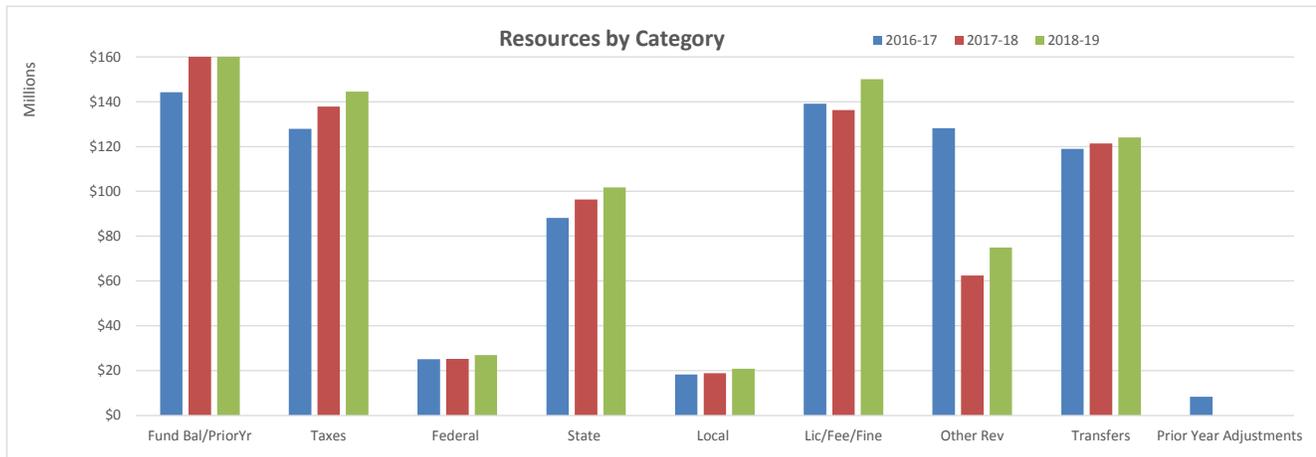
Resources and Requirements by Services for Major Funds

	General Fund			Road Fund		
	2016-17 Actual	2017-18 Est Actual	2018-19 Budget	2016-17 Actual	2017-18 Est Actual	2018-19 Budget
<b>Resources by Category</b>						
Beginning Fund Balance	24,756,082	90,467,975	75,074,871	19,013,977	19,587,300	15,431,545
Prior Year Revenue						
Current Revenues						
Taxes	116,930,139	122,226,000	127,820,000			
Federal Revenue	1,865,714	2,114,612	1,689,397	1,072,395	1,076,675	3,346,082
State Revenue	4,756,459	6,421,901	5,811,000	25,577,050	26,984,272	36,375,144
Local Revenue	392,765	333,565	380,306	418,904	575,548	995,401
Licenses & Permits	2,147,560	2,148,906	2,140,512	116,134	125,000	165,000
Fees & Fines	17,398,624	15,931,776	15,443,490	6,759,693	4,130,720	3,157,776
Other Revenue	84,441,277	19,181,071	22,135,542	403,258	379,580	4,629,780
Interfund Transfers	1,649,210	1,147,266	10,000	751,460	1,157,153	4,526,713
Prior Year Adjustments						
Subtotal Current Revenues	229,581,748	169,505,097	175,430,247	35,098,894	34,428,948	53,195,896
<b>Total Resources</b>	<b>254,337,830</b>	<b>259,973,072</b>	<b>250,505,118</b>	<b>54,112,871</b>	<b>54,016,248</b>	<b>68,627,441</b>
<b>Requirements by Function</b>						
General Government	32,942,088	34,012,707	38,091,508			
Culture, Education and Recre						
Economic Development						
Health and Human Services						
Public Protection						
Public Ways and Facilities				30,237,900	36,633,580	56,764,718
Golf Course						
Broadband Utility						
	32,942,088	34,012,707	38,091,508	30,237,900	36,633,580	56,764,718
Unappr Reserves & Non-alloc to Unit Org	130,927,767	150,885,494	212,413,610	4,287,671	1,951,123	11,862,723
Ending Fund Balance	90,467,975	75,074,871		19,587,300	15,431,545	
<b>Total Requirements</b>	<b>254,337,830</b>	<b>259,973,072</b>	<b>250,505,118</b>	<b>54,112,871</b>	<b>54,016,248</b>	<b>68,627,441</b>



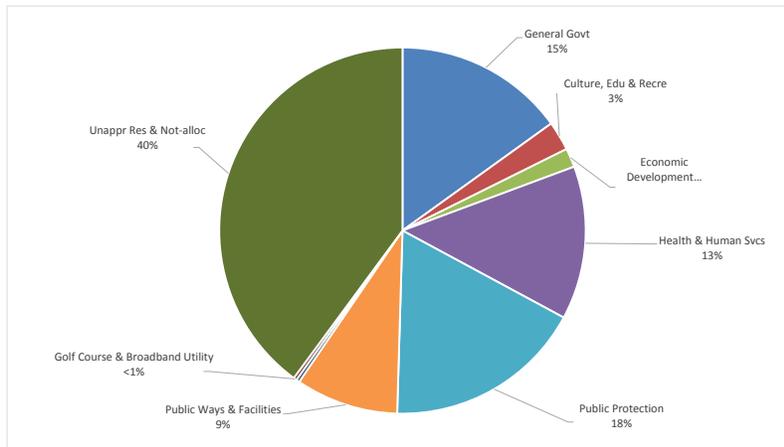
Resources and Requirements by Services for Major Funds

	Sheriff Fund			All Other Funds			Total		
	2016-17 Actual	2017-18 Est Actual	2018-19 Budget	2016-17 Actual	2017-18 Est Actual	2018-19 Budget	2016-17 Actual	2017-18 Est Actual	2018-19 Budget
<b>Resources by Category</b>									
Beginning Fund Balance	2,462,853	3,553,124	3,637,856	94,207,751	114,280,896	109,695,613	140,440,663	227,889,295	203,839,885
Prior Year Revenue	162,329	27,718		3,593,200	7,527,200		3,755,529	7,554,918	
Current Revenues				0	0	0			
Taxes		11,090,000	11,947,963	10,996,251	4,471,635	4,690,155	127,926,390	137,787,635	144,458,118
Federal Revenue	811,576	929,042	870,876	21,288,421	21,128,763	20,998,564	25,038,106	25,249,092	26,904,919
State Revenue	293,249	300,311	227,500	57,520,049	62,704,899	59,316,501	88,146,807	96,411,383	101,730,145
Local Revenue	8,011,112	7,934,000	8,662,609	9,421,559	9,963,665	10,774,435	18,244,340	18,806,778	20,812,751
Licenses & Permits	1,041,662	881,500	534,300	14,583,144	13,503,368	11,917,723	17,888,500	16,658,774	14,757,535
Fees & Fines	3,273,856	2,358,836	3,468,461	93,849,425	97,232,249	113,204,281	121,281,598	119,653,581	135,274,008
Other Revenue	5,582,057	6,055,385	6,496,692	37,686,378	36,824,722	41,741,545	128,112,970	62,440,758	75,003,559
Interfund Transfers	55,104,521	58,954,074	56,971,489	61,447,794	60,135,776	62,530,545	118,952,985	121,394,269	124,038,747
Prior Year Adjustments				8,398,558			8,398,558		
Subtotal Current Revenues	74,118,033	88,503,148	89,179,890	315,191,579	305,965,077	325,173,749	653,990,254	598,402,270	642,979,782
<b>Total Resources</b>	<b>76,743,215</b>	<b>92,083,990</b>	<b>92,817,746</b>	<b>412,992,530</b>	<b>427,773,173</b>	<b>434,869,362</b>	<b>798,186,446</b>	<b>833,846,483</b>	<b>846,819,667</b>
<b>Requirements by Function</b>									
General Government				69,689,755	82,307,463	89,479,941	102,631,843	116,320,170	127,571,449
Culture, Education and Recre				15,150,765	15,879,345	21,921,089	15,150,765	15,879,345	21,921,089
Economic Development				14,671,403	17,364,885	14,168,538	14,671,403	17,364,885	14,168,538
Health and Human Services				86,019,631	93,910,208	114,760,042	86,019,631	93,910,208	114,760,042
Public Protection	71,927,128	86,416,704	91,016,015	57,317,175	50,548,054	57,900,636	129,244,303	136,964,758	148,916,651
Public Ways and Facilities				15,000,576	9,734,102	20,003,529	45,238,476	46,367,682	76,768,247
Golf Course				2,348,061	2,390,647	2,519,709	2,348,061	2,390,647	2,519,709
Broadband Utility				2,447,550	2,202,382	2,388,384	2,447,550	2,202,382	2,388,384
	71,927,128	86,416,704	91,016,015	262,644,916	274,337,086	323,141,868	397,752,032	431,400,077	509,014,109
Unappr Reserves & Non-alloc to Unit Org	1,262,963	2,029,430	1,801,731	36,066,719	43,740,474	111,727,494	172,545,120	198,606,521	337,805,558
Ending Fund Balance	3,553,124	3,637,856		114,280,895	109,695,613		227,889,294	203,839,885	
<b>Total Requirements</b>	<b>76,743,215</b>	<b>92,083,990</b>	<b>92,817,746</b>	<b>412,992,530</b>	<b>427,773,173</b>	<b>434,869,362</b>	<b>798,186,446</b>	<b>833,846,483</b>	<b>846,819,667</b>



**Requirements by Service Category 2018-19 Adopted Budget**

FUNDS	General	Culture &	Economic	Health &	Public	Public Ways	Business-type Svcs		Unappr Reserves &	Total
	Government	Edu and Recre	Development	Human Svcs	Protection	& Facilities	Golf Course	Broadband Utility	Not-allocated to Org Unit	
General Fund	38,091,508	-	-	-	-	-	-	-	212,413,610	250,505,118
County Fair Fund	-	2,279,062	-	-	-	-	-	-	116,446	2,395,508
County School Fund	-	-	-	-	-	-	-	-	269,365	269,365
Building Codes Fund	8,703,987	-	-	-	-	-	-	-	3,930,628	12,634,615
Resolution Services Fund	1,687,357	-	-	-	-	-	-	-	-	1,687,357
Business & Economic Dev Fund	-	-	3,999,115	-	-	-	-	-	799,791	4,798,906
Disaster Mgmt Fund	-	-	-	-	3,733,916	-	-	-	458,159	4,192,075
Law Library Fund	-	-	-	-	429,253	-	-	-	210,000	639,253
Library Services Fund	-	4,736,191	-	-	-	-	-	-	3,575,765	8,311,956
Parks Fund	-	3,488,828	-	-	-	-	-	-	293,670	3,782,498
Planning Fund	-	-	4,441,277	-	-	-	-	-	904,093	5,345,370
Road Fund	-	-	-	-	-	56,764,718	-	-	11,862,723	68,627,441
Sheriff's Operations Fund	-	-	-	-	91,016,015	-	-	-	1,801,731	92,817,746
Code Enforce & Res Cons Fund	4,169,729	-	-	-	-	-	-	-	1,646,973	5,816,702
Property Resources Fund	1,162,193	-	-	-	-	-	-	-	1,326,012	2,488,205
Community Corrections Fund	-	-	-	-	18,217,264	-	-	-	120,579	18,337,843
District Attorney Fund	-	-	-	-	13,198,042	-	-	-	440,000	13,638,042
Justice Court Fund	-	-	-	-	1,841,548	-	-	-	2,470,606	4,312,154
Countywide Trans SDC Fund	-	-	-	-	-	153,357	-	-	10,698,512	10,851,869
Pub Land Corner Preserv Fund	-	-	-	-	-	736,975	-	-	1,023,956	1,760,931
HV /Clack Joint Trans Fund	-	-	-	-	-	-	-	-	1,882,768	1,882,768
H, H & Human Svcs Admin Fund	-	-	-	3,116,311	-	-	-	-	65,358	3,181,669
Clackamas Behavioral Health Fund	-	-	-	26,316,249	-	-	-	-	4,896,760	31,213,009
Social Services Fund	-	-	-	28,157,057	-	-	-	-	3,089,616	31,246,673
Community Development Fund	-	-	5,728,146	-	-	-	-	-	948,439	6,676,585
Comm Solutions for CC Fund	-	-	-	-	-	-	-	-	626,510	626,510
Children, Youth & Families Fund	-	-	-	8,585,528	-	-	-	-	1,130,545	9,716,073
Dog Control Fund	-	-	-	2,718,096	-	-	-	-	597,090	3,315,186
Public Health Fund	-	-	-	10,153,528	-	-	-	-	575,056	10,728,584
Clack Health Ctrs Fund	-	-	-	35,713,273	-	-	-	-	15,882,156	51,595,429
Employer Con Res Fund	-	-	-	-	-	-	-	-	2,710,280	2,710,280
City Safety Net Local Proj Fund	-	-	-	-	-	-	-	-	306,162	306,162
Transient Room Tax Fund	-	-	-	-	-	-	-	-	5,256,676	5,256,676
Tourism Dev Council Fund	-	5,529,592	-	-	-	-	-	-	450,000	5,979,592
Forest Mgmt Fund	-	5,887,416	-	-	-	-	-	-	2,292,605	8,180,021
Juvenile Fund	-	-	-	-	12,684,324	-	-	-	150,000	12,834,324
Stone Creek Golf Course Fund	-	-	-	-	-	-	2,519,709	-	1,146,826	3,666,535
Records Management Fund	695,504	-	-	-	-	-	-	-	67,436	762,940
Facilities Management Fund	12,896,499	-	-	-	-	-	-	-	175,274	13,071,773
Telecommunication Svcs Fund	3,416,895	-	-	-	-	-	-	-	-	3,416,895
Technology Services Fund	13,753,591	-	-	-	-	-	-	-	736,958	14,490,549
Central Dispatch Fund	-	-	-	-	7,796,289	-	-	-	1,881,764	9,678,053
Self-Insurance Fund	32,339,649	-	-	-	-	-	-	-	4,789,672	37,129,321
Risk Management Claims Fund	5,237,293	-	-	-	-	-	-	-	11,383,920	16,621,213
Fleet Services Fund	5,417,244	-	-	-	-	-	-	-	50,000	5,467,244
Debt Service Fund	-	-	-	-	-	-	-	-	8,706,303	8,706,303
General Obligation Bond Debt Svcs Fund	-	-	-	-	-	-	-	-	4,690,155	4,690,155
DTD Capital Projects Fund	-	-	-	-	-	-	-	-	3,436,491	3,436,491
Capital Proj Reserve Fund	-	-	-	-	-	19,013,377	-	-	2,840,285	21,853,662
Broadband Innovation Initiative Fund	-	-	-	-	-	-	-	2,388,384	36,000	2,424,384
LID Construction Fund	-	-	-	-	-	99,820	-	-	-	99,820
Damascus Successor Private Purpose Trust Fund	-	-	-	-	-	-	-	-	2,641,834	2,641,834
<b>TOTAL</b>	<b>127,571,449</b>	<b>21,921,089</b>	<b>14,168,538</b>	<b>114,760,042</b>	<b>148,916,651</b>	<b>76,768,247</b>	<b>2,519,709</b>	<b>2,388,384</b>	<b>337,805,558</b>	<b>846,819,667</b>



The fiscal year 2018-19 budget provides for 2132.73 full-time equivalent positions (FTE). This is an increase of 34.22 FTE from the staffing budgeted for 2017-18.

The largest employers are the Sheriff with 561.35 positions (26%), Health, Housing and Human Services with 535.11 positions (25%) and the Department of Transportation & Development with 282.05 positions (13%). Included in the Non-Departmental & Pass-Through classification are 161.32 employees covered by payrolls processed by the General County for other County agencies. These are employees of Clackamas County but are paid for from separate agency budgets not included in this document.

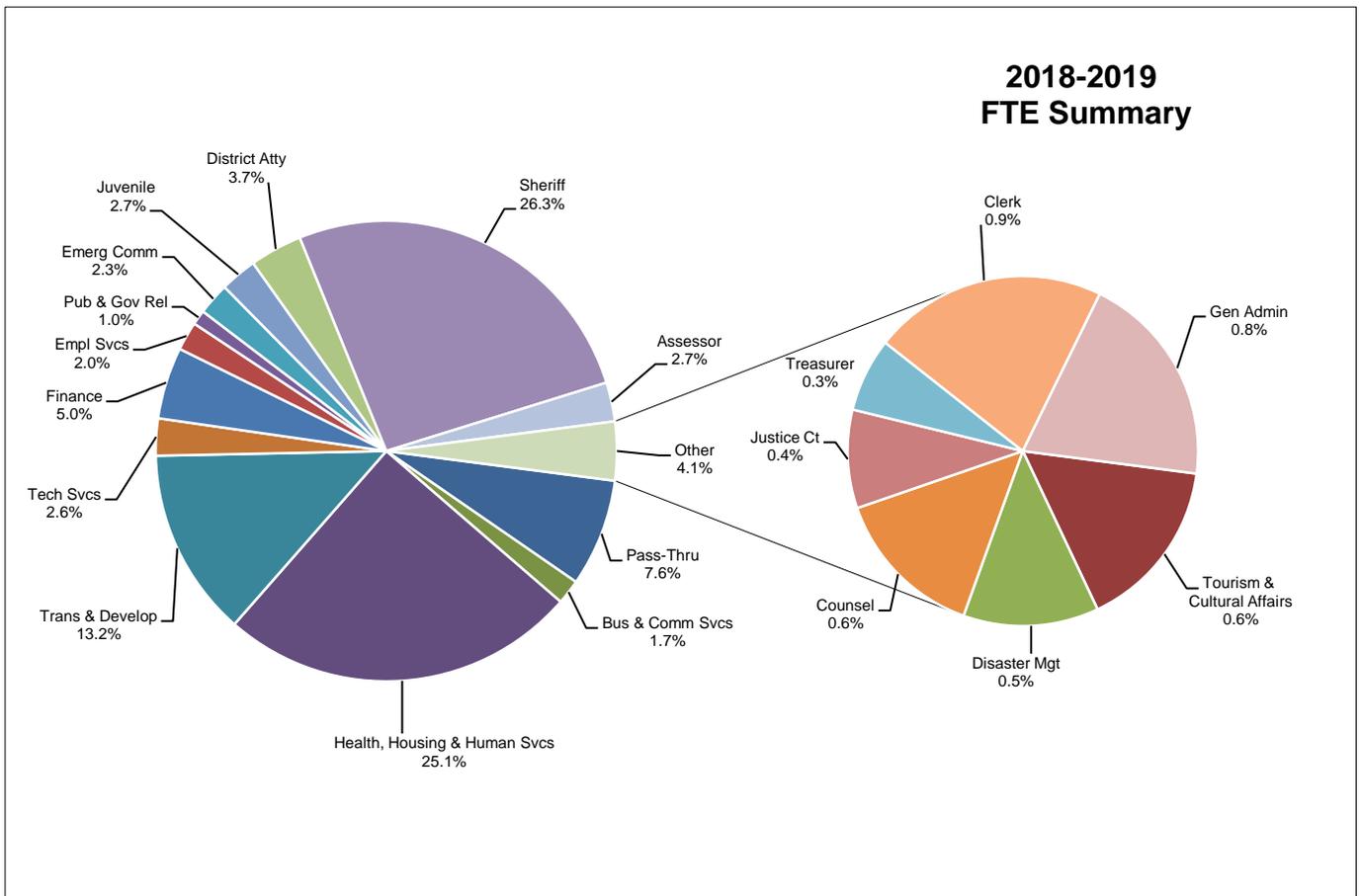
The Sheriff's Department, which includes Community Corrections, has been actively recruiting for the past several years. Continuous recruitment along with attrition and succession planning programs have been instituted to help get positions filled more quickly and considerable progress has been made. The number of filled positions has risen from 482 FTE in 2013-14 to 520.6 FTE at the end of 2017-18. The effort continues as there are still 32 authorized but unfilled positions at the beginning of 2018-19.

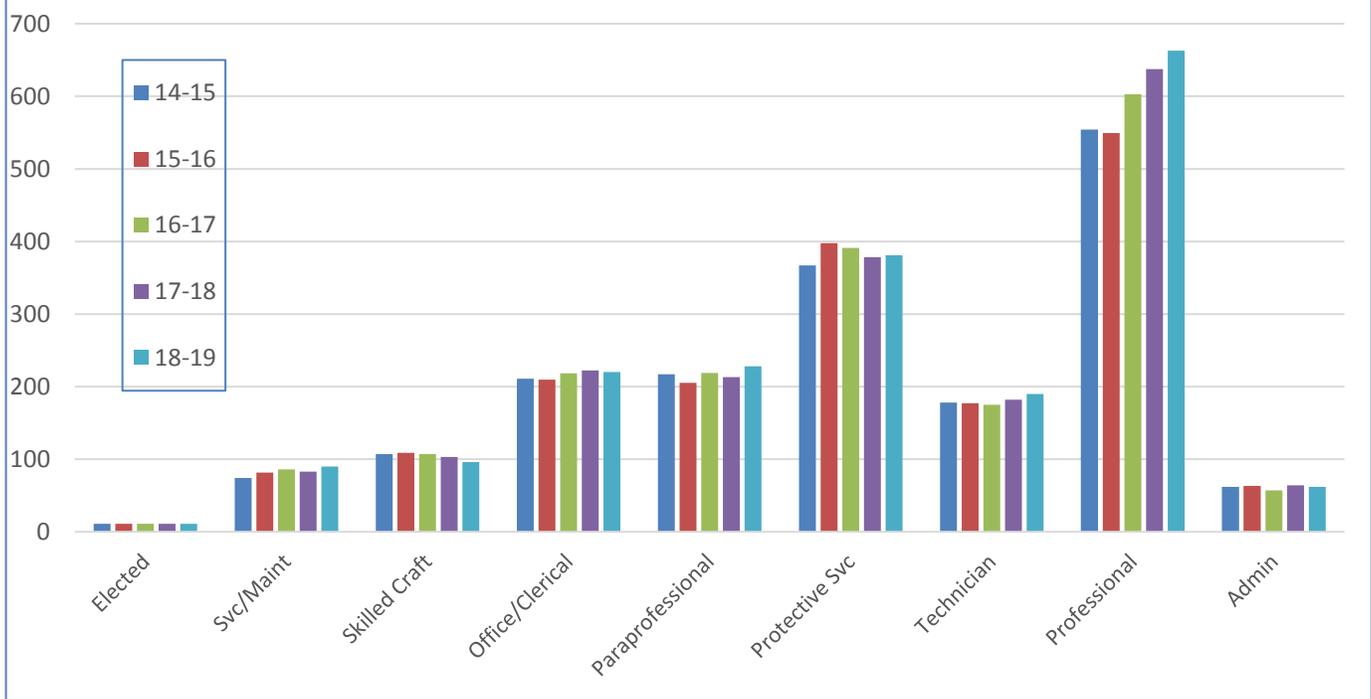
After having reduced staffing several years ago, Health, Housing and Human Services has been able to add back positions reflecting increased activity. With 535.11 FTE budgeted for 2018-19, this department has regained 33 allocated positions over three years, primarily in the Health Centers and Social Services.

The Finance Department has added 19.5 positions since 2015-16, reflecting a significant increase in workload in Facilities Management to address a multitude of new remodeling and maintenance requests and in Finance to respond to ever more demanding grants management and auditing requirements.

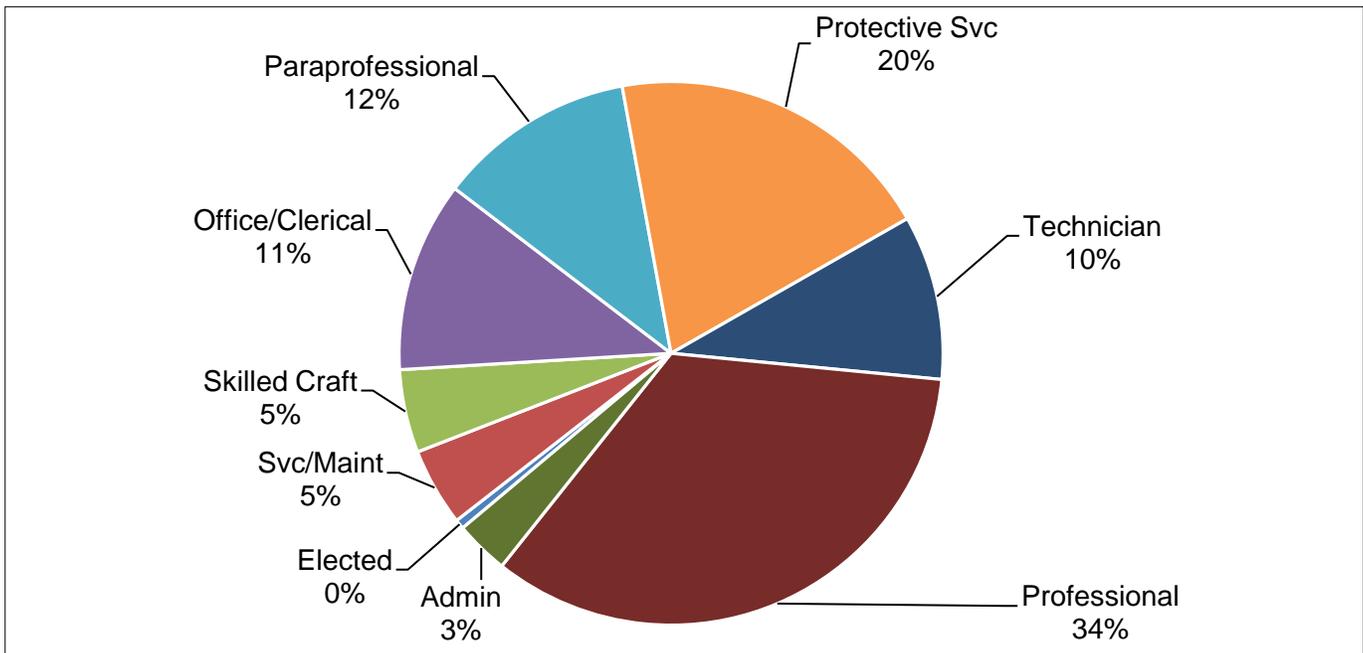
The Department of Transportation and Development, after losing positions over many years, has finally been able to begin increasing staffing. As construction activity rebounded after the recession, Building Services added back staff as did Roads and Planning.

<u>Department</u>	2015-16	2016-17	2017-18	2018-19
General County Administration	17.80	19.31	16.80	17.42
Assessor	58.50	58.50	58.50	58.50
Clerk	19.00	19.00	19.00	19.00
Treasurer	6.00	6.00	6.00	6.00
Sheriff	548.00	555.35	552.60	561.35
District Attorney	78.30	78.30	78.45	78.45
Justice Court	10.50	10.50	9.50	8.00
Juvenile	54.00	54.00	54.00	55.00
County Counsel	12.50	12.50	12.50	12.50
Disaster Management	11.00	11.00	11.00	11.00
Emergency Communications	47.00	47.00	47.00	48.00
Public & Government Affairs	20.00	21.00	21.00	22.00
Human Resources	37.80	39.60	39.80	43.00
Finance	88.03	97.53	104.53	107.53
Technology Services	51.50	54.50	55.50	55.50
Transportation & Development	245.60	265.30	273.30	282.05
Health, Housing & Human Services	501.66	511.36	530.21	535.11
Business & Community Services	34.00	36.00	36.00	37.00
Tourism & Cultural Affairs	12.00	12.00	14.00	14.00
Miscellaneous & Pass-Through	159.39	158.14	158.82	161.32
<b>Total Budgeted Full-Time Equivalents (FTE's)</b>	<b>2,012.58</b>	<b>2,066.89</b>	<b>2,098.51</b>	<b>2,132.73</b>





Total employment has increased 9% since FY 14-15 with professional staff experiencing the most growth. Protective service staffing reached its 5 year high in FY 15-16.



FY 18-19 professional and paraprofessional workers comprise 46% of total county employment. Protective services which contributes 20% is the next largest category followed by office/clerical at 11%. Elected officials and administrators make up 4% of the total.

Fund balance is the difference between accumulated resources and the requirements charged against them over the life of a fund. The fund balance at the end of one fiscal year is what is left to be carried forward to the following year. In keeping with Oregon Budget Law, Clackamas County does not budget ending fund balances. Although not budgeted, the end of the year financial position can be expected to equal actual revenues less actual expenditures during the year plus the ending balances in the reserve and contingency categories. Reserve and contingency estimates are included as expenditures when balancing the budget but charges are not made directly to these categories. Reserves are specifically held for future years and the Board of County Commissioners can approve the transfer of contingency in various funds as needed to meet unforeseen needs that arise during the year. Experience has shown that some such transfers will be made each year. The table that accompanies this discussion is an attempt to estimate the minimum ending fund balance for each fund at June 30, 2019, based upon the current budget. These are moneys that should be available for the FY 2019-20 budget year given several critical assumptions. This estimate is predicated upon the following:

*The estimated beginning fund balance is accurate* - As is explained in the Revenue Analysis section that follows, this is a projection which is being made with the best information available at the time the budget was formulated. Not all transactions and end of year adjustments for 2017-18 have been recorded and the books have not yet been audited.

*No new revenues will be recognized during the fiscal year* - Undoubtedly, additional resources will become available, primarily through new grants, and will be recognized and appropriated. To the extent that they are recognized but not entirely spent, they will add to ending balance.

*Current revenues will come in and current expenditures will be made as budgeted* - Again, actual experience is certain to be different than the budget. The budget is a plan representing the most that can be spent.

*No contingency or reserve amounts will be spent* – As explained above, some transfers from contingency will be required and these will reduce fund balance.

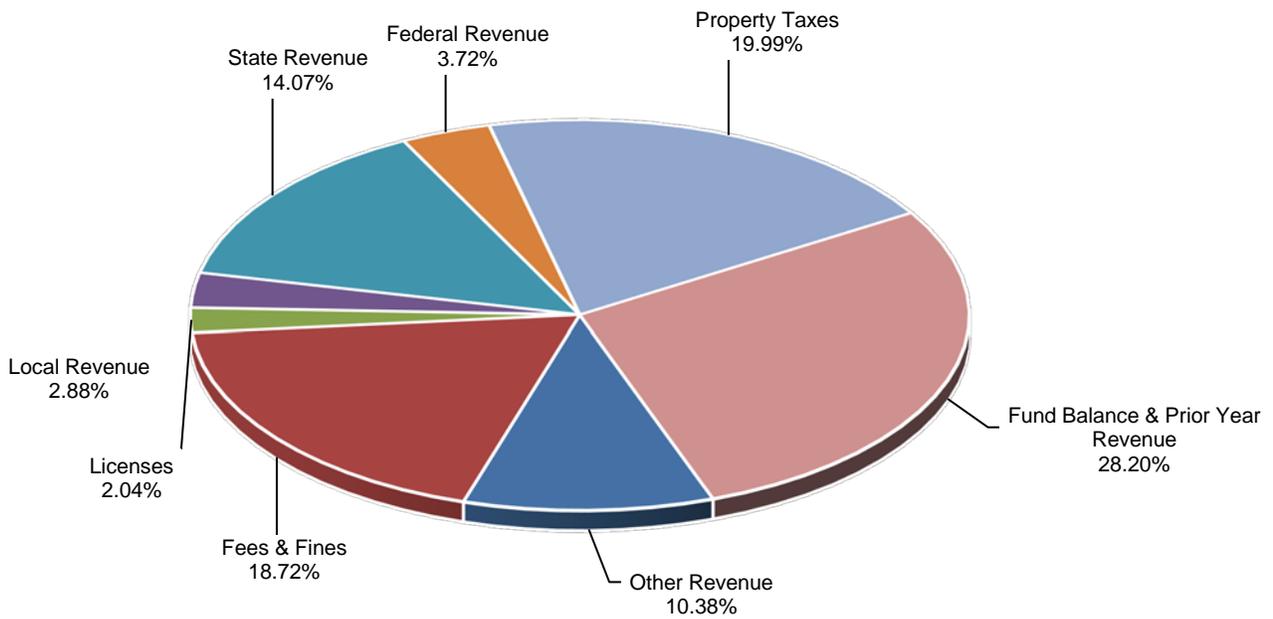
Per these assumptions, actual ending fund balances for FY 2018-19 should always exceed the projections obtained by applying the estimated actual and budgeted figures discussed above. The balances presented below should be viewed as minimums. The following table is a countywide summary. More complete information for each fund is available in the “Budget by Fund” section.

Fund	Est Beg Fund Bal 7/1/17	2017-18 Estimated Revenue	2017-18 Proposed Expenditures	2017-18 Transfers Out	2017-18 Transfers In	Est End Fund Bal 6/30/18
General Fund	72,411,731	167,106,430	88,029,980	107,801,177	750,000	44,437,004
County Fair	363,935	1,397,474	1,949,730	-	458,830	270,509
County School	-	500	500	-	-	-
Building Codes	5,481,823	6,899,270	7,573,599	-	-	4,807,494
Public Safety Local Option Levy	-	-	-	-	-	-
Resolution Services	68,374	896,486	1,552,729	-	587,869	-
Business & Economic Develop	1,938,295	3,317,170	4,807,880	63,000	-	384,585
Disaster Management	662,642	1,082,200	3,333,148	-	1,874,696	286,390
Law Library	317,472	354,854	421,958	-	-	250,368
Library Services	4,360,866	1,899,370	7,483,267	-	2,251,746	1,028,715
Parks	790,489	1,895,378	3,231,940	-	825,259	279,186
Planning	1,001,394	860,900	3,769,954	320,000	2,823,889	596,229
Road	18,701,746	34,822,578	41,441,727	2,743,366	978,114	10,317,345
Sheriff	2,792,785	31,852,671	90,223,176	1,915,165	57,492,885	-
Code Enforcement & Sustainability	1,370,649	3,518,336	3,768,325	75,000	134,534	1,180,194
Property Resources	1,355,125	1,350,422	1,371,710	-	-	1,333,837

	Est Beg	2017-18	2017-18	2017-18	2017-18	Est End
	Fund Bal	Estimated	Proposed	Transfers	Transfers	Fund Bal
Fund	7/1/17	Revenue	Expenditures	Out	In	6/30/18
Community Corrections	2,245,110	9,515,498	16,307,546	-	4,546,938	-
District Attorney	787,844	2,882,352	13,483,302	-	9,813,106	-
Justice Court	238,089	3,520,600	3,496,544	-	-	262,145
Countywide Transportation SDC	6,519,074	1,073,324	103,931	650,000	-	6,838,467
Public Land Corner Preservation	795,189	765,000	691,158	-	-	869,031
Joint Transportation SDC	4,942,894	684,500	2,866,364	-	-	2,761,030
Health, Housing & Human Svcs Admin	733,591	912,096	1,830,048	399,161	613,522	30,000
Behavioral Health	3,032,496	23,226,750	24,492,434	-	1,024,482	2,791,294
Social Services	2,012,460	19,933,661	24,178,438	-	2,845,252	612,935
Community Development	603,190	6,360,453	7,113,283	-	149,640	-
Community Solutions	564,071	3,430,096	5,024,113	-	1,029,946	-
Children, Youth & Families	92,979	3,771,543	5,332,121	-	1,467,599	-
Dog Services	558,698	675,800	2,447,044	-	1,572,264	359,718
Employer Contribution Reserve	2,684,716	18,000	-	650,000	-	2,052,716
Cty Safety Net Local Projects	392,242	-	392,242	-	-	-
Public Health	694,627	6,820,487	8,973,384	-	2,061,958	603,688
Clackamas Health Centers	12,887,793	31,881,437	32,424,625	-	543,188	12,887,793
Transient Room Tax	-	5,190,250	103,889	5,086,361	-	-
Tourism Development	587,898	398,325	5,463,113	-	4,926,890	450,000
Forest Management	3,518,661	1,105,000	1,890,686	320,000	75,000	2,487,975
Juvenile	1,850,000	2,232,888	11,857,351	-	7,924,463	150,000
Clackamas County Debt Service	497,940	3,058,274	9,478,333	-	5,922,119	-
General Obligation Bond Debt Svc	-	4,557,679	4,557,679	-	-	-
DTD Capital Projects	430,100	5,057,195	8,800,905	-	3,393,366	79,756
Fleet Replacement Reserve	-	-	-	-	-	-
Capital Projects Reserve	8,159,077	1,627,680	8,689,608	-	2,500,000	3,597,149
LID Construction	541,158	4,500	200,000	-	-	345,658
Stone Creek Golf Course	786,123	2,807,066	2,563,822	300,000	-	729,367
Clackamas Broadband Utility	347,285	826,200	1,173,485	-	-	-
Cable Administration	-	-	-	-	-	-
Records Management	34,538	661,687	696,225	-	-	-
Facilities Management	719,639	10,771,986	11,303,593	-	-	188,032
Telecommunication Services	486,178	2,493,026	2,979,204	-	-	-
Technology Services	1,200,766	12,370,362	12,869,170	-	35,000	736,958
Central Dispatch	1,280,027	7,116,590	7,766,133	-	-	630,484
Self-Insurance	3,169,273	31,667,872	32,673,270	-	-	2,163,875
Risk Management Claims	9,105,564	6,054,921	6,357,379	-	-	8,803,106
Fleet Services	391,797	4,151,367	6,084,709	-	1,700,675	159,130
Damascus Successor Pvt Trust	2,750,000	-	2,750,000	-	-	-
Grand Totals	187,258,413	474,878,504	546,374,754	120,323,230	120,323,230	115,762,163

# Revenue Analysis

## Revenue by Category (Net Interfund Transfers)

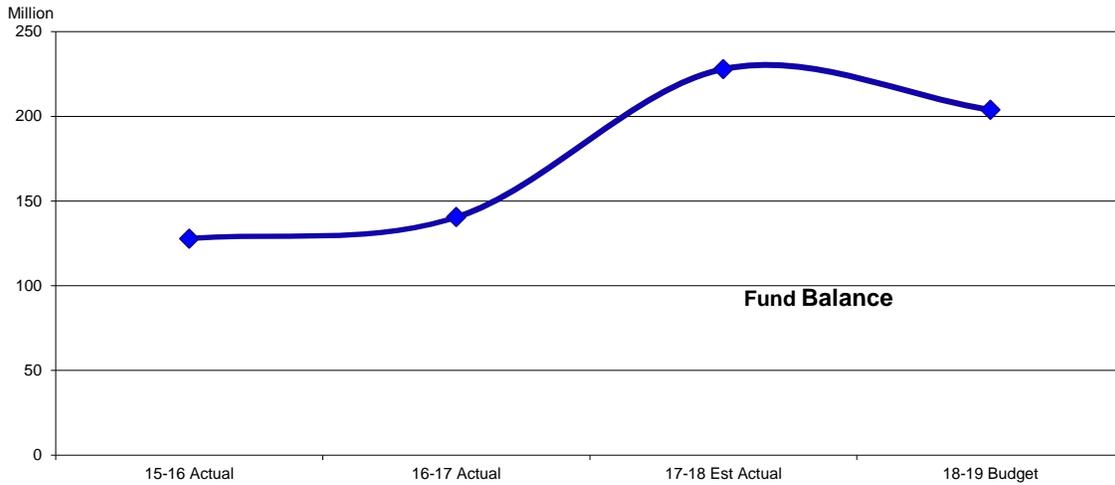


Beginning Fund Balance is money carried over from one year to the next. It represents the accumulation of revenues over expenditures throughout the life of the fund.

It is not uncommon for Beginning Fund Balance estimates to be in error as budgets must be formulated for the coming fiscal year almost six months before the end of the current fiscal year. This makes it difficult, and in some cases impossible, to closely estimate the resources that will be available to be carried forward. This task is particularly problematic for funds that undertake large construction projects and are dependent upon weather and other factors beyond their control. Nevertheless, budgets must be projected well in advance. The various departments provide the estimates used to budget the beginning balances in their funds. They make their projections based on their experience from prior years combined with the most current information about year to date actual revenues and expenses.

Fund Balance has been increasing in recent years as the County has climbed back from recessionary lows. For 2018-19 it is returning to a more normal level after having peaked in 2017-18 due to the inclusion of the unspent balance of \$59 million in bond proceeds. This bump will continue to smooth out as those proceeds are employed to update the county’s emergency communications system.

For 2018-19, Fund Balance is budgeted at \$204 million or about 28% of total County revenues when Interfund Transfers have been factored out.



Property tax merits particularly careful analysis because it is the largest single source of County revenue and because it can be allocated where it is needed to fund operations that are necessary but don't generate their own revenue streams. Most other revenues such as gasoline tax and grants are restricted to use for specific purposes.

In May 1997, Oregon voters approved Measure 50, amending Oregon's constitution to cut local property taxes and limit their growth. Measure 50 rolled back assessed values to 90% of fiscal year 1996 levels, established permanent tax rates and limited assessed value growth for individual properties to 3% per year with exceptions for new construction, subdivisions and rezoning. Certain taxes, such as those to pay bonded debt and those which met special voting requirements were exempted from Measure 50 reductions. The maximum permanent tax rates for each district were calculated by the Oregon Department of Revenue to ensure that reductions averaged 17% statewide compared to what they would have been under the prior tax system. The resulting permanent tax rates for the County are \$2.4042 per \$1000 of assessed value inside cities and \$2.9766 in unincorporated areas.

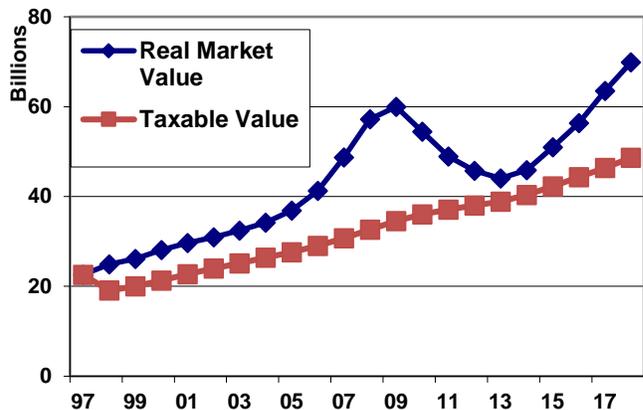
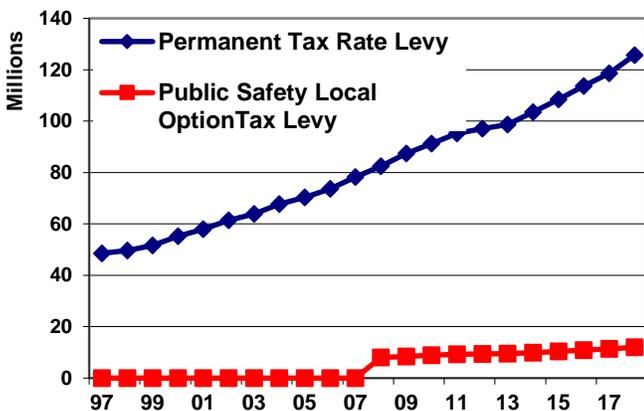
In November 2006, voters approved a five year public safety local option levy of \$0.2480 per \$1000 of assessed value to pay for staff to reopen 84 jail beds, add patrol positions and expand enforcement efforts to combat methamphetamine abuse, child abuse and other crimes. Voters renewed the levy at the same rate for an additional five years in 2011 and again in 2016. This tax is in addition to that generated from the permanent tax rate and is dedicated to public safety.

As of January 1, 2017, the most recent valuation date available, the market value of property in Clackamas County was \$69.9 billion. This is only the second year the total has exceeded the previous high of \$60 billion which was reached in 2008. Five years ago, market value was 27% below the 2008 high value so the market is improving and the county anticipates continued growth when 2018 market values are published by the Assessor this fall.

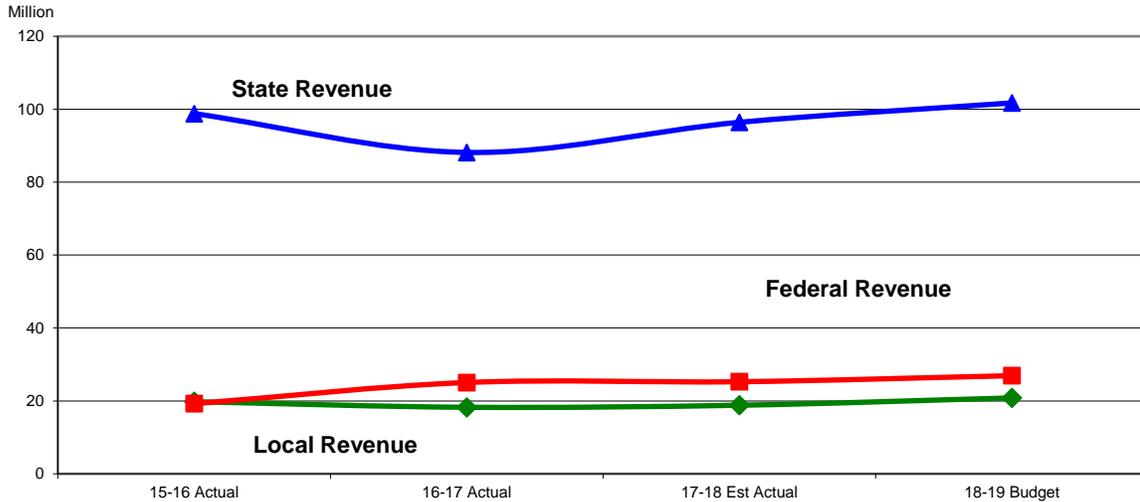
Taxes are calculated by multiplying the appropriate tax rates for a tax code area by the property's assessed value. Tax rates do not change from year to year unless voters approve temporary levies or general obligation bond issues, and since growth in assessed value for most properties is restricted, tax revenue grows in a stable, predictable way.

The assessed value of an average home is equal to about 70% of its real market value. The Assessor's value represents the property values as of the assessment date which is January 1, 2017 and reflects the change in value from January 1, 2016 to January 1, 2017.

In the line chart on the left below, we can see the predictable progression of property tax revenue per Measure 50 constraints and addition of the public safety local option levy. The chart on the right shows a comparison of real market value and the assessed value upon which taxes are levied. We can see market value declining between 2010 and 2013 but regaining ground in 2014. Note that market and assessed value were equal in 1997 as that was the final year before Measure 50 went into effect.



Clackamas County reports revenue from other jurisdictions in three classifications, State, Federal and Local. These moneys are alike in that they are provided (with the exception of shared revenue from federal lands discussed below) for the operation of specific programs mandated or otherwise designated by those jurisdictions. These receipts represent significant revenue for the County. When Interfund Transfers have been excluded, they make up 20.6% of total resources. Departments estimate the grant revenues they will receive based on the most current information provided to them by their grantors.



**State Revenues (14%)** - State funding provides the largest share of support for designated activities. Revenue for many programs has been flat in recent years as state resources continue to be stretched. We expect 2018-19 revenues to increase \$5.6 million from what was received in 2017-18. State dollars will provide \$101.7 million to the County.

The most significant increase in revenue is found in Transportation and Development which is budgeted to receive an additional \$4.7 million in 2018-19 from motor vehicle tax (primarily gasoline tax) which will provide a total of \$31.7 million to maintain County roads.

Behavioral Health programs will receive almost \$19 million and Social Services estimates \$15.3 million in state support for developmental disabilities and other programs.

Community Corrections programs receive almost \$10 million to provide for supervision and services to felony offenders.

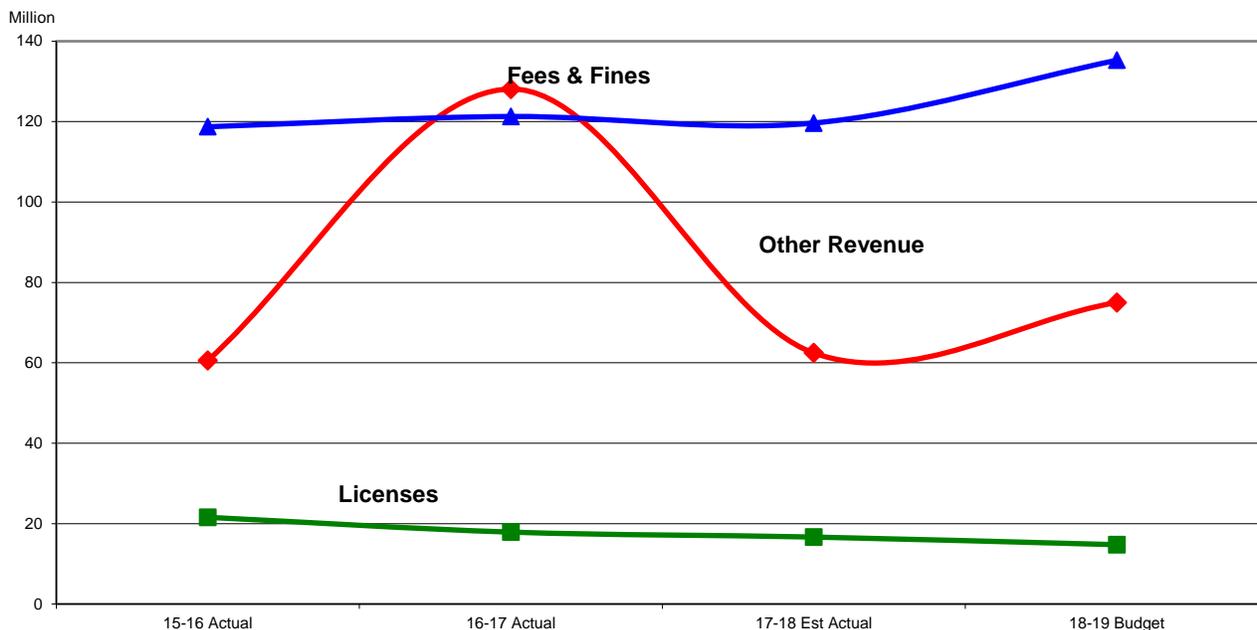
State shared revenue in the General Fund is budgeted to add \$5.8 million for 2018-19 including \$2.7 million in liquor and cigarette tax, \$1.4 million to support the County Assessor and \$1 million or more in new marijuana tax revenue. In addition, the Business and Economic Development Fund receives \$1.8 million in video lottery money for economic development activities.

**Federal Revenues (3.7%)** - Moneys from federal sources are budgeted at \$26.9 million for FY 2018-19, an increase of \$1.6 million from 2017-18. Continuing federal funding is provided to Community Development which has been allocated \$4.6 million from Housing and Urban Development (HUD) to develop new housing for low and moderate-income people in the County, improve neighborhoods, public facilities and historic buildings and make home repair loans to individuals. Social Services programs receive \$5.5 million in federal support for a wide variety of services to the aging, disabled or poverty stricken. Behavioral Health, Public Health and the Clackamas Health Centers together get \$4 million for health and dental care clinics, services to women, infants and children and other outreach programs.

**Local Revenues (2.9%)** - Local Revenue refers to funds that are provided by cities, counties and regional agencies. These sources combined add \$20.8 million in revenue to Clackamas County. The Sheriff receives \$7 million from

contracts with cities for patrol services as these municipalities have elected not to maintain their own patrol units and another \$1.4 million from Metro for patrolling the light rail lines that run through Clackamas County. Transient Room Tax (hotel/motel) receipts amount to \$5.2 million. These proceeds are transferred to the Tourism Development Fund and County Fair Fund. Finally the Library Services Fund receives \$1.4 million from the Library District for the operation of the Oak Lodge Library.

These revenues come from payments for services and support the units that provide those services. As a group, they provide 31.1% of Clackamas County’s resources net Interfund Transfers.



**Fees and Fines (18.7%)** – These are payments for services provided by County departments to citizens or to other departments. The County policy on fees is that they should be in compliance with state statutes and County ordinances and set at a level sufficient to recover the total cost associated with the service provided. Charges may be set below cost if it is determined by the Commissioners to be in the best interest of the County. Fines are included in this category but the only significant source of fines is the Justice Court which is budgeted to collect about \$3.7 million during 2018-19. Fees and fines together will bring in about \$135.3 million to the County this year, an increase of \$10 million attributable to payments from the Clackamas Extension and 4-H Service District for construction of its new Extension Center.

A significant portion of fee revenue comes from the County's cost allocation system through which departments pay each other for such centralized services as data processing, accounting, legal services and mailroom support. These revenues are generally calculated using historical costs and are recovered by service providing departments in arrears. As might be expected, one of the largest recipients of fee revenue is the General Fund which is budgeted to receive about \$15.4 million for services that are accounted for under this umbrella.

Another important component of fee revenue in the General Fund is recording fees collected by the County Clerk which are projected to amount to \$3 million this year. This revenue is estimated by the Clerk based on recent trends and projected economic conditions. Fueled by record low interest rates and easy access to funds, mortgage refinancing pushed recording fees as high as \$4.4 million in 2002-03. In the last several years, the collapse of the real estate credit market followed by more stringent underwriting requirements designed to prevent such upheaval in the future resulted in less construction, fewer sales of existing properties and lower levels of refinancing for existing properties. For the County, this meant fewer documents recorded and lower fees.

Outside the General Fund are other internal service providers that also generate fees. Technology Services is budgeted to receive \$13.2 million for providing information management and computer services to County departments and other agencies. Facilities Management earns \$8.7 million for maintenance and management of County owned and leased facilities. Services include janitorial work, maintenance and repair of heating, air conditioning, plumbing, electrical and mechanical systems, and safety compliance responsibilities. Fleet Services earns \$4.1 million for maintaining and repairing County and other publicly owned vehicles. Telecommunications Services generates \$2.5 million to maintain

County communications systems. Central Dispatch brings in \$5.7 million from the police and fire jurisdictions that rely on it for 9-1-1 answering and emergency radio dispatching services.

Clackamas County Health Centers add about \$31.3 million to the total, most of it from Medicaid. The Road Fund earns \$3.2 million in fees primarily for engineering services to other County departments and agencies and other governments. The Stone Creek Golf Course is expected to earn \$2.8 million in revenue from greens fees. Rent charged to departments for their use of the Public Services Building and Development Services Building adds \$3.1 million which is applied toward debt service on those facilities.

Other Revenue (10.4%) – This revenue classification is a catchall for sources as diverse as interest income, miscellaneous reimbursements, sales and loan proceeds. The category is budgeted to contribute \$75 million to total County revenues for FY 2018-19. About \$20.8 million is accounted for in the General Fund composed primarily of salary reimbursements from other agencies that depend upon the General County to process their payrolls. These personnel services costs are reimbursed dollar for dollar. The Sheriff expects to receive \$6.5 million, almost all in salary reimbursements for employees funded by the Enhanced Law Enforcement District. As in the General Fund, costs are reimbursed dollar for dollar. The Self-Insurance Fund has budgeted \$29.6 million in medical and other insurance coverage for employees. These contributions are determined in consultation with an actuary. Other Revenue can be a very changeable resource classification, particularly when new debt issues are undertaken. This was the case in 2016-17 when \$59 million in general obligation bonds were issued to finance improvements to emergency radio equipment and again in 2018-19 when \$4.5 million was issued to finance the purchase of 2,500 acres forest land.

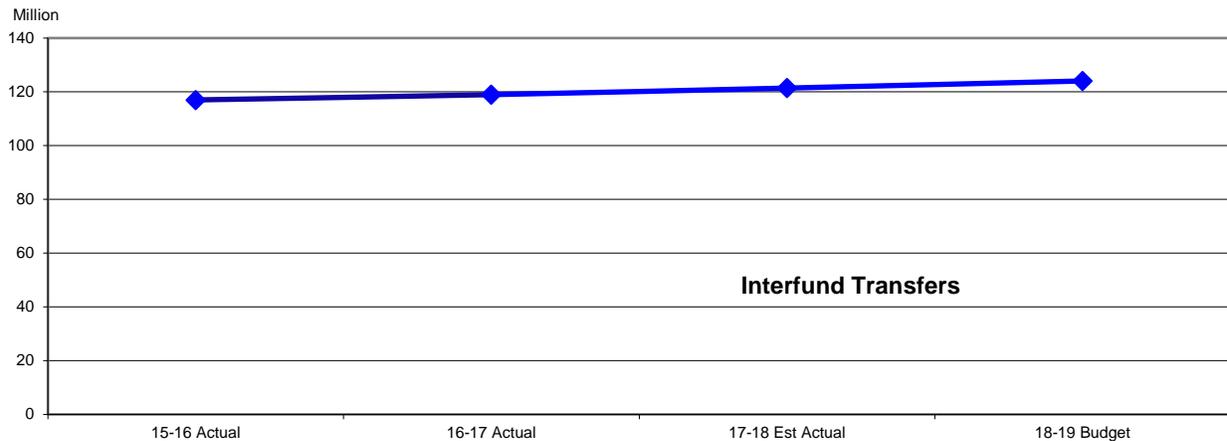
Licenses and Permits (2.0%) – These represent the granting of authority to do something such as build a house or provide cable or garbage hauling service within the County's jurisdiction. Countywide, this source is budgeted at \$14.8 million for FY 2018-19. Construction related fees are recorded in the Building Codes Fund which anticipates collecting \$6.8 million in various licenses. Among the more significant sources are electrical permits (\$1.8 million), building permits (\$1.8 million), plan check permits (\$1.6 million). The Transportation System Development Charge Fund is budgeted to receive \$1.1 million toward new construction. These funds will be used for capacity improvements necessitated by the new growth. In the General Fund, cable franchises are budgeted to add \$2 million and the Code Enforcement and Solid Waste Fund will collect \$1.6 million in garbage hauler franchise payments based on agreements with franchisees.

Interfund transfers are dollars sent from one fund to another within Clackamas County. Transfers are recorded to track the movement of moneys between funds but they also create a double counting of those moneys as both funds involved show revenue when they receive the funds and expense when they use them. To eliminate this duplication, the revenues analyzed in this financial summaries section calculate percentages of total resources after interfund transfers have been removed.

During the recession, the level of interfund transfers trended downward. Most interfund transfers come from the General Fund and are composed of property tax revenue and other non-restricted monies such as cigarette and liquor taxes and franchise fees collected in the General Fund. These resources are then sent to the various County funds to support their operations. For several budget cycles, departments had been told their level of General fund support would be flat or declining as the County was experiencing slower property tax collections. With property tax collections now growing again, departments were allowed to ask for modest increases in their maintenance level of General Fund support beginning in 2013-14 and continuing. Total interfund transfers from the General Fund amount to \$109.7 million for 2018-19.

Another significant source of Interfund transfer revenue is funding provided for transportation and facilities improvements. Transfers related to transportation capital projects budgeted for 2018-19 total \$5.3 million and those for facilities improvements total \$3 million. These amounts fluctuate year to year depending upon the amount and size of projects expected to be in the construction phase.

Distribution of transient room tax to Tourism Development and the County Fair is also accomplished via interfund transfers and is budgeted at \$5.5 million for 2018-19.



This section is designed to provide an opportunity for department heads to discuss the issues that are of significance in terms of their total operation. By limiting analysis to individual funds, this overall perspective can be lost. A countywide organizational chart introduces this section to provide overall perspective. Total departmental requirements and workforce histories are also analyzed.

Now in its fourth year is Performance Clackamas, a strategic plan and management system for the County based on a process known as Managing for Results that focuses on measurable results for customers. This plan was adopted by the County Commissioners in September 2014, after consideration of public input received over the prior 18 months at business meetings, open houses, community events, surveys and other methods. Performance Clackamas is built around strategic priorities and measurable goals with specific outcomes. The 5 strategic priorities are:

- Grow a vibrant economy
- Build a strong infrastructure
- Ensure safe, healthy and secure communities
- Honor, utilize, promote and invest in our natural resources
- Build trust through good government.

Under each of these priorities, the Commissioners adopted measurable strategic goals and timelines for their accomplishment to direct the focus and effort of the departments they oversee. **These goals and their timelines along with more detailed information about Performance Clackamas appear in the Introduction Section at the front of this book.**

Fifteen departments have developed their Performance Clackamas strategic business plans thus far: Finance, Business and Community Services, Transportation and Development, Technology Services, Disaster Management, Assessor, Board of County Commissioners and County Administration, Counsel, Clerk, Public and Government Affairs, Health, Housing and Human Services, Juvenile, Emergency Communications, Human Resources and Tourism. These will be the departments presented first in this section. Other departments are currently developing their plans.

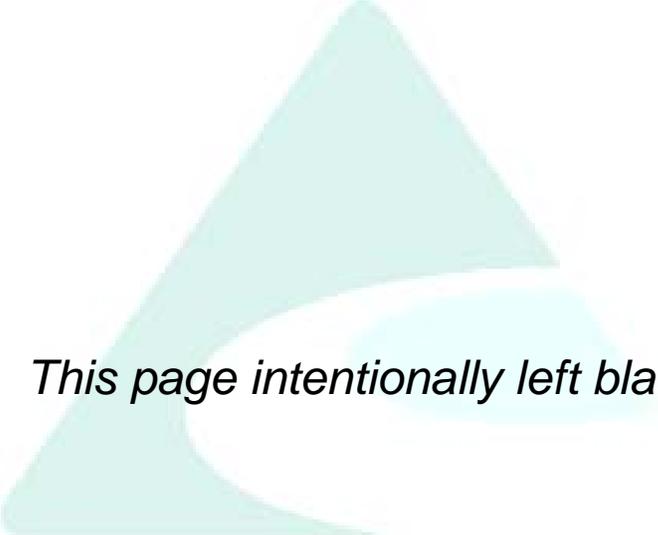
Performance Clackamas departments will present their strategic plans in a specific new, purpose-driven, and much more detailed format. These plans are a result of a rigorous process undertaken over several months. First, each department's key staff spent several days receiving training in Managing for Results principles. With that background, they identified and articulated the priorities and results they are trying to address on behalf of their customers and then determined how to track and report on those results and their costs in a way that allows the both department and the public to easily evaluate their progress.

Work is divided into broader Lines of Business and more specific Programs for sets of services that have a common purpose or result. The Program is the building block of Performance Based Budgeting. It is here that performance, revenues and expenses, staffing and General Fund support are detailed. Since additional departments are transitioning to the new format each year, some are still building year to year comparisons. We can compare current budget requests with historical levels of funding, General Fund support and staffing on a fund by fund basis and that comparison is summarized on a separate page in each presentation.

Departments will indicate alignment with one or more of the Commission's goals by adding a Clackamas County logo next to the corresponding performance measure. Similarly, alignment with the department's internal goals is indicated with a department specific logo.



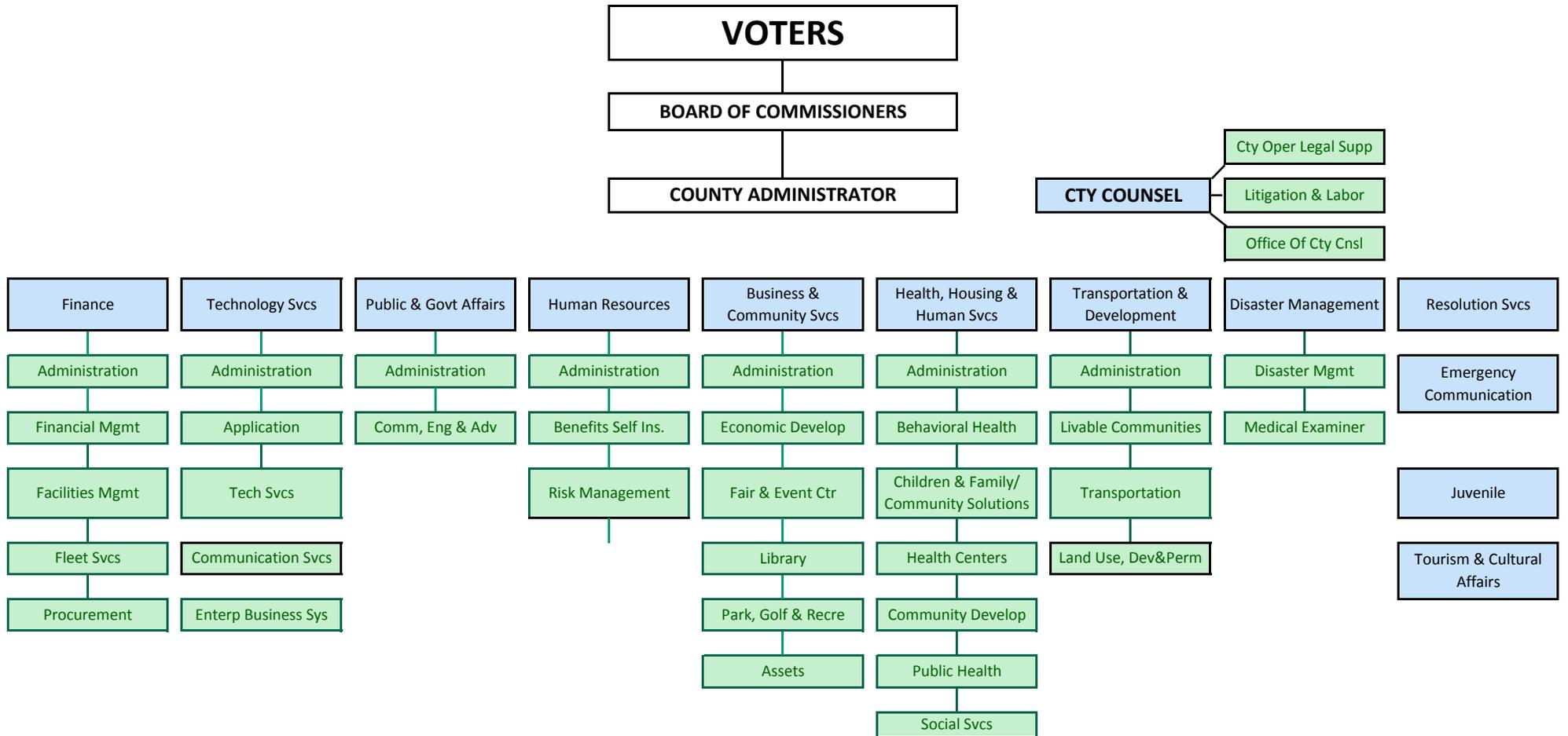
Departments that have not yet developed their strategic plans will be presented as in previous years. Each section will begin with a one page summary of the department's expenditures by category and by fund over the last four years. Each department head will then discuss its mission, provide an overview of major programs, detail primary goals and objectives toward accomplishment of its mission and report on key performance measures.



*This page intentionally left blank*

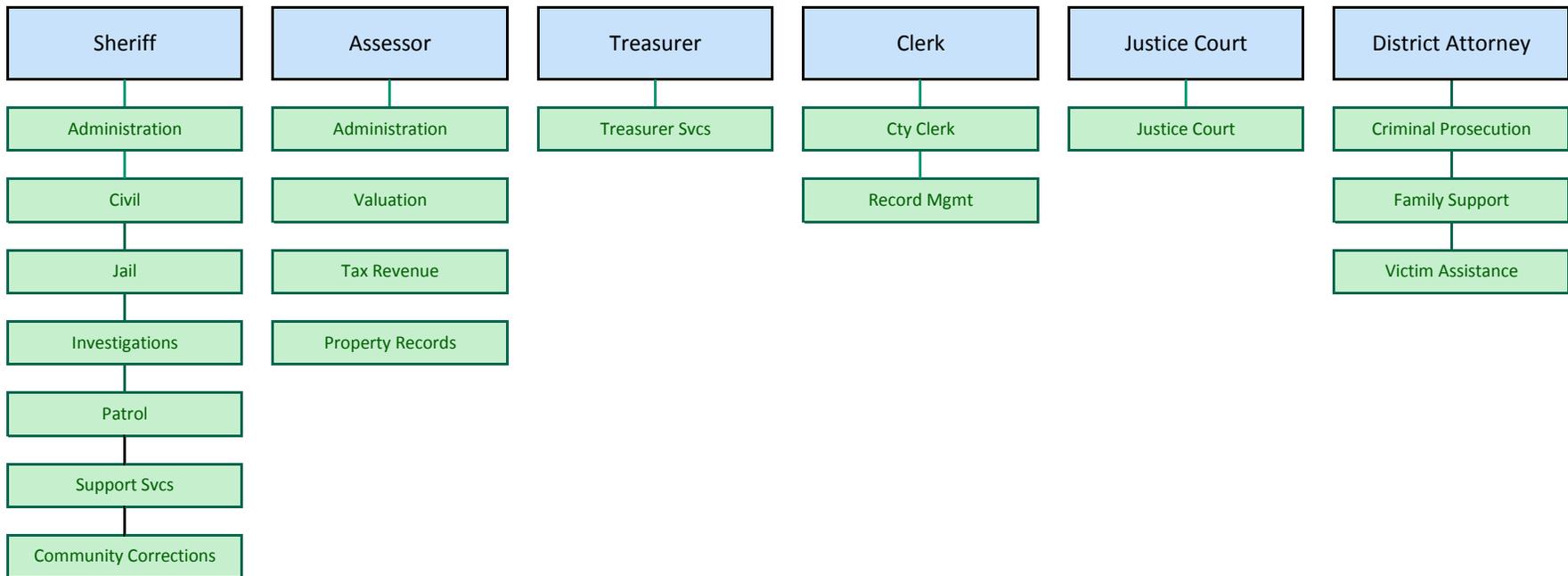
**CLACKAMAS**  
C O U N T Y

# Clackamas County Departments



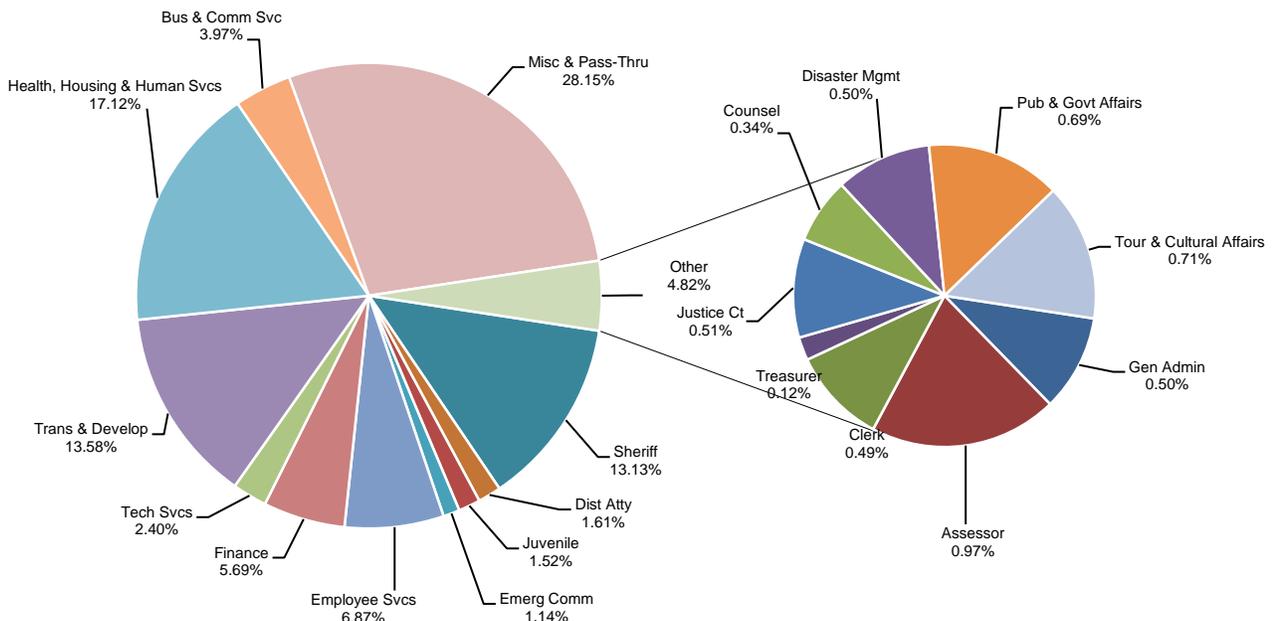
# Clackamas County Departments

**VOTERS**



	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Requirements by Department</b>					
General County Administration	3,627,812	3,777,594	3,977,857	3,923,103	4,209,192
Assessor	7,091,371	6,965,054	7,988,399	7,511,458	8,203,895
Clerk	3,175,926	3,303,221	3,724,961	3,313,059	4,182,315
Treasurer	815,868	850,497	971,366	971,357	1,011,248
Sheriff	96,647,773	98,705,007	113,717,484	104,849,799	111,155,589
District Attorney	11,246,354	11,883,299	13,932,425	12,858,158	13,638,042
Justice Court	3,787,048	4,249,742	4,667,866	4,196,412	4,312,154
Juvenile	9,785,577	9,354,521	13,058,296	10,433,404	12,834,324
County Counsel	2,067,267	2,424,838	2,763,617	2,685,791	2,859,569
Disaster Management	2,189,837	2,118,812	4,035,253	3,261,409	4,192,075
Emerg Communications	6,403,069	6,683,720	8,723,048	8,333,161	9,678,053
Public & Gov Affairs	3,451,254	4,223,116	5,450,094	4,585,665	5,884,652
Human Services	40,179,558	36,746,715	56,200,591	39,026,579	58,202,014
Finance	24,801,619	22,074,841	37,986,412	24,309,451	48,154,797
Technology Services	15,026,890	15,723,486	21,853,264	19,796,523	20,331,828
Transportation & Development	62,278,525	67,785,213	110,375,266	68,978,141	114,975,178
Health, Housing & Human Svcs	109,411,147	97,884,576	144,646,445	111,891,620	144,984,532
Business & Community Svcs	17,133,302	19,891,936	32,293,205	19,622,811	33,623,629
Tourism & Cultural Affairs	3,995,822	4,567,112	6,407,417	5,351,342	5,979,592
Miscellaneous & Pass-Thru Items	144,529,464	151,083,852	253,438,688	174,107,355	238,406,989
<b>Total Requirements by Department</b>	<b>567,645,483</b>	<b>570,297,152</b>	<b>846,211,954</b>	<b>630,006,598</b>	<b>846,819,667</b>

**2018-2019  
Budget by Department**





## **Finance**

**Marc Gonzales, Director**

**2051 Kaen Road  
Oregon City, Oregon 97045  
503-742-5400**

Website Address: <http://www.clackamas.us/finance/>



**Department Mission**

The mission of the Department of Finance is to provide financial, facilities, procurement, mail, and fleet management services to County departments, other agencies, the Board of County Commissioners, and County employees so they can conduct the public's business in a transparent, financially responsible, and responsive manner.

<b>Department of Finance</b>	
Marc Gonzales - Director	
Christa Bosserman-Wolfe - Deputy Director	
FTE 107.53	
Total Request \$ 26,301,135	
General Fund Support \$ 2,642,398	

<b>Administration</b> Marc Gonzales - Director Total Request \$1,695,826	<b>Procurement</b> George Marilton - Div. Director Total Request \$2,332,312	<b>Fleet Services</b> John Stockham - Manager Total Request \$5,467,244	<b>Facilities Management</b> Jeff Jorgensen - Manager Total Request \$13,071,773	<b>Financial Management</b> Christa Bosserman-Wolfe Deputy Director Total Request \$3,733,979
Gen Fund \$ 1,470,937	Gen Fund \$ 510,695	Gen Fund \$ -	Gen Fund \$ -	Gen Fund \$ 660,766

<b>Office of the Director</b>  FTE 5.00 Total Request \$1,695,826	<b>Procurement</b>  FTE 9.70 Total Request \$1,409,155	<b>Fleet Management</b>  FTE 1.20 Total Request \$3,408,174	<b>Facilities Maintenance</b>  FTE 20.00 Total Request \$3,538,165	<b>Payroll</b> Vicky Anderson - Manager FTE 5.00 Total Request \$666,061
Gen Fund \$ 1,470,937	Gen Fund \$ 435,114	Gen Fund \$ -	Gen Fund \$ -	Gen Fund \$ 66,244

<b>Courier &amp; Mail</b>  FTE 3.83 Total Request \$923,157	<b>Vehicle Maintenance &amp; Repair</b> FTE 8.30 Total Request \$1,597,297	<b>Facilities Construction &amp; Projects</b> FTE 12.00 Total Request \$1,509,870	<b>Budget Support</b> Diane Padilla - Manager FTE 4.00 Total Request \$646,880
Gen Fund \$ 75,581	Gen Fund \$ -	Gen Fund \$ -	Gen Fund \$ 211,333

<b>MotorPool</b>  FTE .75 Total Request \$133,386	<b>Facility Support Services</b>  FTE 3.00 Total Request \$1,668,697	<b>Grants Financial Management</b> Jeff Aldridge - Manager FTE 7.00 Total Request \$995,570
Gen Fund \$ -	Gen Fund \$ -	Gen Fund \$ 92,566

<b>Permanent Rental Program</b>  FTE .75 Total Request \$328,387	<b>Utility Management</b>  FTE 1.00 Total Request \$2,378,064	<b>Financial Accounting</b> David Bodway - Manager FTE 11.00 Total Request \$1,425,468
Gen Fund \$ -	Gen Fund \$ -	Gen Fund \$ 290,623

<b>Fire and Life Safety</b> FTE 6.00 Total Request \$892,794
Gen Fund \$ -

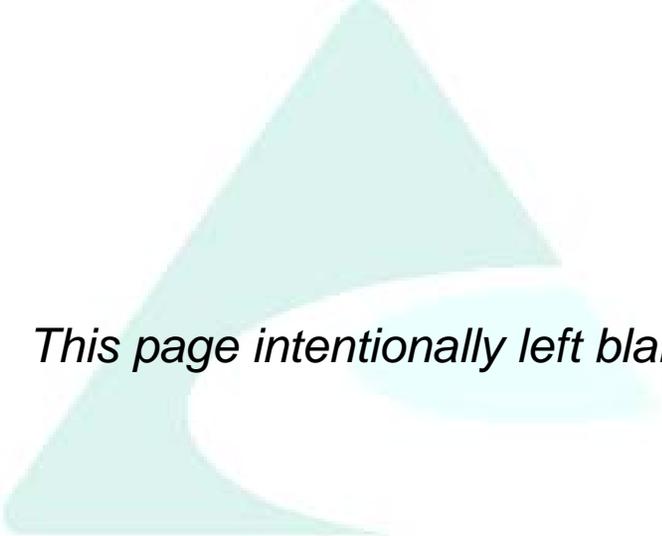
<b>Facilities Operations</b> FTE 9.00 Total Request \$3,084,183
Gen Fund \$ -



Department Budget Summary by Fund

<i>Line of Business</i>	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19
<i>Program</i>	FTE	General Fund	Fleet Services Fund	Facilities Management Fund			Total Adopted Budget	General Fund Subsidy Included in Adopted Budget**
Administration								
Office of the Director	5.00	1,695,826					1,695,826	1,470,937
Procurement								
Procurement	9.70	1,409,155					1,409,155	435,114
Courier and Mail	3.83	923,157					923,157	75,581
Fleet Services								
Fleet Management	1.20		3,408,174				3,408,174	-
Vehicle Maintenance and Repair	8.30		1,597,297				1,597,297	-
Motor Pool	0.75		133,386				133,386	-
Permanent Rental Program	0.75		328,387				328,387	-
Facilities Management								
Facilities Maintenance	20.00			3,538,165			3,538,165	-
Facilities Construction and Projects	12.00			1,509,870			1,509,870	-
Facilities Support Services	3.00			1,668,697			1,668,697	-
Utility Management	1.00			2,378,064			2,378,064	-
Fire and Life Safety	6.00			892,794			892,794	-
Facilities Operations	9.00			3,084,183			3,084,183	-
Financial Management								
Payroll	5.00	666,061					666,061	66,244
Budget Support	4.00	646,880					646,880	211,333
Grants Financial Management	7.00	995,570					995,570	92,566
Financial Accounting	11.00	1,425,468					1,425,468	290,623
<b>TOTAL</b>	<b>107.53</b>	<b>7,762,118</b>	<b>5,467,244</b>	<b>13,071,773</b>	<b>0</b>	<b>0</b>	<b>26,301,135</b>	<b>2,642,398</b>
<b>FY 17/18 Budget</b>	<b>104.53</b>	<b>7,052,946</b>	<b>6,252,322</b>	<b>12,345,702</b>			<b>25,650,970</b>	<b>2,388,890</b>
<b>\$ Increase (Decrease)</b>	<b>3.00</b>	<b>709,172</b>	<b>(785,078)</b>	<b>726,071</b>	<b>0</b>	<b>0</b>	<b>650,165</b>	<b>253,508</b>
<b>% Increase (Decrease)</b>	<b>2.87%</b>	<b>10.05%</b>	<b>-12.56%</b>	<b>5.88%</b>			<b>2.53%</b>	<b>10.61%</b>

\*\* General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Administration

## Line of Business Purpose Statement

The purpose of the Administrative Line of Business is to provide training, policy, project management, and contract services to County employees and human resources services to department employees so they can effectively manage finance, procurement, facilities, and fleet responsibilities necessary to their jobs.

### Department of Finance

Marc Gonzales - Director  
 Christa Bosserman-Wolfe, Deputy Director  
 FTE 107.53  
 Total Request \$ 26,301,135  
 General Fund Support \$ 2,642,398

#### Administration

Director  
 Total Request  
 \$1,695,826

Gen Fund \$ 1,470,937

#### Office of the Director

FTE 5.00  
 Total Request  
 \$1,695,826

Gen Fund \$ 1,470,937



# Administration

## Office of the Director

### Performance Narrative Statement

The Office of the Director Program proposes a \$1,695,826 budget, a continuation of current service funding levels. These resources will allow the program to deliver training, financial policy development and implementation, and contract generation and management services to department and County staff so they can effectively manage and apply the finances of the County, and provide procurement, fleet and facilities services which benefit County residents through responsible management, furthering the strategic objective of building public trust through good government. These resources will also allow us to effectively manage staffing and benefits in the Finance department, so that Department staff can focus their efforts on service delivery to other work units and the public, and support the strategic goal of building public trust through good government.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	Bond rating maintained or improved	Aa1	Aaa	Aaa	Aaa
 NEW	% Finance Divisions/Programs with updated strategic plan performance results	NA	NA	NA	75%
NEW Output	Number of employees that attended PeopleSoft Finance classes	NA	50	40	50

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation Oversees the annual production of the County's Budget and Comprehensive Annual Financial Report, as well as all other Lines of Business of the Department, which many are required by regulations. Also, actively manages the County's debt within statutory limits.

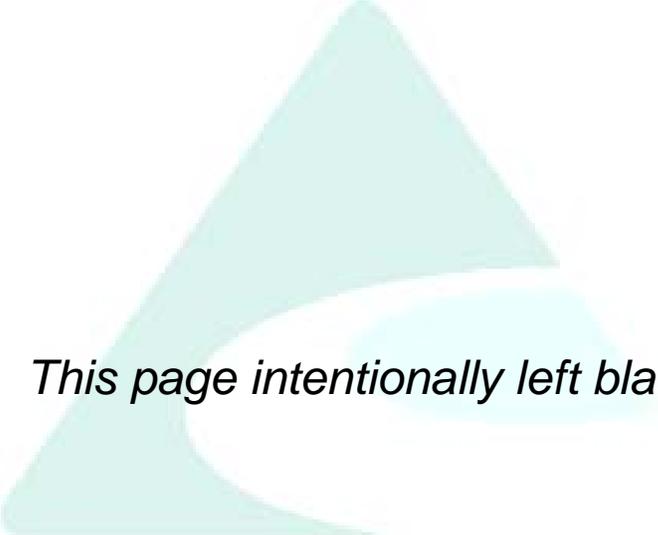


Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	223,889	223,889	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	11,485	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	2,143	4,855	5,000	1,000	1,000	(4,000)	-80.0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>2,143</b>	<b>16,340</b>	<b>5,000</b>	<b>1,000</b>	<b>1,000</b>	<b>(4,000)</b>	<b>-80.0%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>2,143</b>	<b>16,340</b>	<b>5,000</b>	<b>1,000</b>	<b>224,889</b>	<b>219,889</b>	<b>4397.8%</b>
Personnel Services	567,383	671,406	790,191	779,191	869,008	78,817	10.0%
Materials & Services	47,472	54,355	204,791	166,591	106,456	(98,335)	-48.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	16,105	41,048	54,753	54,753	51,300	(3,453)	-6.3%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>630,960</b>	<b>766,809</b>	<b>1,049,735</b>	<b>1,000,535</b>	<b>1,026,764</b>	<b>(22,971)</b>	<b>-2.2%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	400,000	400,000	100.0%
Contingency	-	-	-	-	269,062	269,062	100.0%
<b>Total Exp - Including Special Categories</b>	<b>630,960</b>	<b>766,809</b>	<b>1,049,735</b>	<b>1,000,535</b>	<b>1,695,826</b>	<b>646,091</b>	<b>61.5%</b>
<b>General Fund Support (if applicable)</b>	<b>628,817</b>	<b>750,469</b>	<b>1,044,735</b>	<b>999,535</b>	<b>1,470,937</b>	<b>426,202</b>	<b>40.8%</b>
Full Time Equiv Pos (FTE) Budgeted	5.60	5.60	4.80	4.80	5.00	0.20	4.2%
Full Time Equiv Pos (FTE) Filled at Yr End	5.60	5.60	-	4.80	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

We are proposing that all Departmental savings of our maintenance level General Fund contribution be rolled forward into FY18/19 in an effort to accumulate funds for the replacement of our 20 year old budget and accounting software systems. This is reflected in the contingency and reserve line items. This demonstrates our Department's commitment to this effort.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



**Line of Business Purpose Statement**

The purpose of the Procurement line of business is to provide centralized procurement, courier and mail services to County and affiliated agencies so they can obtain the goods, contract services, and mail services necessary to conduct county business.

**Department of Finance**

Marc Gonzales - Director  
 Christa Bosserman-Wolfe, Deputy Director  
 FTE 107.53  
 Total Request \$ 26,301,135  
 General Fund Support \$ 2,642,398

<b>Procurement</b>	
George Marlton - Division Director	
Total Request \$2,332,312	
Gen Fund	\$ 510,695

<b>Procurement</b>	
FTE 9.70	
Total Request \$1,409,155	
Gen Fund	\$ 435,114

<b>Courier &amp; Mail</b>	
FTE 3.83	
Total Request \$923,157	
Gen Fund	\$ 75,581



**Procurement**  
**Procurement**

**Performance Narrative Statement**

The Procurement Program proposes a \$1,409,155 budget. The Adopted budget is intended to reflect the resources required to maintain the current high level of support to all County departments, agencies and districts. These resources will provide County departments, agencies and districts with timely procurement and contract services, personal property repurposing and disposition services so they can successfully fulfill their strategic goals.

**Key Performance Measures**

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% successfully completed procurements (Unsuccessful procurements are projects that are cancelled because no bids, over budget, or the project has been cancelled.)	No data. New measurement method.	95%	87%	90%
NEW Result	% Small contracts (<\$50k) completed within 10 business days	NA	NA	NA	85%
Output	Number of contracts completed	781	900	783	900

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation            The process for procuring goods and services is governed by County codes, State law (ORS 279), and Federal regulations.



Procurement

Procurement

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	634,461	686,448	748,459	671,604	888,941	140,482	18.8%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	687	39,633	60,200	200	85,100	24,900	41.4%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>635,148</b>	<b>726,081</b>	<b>808,659</b>	<b>671,804</b>	<b>974,041</b>	<b>165,382</b>	<b>20.5%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>635,148</b>	<b>726,081</b>	<b>808,659</b>	<b>671,804</b>	<b>974,041</b>	<b>165,382</b>	<b>20.5%</b>
Personnel Services	584,207	702,996	1,164,396	1,160,396	1,181,624	17,228	1.5%
Materials & Services	80,400	70,796	209,551	158,575	163,183	(46,368)	-22.1%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	57,971	68,149	65,393	65,393	64,348	(1,045)	-1.6%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>722,578</b>	<b>841,941</b>	<b>1,439,340</b>	<b>1,384,364</b>	<b>1,409,155</b>	<b>(30,185)</b>	<b>-2.1%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>722,578</b>	<b>841,941</b>	<b>1,439,340</b>	<b>1,384,364</b>	<b>1,409,155</b>	<b>(30,185)</b>	<b>-2.1%</b>
<b>General Fund Support (if applicable)</b>	<b>87,430</b>	<b>115,860</b>	<b>630,681</b>	<b>712,560</b>	<b>435,114</b>	<b>(195,567)</b>	<b>-31.0%</b>
Full Time Equiv Pos (FTE) Budgeted	6.70	6.70	7.70	8.70	9.70	2.00	29.9%
Full Time Equiv Pos (FTE) Filled at Yr End	6.70	5.70	-	7.70	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	1.00	-	-	-

**Significant Issues and Changes**

Overall, the Procurement budget has stabilized. Other revenues increase by 40% due to the successful management of increasing the procurement card rebate which has helped offset the staff costs for administering procurement cards.



**Procurement**  
**Courier and Mail**

**Performance Narrative Statement**

The Courier and Mail Program proposes a \$923,157 budget. The Adopted budget reflects a realignment of resources realized through the Performance Clackamas process. The Adopted budget is intended to reflect the resources required to maintain the current high level of support to all County departments, agencies and districts. These resources will provide County departments, agencies and districts timely and coordinated mail processing, US mail and small parcel distribution services so they can successfully fulfill their strategic goals.

**Key Performance Measures**

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Efficiency	Cost per courier stop	\$80/Month	\$95/Month	\$114/Month	\$95/Month

Program includes:

- Mandated Services  N
- Shared Services  N
- Grant Funding  N

Explain all "Yes" boxes below  
 For help with shared services, see AOC Shared State-County Services page on intranet  
 If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



**Procurement**

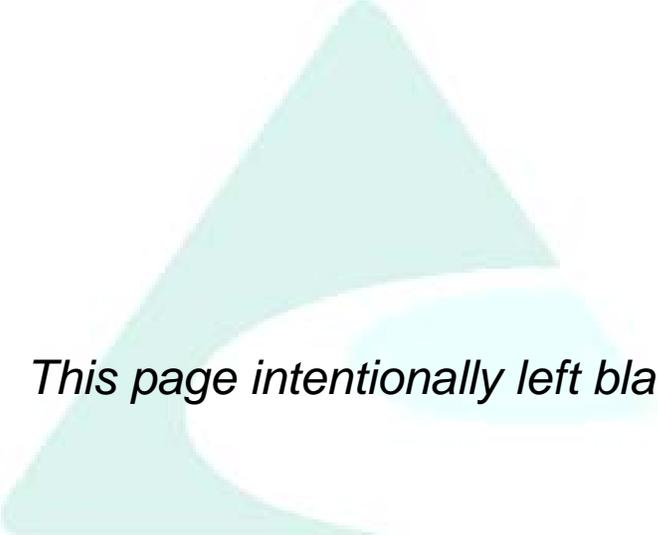
**Courier and Mail**

**Budget Summary**

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	623,822	620,292	853,659	738,551	847,576	(6,083)	-0.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	53	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>623,822</b>	<b>620,345</b>	<b>853,659</b>	<b>738,551</b>	<b>847,576</b>	<b>(6,083)</b>	<b>-0.7%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>623,822</b>	<b>620,345</b>	<b>853,659</b>	<b>738,551</b>	<b>847,576</b>	<b>(6,083)</b>	<b>-0.7%</b>
Personnel Services	374,636	269,037	303,283	292,537	323,803	20,520	6.8%
Materials & Services	415,510	430,841	506,872	502,427	505,633	(1,239)	-0.2%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	41,613	44,651	51,161	51,161	48,721	(2,440)	-4.8%
Capital Outlay	8,931	-	-	-	45,000	45,000	100.0%
<b>Operating Expenditure</b>	<b>840,690</b>	<b>744,529</b>	<b>861,316</b>	<b>846,125</b>	<b>923,157</b>	<b>61,841</b>	<b>7.2%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>840,690</b>	<b>744,529</b>	<b>861,316</b>	<b>846,125</b>	<b>923,157</b>	<b>61,841</b>	<b>7.2%</b>
<b>General Fund Support (if applicable)</b>	<b>216,868</b>	<b>124,184</b>	<b>7,657</b>	<b>107,574</b>	<b>75,581</b>	<b>67,924</b>	<b>887.1%</b>
Full Time Equiv Pos (FTE) Budgeted	3.53	3.83	3.83	3.83	3.83	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.53	3.83	-	3.83	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

Capital outlay expense for replacement of the two courier vehicles (2003 Vibe) and the (2007 Ford Freestar van).



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



**Line of Business Purpose Statement**

The purpose of the Fleet Services line of business is to provide fleet management; vehicle rental, acquisition, and documentation; vehicle life cycle care; fuel; and disposition services to County employees so they can conduct business in safe, reliable and cost effective vehicles.

<b>Department of Finance</b>	
Marc Gonzales - Director	
Christa Bosserman-Wolfe, Deputy Director	
FTE	107.53
Total Request	\$ 26,301,135
General Fund Support	\$ 2,642,398

<b>Fleet Services</b>	
John Stockham - Manager	
Total Request	
\$5,467,244	
Gen Fund	\$ -

<b>Fleet Management</b>	
FTE 1.20	
Total Request	
\$3,408,174	
Gen Fund	\$ -

<b>Vehicle Maintenance &amp; Repair</b>	
FTE 8.30	
Total Request	
\$1,597,297	
Gen Fund	\$ -

<b>Motor Pool</b>	
FTE 0.75	
Total Request	
\$133,386	
Gen Fund	\$ -

<b>Permanent Rental Program</b>	
FTE 0.75	
Total Request	
\$328,387	
Gen Fund	\$ -



# Fleet Services

## Fleet Management

### Performance Narrative Statement

The Fleet Management Program proposes a budget of \$3,408,174. These resources will allow us to serve the drivers of County vehicles with a fleet of 636 vehicles. We have a new auction contract and expect to dispose of approximately 45 vehicles which will be a decrease in total vehicles by about 3%. We have continued to update the fleet by getting rid of older, underutilized vehicles and replacing them with newer vehicles. The reduction in budget for the program is largely due to a decrease in CCSO's planned purchases for the upcoming year. While the instability of fuel prices continue to create budget challenges, the level of funding requested should adequately meet the needs of the drivers and allow us the ability to provide services to County employees so they can conduct business in safe, reliable and cost effective vehicles.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% Fuel gallons purchased by customers at 5 cents per gallon or greater savings compared to retail prices less taxes	100%	100%	100%	90%

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



**Fleet Services**

**Fleet Management**

**Budget Summary**

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	145,448	362,085	8,483	8,483	-	(8,483)	-100.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	1,773,789	1,883,699	2,245,000	1,671,019	2,200,000	(45,000)	-2.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	39,003	15,996	45,500	64,716	61,476	15,976	35.1%
Interfund Transfers	1,487,772	1,000,859	1,700,675	1,700,675	1,266,979	(433,696)	-25.5%
<b>Operating Revenue</b>	<b>3,300,564</b>	<b>2,900,553</b>	<b>3,991,175</b>	<b>3,436,410</b>	<b>3,528,455</b>	<b>(462,720)</b>	<b>-11.6%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>3,446,012</b>	<b>3,262,638</b>	<b>3,999,658</b>	<b>3,444,893</b>	<b>3,528,455</b>	<b>(471,203)</b>	<b>-11.8%</b>
Personnel Services	256,027	270,905	157,619	152,619	168,101	10,482	6.7%
Materials & Services	1,745,618	1,596,946	3,059,220	2,781,221	2,538,938	(520,282)	-17.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	48,602	47,145	24,845	24,845	22,635	(2,210)	-8.9%
Capital Outlay	922,890	818,876	682,160	579,921	678,500	(3,660)	-0.5%
<b>Operating Expenditure</b>	<b>2,973,137</b>	<b>2,733,872</b>	<b>3,923,844</b>	<b>3,538,606</b>	<b>3,408,174</b>	<b>(515,670)</b>	<b>-13.1%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	75,814	-	-	(75,814)	-100.0%
<b>Total Exp - Including Special Categories</b>	<b>2,973,137</b>	<b>2,733,872</b>	<b>3,999,658</b>	<b>3,538,606</b>	<b>3,408,174</b>	<b>(591,484)</b>	<b>-14.8%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	2.90	2.90	1.20	1.20	1.20	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	2.90	2.90	-	1.20	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

**Significant Issues and Changes**

The decrease in the Materials & Services category is the result of the Sheriff's Office decreasing the planned number of vehicle purchases and related outfitting. Fuel costs are rising rapidly, this effects both revenues and expenditures since Fleet charges the County a markup on fuel.



# Fleet Services

## Vehicle Maintenance and Repair

### Performance Narrative Statement

The Vehicle Maintenance and Repair Program proposes a budget of \$1,597,297, a continuation of existing funding. These resources will allow us to provide comprehensive maintenance and repair services to the drivers of County vehicles, WES vehicles and other outside agency vehicles. While this is a net decrease over current spending levels in this program it should retain the Vehicle Maintenance and Repair Program's ability to provide services to County employees so they can conduct business in safe, reliable and cost effective vehicles.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% Vehicle preventative maintenance completed and returned to service within one work day	53%	60%	65%	80%

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Fleet Services

Vehicle Maintenance and Repair

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	233,586	233,586	-	(233,586)	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	1,318,996	1,338,137	1,359,877	1,179,522	1,350,000	(9,877)	-0.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	885	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>1,319,881</b>	<b>1,338,137</b>	<b>1,359,877</b>	<b>1,179,522</b>	<b>1,350,000</b>	<b>(9,877)</b>	<b>-0.7%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,319,881</b>	<b>1,338,137</b>	<b>1,593,463</b>	<b>1,413,108</b>	<b>1,350,000</b>	<b>(243,463)</b>	<b>-15.3%</b>
Personnel Services	762,852	741,945	853,944	859,112	838,463	(15,481)	-1.8%
Materials & Services	558,868	604,113	607,552	554,408	607,055	(497)	-0.1%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	108,952	120,567	131,967	131,967	151,779	19,812	15.0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>1,430,672</b>	<b>1,466,625</b>	<b>1,593,463</b>	<b>1,545,487</b>	<b>1,597,297</b>	<b>3,834</b>	<b>0.2%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>1,430,672</b>	<b>1,466,625</b>	<b>1,593,463</b>	<b>1,545,487</b>	<b>1,597,297</b>	<b>3,834</b>	<b>0.2%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	8.10	8.20	8.30	8.30	8.30	0.10	1.2%
Full Time Equiv Pos (FTE) Filled at Yr End	8.10	8.20	-	8.30	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

Expenses continue to outpace our billings for shop and body work. Staff are working on an upgrade of FASTER, our work order and billing system, as well as a review of our current business practices to determine the cause and to look for areas where we can improve or increase our efficiency.



# Fleet Services

## Motor Pool

### Performance Narrative Statement

The Motorpool Program proposes a budget of \$133,386. These resources will allow us to serve the drivers of County vehicles and provide them with pool vehicles when a vehicle that is permanently assigned to their department may not be available or may not meet their needs. We continually assess the needs of the County to make sure we have safe reliable motorpool vehicles available which includes getting rid of older, less reliable vehicles and replacing them with newer vehicles as well as assessing vehicles that are no longer needed by other departments within the County.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Demand /Output	% of Motorpool vehicles requested and available	NA	100%	98%	100%

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Fleet Services

Motor Pool

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	158,211	158,211	63,257	(94,954)	100.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	35,990	31,522	35,532	(458)	-1.3%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	15,000	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	35,990	31,522	50,532	14,542	100.0%
<b>Total Rev - Including Beginning Bal</b>	-	-	194,201	189,733	113,789	(80,412)	100.0%
Personnel Services	-	-	67,003	67,488	70,587	3,584	5.3%
Materials & Services	-	-	60,255	30,255	30,255	(30,000)	-49.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	5,943	5,943	7,544	1,601	26.9%
Capital Outlay	-	-	61,000	5,000	25,000	(36,000)	-59.0%
<b>Operating Expenditure</b>	-	-	194,201	108,686	133,386	(60,815)	-31.3%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	-	194,201	108,686	133,386	(60,815)	100.0%
<b>General Fund Support (if applicable)</b>	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	0.75	0.75	0.75	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	0.75	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

Budgeted "Other Revenues" is due to 6 vehicles that will be auctioned. This program is new and we are currently analyzing the motor pool usage and fee structure. Rates may need to be increased.



# Fleet Services

## Permanent Rental Program

### Performance Narrative Statement

The Permanent Rental Program proposes a budget of \$328,387. These resources will allow us to serve the departments of Clackamas County to ensure they have the correct vehicles to meet their needs and provide them with vehicles when a vehicle that is permanently assigned to their department may not be available or may not meet their needs. We continually assess the needs of the County to make sure we have safe reliable motorpool vehicles available which includes getting rid of older, less reliable vehicles and replacing them with newer vehicles as well as assessing vehicles that are no longer needed by other departments within the County.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% Vehicles in the Fleet assigned to the permanent rental program	49%	60%	41%	60%

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



**Fleet Services**

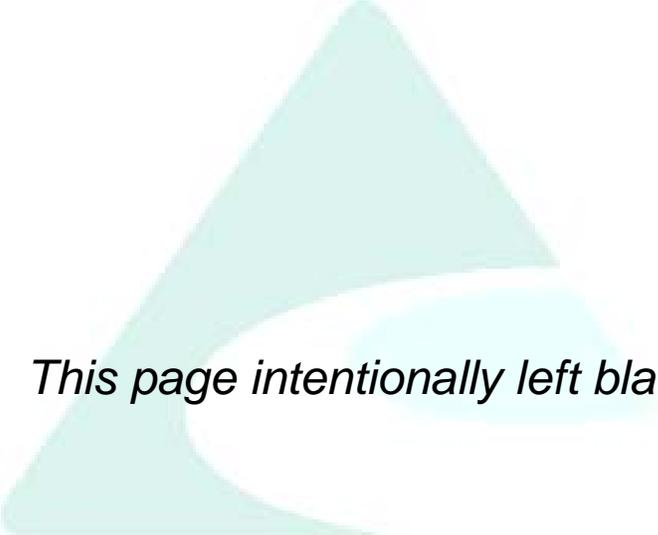
**Permanent Rental Program**

**Budget Summary**

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	465,000	456,988	475,000	10,000	2.2%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	<b>465,000</b>	<b>456,988</b>	<b>475,000</b>	<b>10,000</b>	<b>2.2%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	<b>465,000</b>	<b>456,988</b>	<b>475,000</b>	<b>10,000</b>	<b>100.0%</b>
Personnel Services	-	-	67,003	67,488	70,587	3,584	5.3%
Materials & Services	-	-	100,255	50,255	50,255	(50,000)	-49.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	5,943	5,943	7,545	1,602	27%
Capital Outlay	-	-	200,000	125,000	150,000	(50,000)	-25%
<b>Operating Expenditure</b>	-	-	<b>373,201</b>	<b>248,686</b>	<b>278,387</b>	<b>(94,814)</b>	<b>100.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	91,799	-	50,000	(41,799)	-45.5%
<b>Total Exp - Including Special Categories</b>	-	-	<b>465,000</b>	<b>248,686</b>	<b>328,387</b>	<b>(136,613)</b>	<b>100.0%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	0.75	0.75	0.75	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	0.75	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

This program is generating revenue, which is offsetting other Fleet program losses and allowing for the accumulation of funds to replace vehicles.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Facilities Management

## Line of Business Purpose Statement

The purpose of the Facilities Management line of business is to provide collaborative facilities planning, construction and renovation, maintenance, safety, and energy management services to County-owned and -leased facility tenants so they can conduct County business in energy efficient, well maintained, clean, safe, and secure facilities.

<h3>Department of Finance</h3> <p>Marc Gonzales - Director          Christa Bosserman-Wolfe, Deputy Director          FTE 107.53          Total Request \$ 26,301,135          General Fund Support \$ 2,642,398</p>
--

<b>Facilities Management</b>	
Jeff Jorgensen - Manager	
Total Request	
\$13,071,773	
Gen Fund	\$ -

<b>Facilities Maintenance</b>	
FTE 20.00	
Total Request	
\$3,538,165	
Gen Fund	\$ -

<b>Facilities Construction &amp; Projects</b>	
FTE 12.00	
Total Request	
\$1,509,870	
Gen Fund	\$ -

<b>Facilities Support Services</b>	
FTE 3.00	
Total Request	
\$1,668,697	
Gen Fund	\$ -

<b>Utility Management</b>	
FTE 1.00	
Total Request	
\$2,378,064	
Gen Fund	\$ -

<b>Fire and Life Safety</b>	
FTE 6.00	
Total Request	
\$892,794	
Gen Fund	\$ -

<b>Facilities Operations</b>	
FTE 9.00	
Total Request	
\$3,084,183	
Gen Fund	\$ -



# Facilities Management

## Facilities Maintenance

### Performance Narrative Statement

The Facilities Maintenance Program proposes a \$3,538,165 budget, an increase of our current funding level for additional staff. These resources will allow us to respond and complete work request from tenants and planned maintenance so that the facility can be in the best possible condition. Having buildings in good to excellent condition helps the tenants better serve their clients and the County.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% County facilities that are completely inventoried in an asset management program	50%	75%	60%	75%
 Result	% Facilities maintained in good to excellent condition	70%	75%	52%	75%
Efficiency	# Square feet maintained per maintenance technician (National recommended average of 42,500 sq. ft.)	69,723 sq. ft.	50,200 sq. ft.	73,293 sq. ft.	50,200 sq. ft. %

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation                      We must meet American with Disability Act (ADA) and Occupational Safety and Health Administration (OSHA) requirements for the buildings.



Facilities Management

Facilities Maintenance

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>747,442</b>	<b>323,369</b>	<b>5,000</b>	<b>5,000</b>	<b>10,000</b>	<b>5,000</b>	<b>100.0%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	1,631,130	2,696,006	3,352,953	3,235,655	3,528,165	175,212	5.2%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	248	235	-	843	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>1,631,378</b>	<b>2,696,241</b>	<b>3,352,953</b>	<b>3,236,498</b>	<b>3,528,165</b>	<b>175,212</b>	<b>5.2%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>2,378,820</b>	<b>3,019,610</b>	<b>3,357,953</b>	<b>3,241,498</b>	<b>3,538,165</b>	<b>180,212</b>	<b>5.4%</b>
Personnel Services	1,245,747	1,253,093	1,976,261	1,459,683	2,232,474	256,213	13.0%
Materials & Services	1,001,496	933,859	1,286,532	946,926	1,295,691	9,159	0.7%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	57,646	43,100	90,160	90,160	0	(90,160)	-100.0%
Capital Outlay	-	98,956	5,000	-	10,000	5,000	100.0%
<b>Operating Expenditure</b>	<b>2,304,889</b>	<b>2,329,008</b>	<b>3,357,953</b>	<b>2,496,769</b>	<b>3,538,165</b>	<b>180,212</b>	<b>5.4%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>2,304,889</b>	<b>2,329,008</b>	<b>3,357,953</b>	<b>2,496,769</b>	<b>3,538,165</b>	<b>180,212</b>	<b>5.4%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	12.00	16.00	18.00	18.00	20.00	2.00	11.1%
Full Time Equiv Pos (FTE) Filled at Yr End	11.00	15.00	-	14.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.00	-	4.00	-	-	-

**Significant Issues and Changes**

Increased this program by two FTE. One of the FTE was created by reducing contacted services for landscape services. The second FTE was created by combining 2 part time temp positions into one FTE. We are moving all cost allocations to Facilities Operations, therefore this program will show a 100% decrease and Facilities Operations will show a large increase.



# Facilities Management

## Facilities Construction and Projects

### Performance Narrative Statement

The Facilities Construction and Projects Program proposes a \$1,509,870 budget, a continuation of our current funding level. These resources will provide project estimation, design, construction and project management services for tenants and the County. These funds will allow us to make changes and improvements to County facilities that will better serve the department and citizens of Clackamas County.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	% Construction projects completed within budget	95%	95%	95%	95%
Result	% Construction projects completed on-time	50%	75%	90%	90%

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation We must meet American with Disability Act (ADA), Occupational Safety and Health Administration (OSHA) requirements for the buildings and County standards for work area requirements.



**Facilities Management**

**Facilities Construction & Projects**

**Budget Summary**

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>116,338</b>	<b>140,790</b>	<b>150,000</b>	<b>150,000</b>	<b>50,000</b>	<b>(100,000)</b>	<b>-66.7%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	961,724	927,964	1,330,063	857,534	1,459,870	129,807	9.8%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	238	10	-	2,160	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>961,962</b>	<b>927,974</b>	<b>1,330,063</b>	<b>859,694</b>	<b>1,459,870</b>	<b>129,807</b>	<b>9.8%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,078,300</b>	<b>1,068,764</b>	<b>1,480,063</b>	<b>1,009,694</b>	<b>1,509,870</b>	<b>29,807</b>	<b>2.0%</b>
Personnel Services	1,019,023	983,786	1,257,421	844,670	1,241,500	(15,921)	-1.3%
Materials & Services	34,680	97,077	126,358	268,801	218,370	92,012	72.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	24,800	46,284	46,284	-	(46,284)	100.0%
Capital Outlay	-	-	50,000	-	50,000	-	0%
<b>Operating Expenditure</b>	<b>1,053,703</b>	<b>1,105,663</b>	<b>1,480,063</b>	<b>1,159,755</b>	<b>1,509,870</b>	<b>29,807</b>	<b>2.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>1,053,703</b>	<b>1,105,663</b>	<b>1,480,063</b>	<b>1,159,755</b>	<b>1,509,870</b>	<b>29,807</b>	<b>2.0%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	11.00	11.00	11.00	12.00	12.00	1.00	9.1%
Full Time Equiv Pos (FTE) Filled at Yr End	11.00	11.00	-	12.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

Materials & Services expense has increased due to Project Parrot Creek. The revenue for the project is shown in Charges for Services. We are moving all cost allocations to Facilities Operations therefore this fund will show a 100% decrease and Facilities Operations will show a large increase.



# Facilities Management

## Facility Support Services

### Performance Narrative Statement

The Facilities Support Services program proposes a \$1,668,697 budget, a continuation of our current funding level. These resources will provide janitorial services, landscape services, and negotiated leasing services for the County. These funds will allow us to provide clean and presentable facilities at the lowest possible cost.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	% Landscape inspections that "meet" or "exceed" maintenance and cleanliness standards.	100%	100%	92%	100%
Result	% Janitorial inspections that "meet" or "exceed" maintenance and cleanliness standards.	25%	100%	25%	100%

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



**Facilities Management**

**Facilities Support Services**

**Budget Summary**

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	75,825	-	-	-	-	100.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	2,089,834	2,228,418	1,691,010	1,653,231	1,668,697	(22,313)	-1.3%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	6,432	5,103	4,800	5,670	-	(4,800)	-100.0%
Interfund Transfers	140,403	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>2,236,669</b>	<b>2,233,521</b>	<b>1,695,810</b>	<b>1,658,901</b>	<b>1,668,697</b>	<b>(27,113)</b>	<b>-1.6%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>2,236,669</b>	<b>2,309,346</b>	<b>1,695,810</b>	<b>1,658,901</b>	<b>1,668,697</b>	<b>(27,113)</b>	<b>-1.6%</b>
Personnel Services	287,036	206,300	219,308	194,908	263,056	43,748	19.9%
Materials & Services	1,632,835	1,689,188	1,446,382	1,388,600	1,405,641	(40,741)	-2.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	9,700	30,120	30,120	-	(30,120)	100.0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>1,919,871</b>	<b>1,905,188</b>	<b>1,695,810</b>	<b>1,613,628</b>	<b>1,668,697</b>	<b>(27,113)</b>	<b>-1.6%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>1,919,871</b>	<b>1,905,188</b>	<b>1,695,810</b>	<b>1,613,628</b>	<b>1,668,697</b>	<b>(27,113)</b>	<b>-1.6%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	2.00	2.00	2.00	3.00	1.00	50.0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	1.00	-	2.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	-	-	-	-

**Significant Issues and Changes**

We are increasing out staffing for this fiscal year to help us meet our janitorial inspection needs. The increase in FTE is off set by eliminating two part time temp positions.  
 We are moving all cost allocations to Facilities Operations, therefore this program will show a 100% decrease and Facilities Operations will show a large increase.



# Facilities Management

## Utility Management

### Performance Narrative Statement

The Utility Management Program proposes a \$2,378,064 budget. This program is used for the first time because of the addition of staff in Fiscal Year 2016-2017 to manage and monitor it. The resources for this program are used to pay all utility bills for the buildings Facilities Management oversee along with other locations such as Jail, street lights, signal lights, etc. The Program will also review utility costs, building performance, fulfil the Energy Policy goals, and assist with projects to help reduce utility cost for the County.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Reduce overall energy intensity (per sq. ft.)	N/A	64.99	71.3	64.3

Program includes:

- Mandated Services  N
- Shared Services  N
- Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Facilities Management

Utility Management

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	100.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	102,240	97,619	89,338	(12,902)	-12.6%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	2,081,747	2,081,747	2,288,726	206,979	9.9%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	<b>2,183,987</b>	<b>2,179,366</b>	<b>2,378,064</b>	<b>194,077</b>	<b>100.0%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	<b>2,183,987</b>	<b>2,179,366</b>	<b>2,378,064</b>	<b>194,077</b>	<b>100.0%</b>
Personnel Services	-	-	101,160	54,831	89,338	(11,822)	-11.7%
Materials & Services	-	-	2,082,827	2,400,972	2,288,726	205,899	9.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	<b>2,183,987</b>	<b>2,455,803</b>	<b>2,378,064</b>	<b>194,077</b>	<b>100.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	-	<b>2,183,987</b>	<b>2,455,803</b>	<b>2,378,064</b>	<b>194,077</b>	<b>100.0%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	1.00	1.00	1.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	1.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

Materials & Services for this program consist of utility charges and have increased due to prior year inclement weather.



# Facilities Management

## Fire and Life Safety

### Performance Narrative Statement

The Fire & Life Safety Program proposes a \$892,794 budget, an increase of our current funding level due to staffing increase. These resources will provide inspections, testing, reporting of alarm systems and coordination of emergency response services. This will result in safe and secure facilities for staff and visitors to conduct business.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	% Facilities where evacuation drills are conducted annually	75%	100%	100%	100%
Result	% Scheduled fire and life safety inspections completed annually	60%	85%	50%	100%
Efficiency	Ratio of special request to required evacuation drills	0	1-2	10	56

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation      We must meet American with Disability Act (ADA), Occupational Safety and Health Administration (OSHA) requirements for the buildings, alarm permit requirements, Clackamas County Fire District code requirements, Safety Data Sheet records and fire/intrusion/panic button annual testing.



Facilities Management

Fire and Life Safety

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	21,174	-	-	-	-	100.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	513,719	597,793	899,997	847,763	892,794	(7,203)	-0.8%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	311	1,057	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>514,030</b>	<b>598,850</b>	<b>899,997</b>	<b>847,763</b>	<b>892,794</b>	<b>(7,203)</b>	<b>-0.8%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>514,030</b>	<b>620,024</b>	<b>899,997</b>	<b>847,763</b>	<b>892,794</b>	<b>(7,203)</b>	<b>-0.8%</b>
Personnel Services	294,821	302,529	621,650	422,965	642,752	21,102	3.4%
Materials & Services	182,547	160,378	245,398	161,758	221,042	(24,356)	-9.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	10,650	27,949	27,949	-	(27,949)	-100.0%
Capital Outlay	-	160	-	-	29,000	29,000	100.0%
<b>Operating Expenditure</b>	<b>477,368</b>	<b>473,717</b>	<b>894,997</b>	<b>612,672</b>	<b>892,794</b>	<b>(2,203)</b>	<b>-0.2%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	5,000	-	-	(5,000)	100.0%
<b>Total Exp - Including Special Categories</b>	<b>477,368</b>	<b>473,717</b>	<b>899,997</b>	<b>612,672</b>	<b>892,794</b>	<b>(7,203)</b>	<b>-0.8%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	3.00	4.00	4.00	6.00	6.00	2.00	50.0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.00	4.00	-	6.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

The increase in expense for this program is because of two new FTE. These positions were approved by County Administration due to the increase in requested work to be performed. The requested work includes additional building drills for fire evacuations, active shoots and panic button usage. Other requested work includes monthly detailed reports of building and space access for department reviews and audits that are conducted. We are moving all cost allocations to Facilities Operations, therefore this fund will show a 100% decrease and Facilities Operations will show a large increase.



# Facilities Management

## Facilities Operations

### Performance Narrative Statement

The Facilities Operations Program proposes a \$3,084,183 budget, a continuation of our current funding level. These resources provide processing and dispatch of work requests, submittal of payments, creation of security identification/access badges, and overall customer service. These funds will allow us to support the division and provide customer service to building occupants.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Ratio of preventive maintenance to unplanned work orders	50:50	50%	41:59	80:20
 Result	% of Facilities that meet or exceed health, safety, and comfort standards	NA	75.00%	NA - Survey being created	75%
Result	% of work orders completed to customer satisfaction	NA	90.00%	NA - Survey being created	90%
 Demand	% of facilities and properties listed in the County Asset Management Program	75%	100%	75%	100%

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Facilities Management

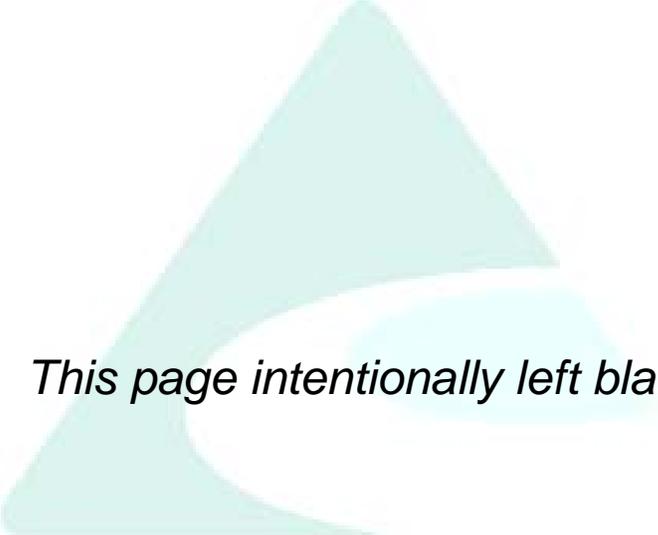
Facilities Operations

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>156,896</b>	<b>619,037</b>	<b>1,418,716</b>	<b>1,418,716</b>	<b>1,993,203</b>	<b>574,487</b>	<b>40.5%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	1,423,585	1,194,394	1,306,160	1,264,996	1,084,056	(222,104)	-17.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	2,457,289	2,081,286	3,016	4,560	6,924	3,908	129.6%
Interfund Transfers	200,000	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>4,080,874</b>	<b>3,275,680</b>	<b>1,309,176</b>	<b>1,269,556</b>	<b>1,090,980</b>	<b>(218,196)</b>	<b>-16.7%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>4,237,770</b>	<b>3,894,717</b>	<b>2,727,892</b>	<b>2,688,272</b>	<b>3,084,183</b>	<b>356,291</b>	<b>13.1%</b>
Personnel Services	624,064	798,172	1,004,320	851,691	1,155,793	151,473	15.1%
Materials & Services	2,634,155	2,480,819	164,240	206,350	420,340	256,100	155.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	251,345	246,179	162,223	162,223	372,776	210,553	129.8%
Capital Outlay	-	-	1,060,000	13,400	960,000	(100,000)	-9.4%
<b>Operating Expenditure</b>	<b>3,509,564</b>	<b>3,525,170</b>	<b>2,390,783</b>	<b>1,233,664</b>	<b>2,908,909</b>	<b>518,126</b>	<b>21.7%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	337,109	-	175,274	(161,835)	-48.0%
<b>Total Exp - Including Special Categories</b>	<b>3,509,564</b>	<b>3,525,170</b>	<b>2,727,892</b>	<b>1,233,664</b>	<b>3,084,183</b>	<b>356,291</b>	<b>13.1%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	6.50	8.00	8.00	8.00	9.00	1.00	12.5%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	8.00	-	8.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	1.50	-	-	-	-	-	-

**Significant Issues and Changes**

Charges for Service revenue decreases in the program because it has been moved to Utility Management. All Facilities Line of Business cost allocation expense has been moved to this program from other programs so it shows a large increase, however there are offsetting reductions in the other programs.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



## Line of Business Purpose Statement

The purpose of the Financial Management line of business is to provide accounting, financial audit, budgeting, payroll, and grants financial management services to County leaders and employees so they can manage and account for public funds in a responsible and transparent manner.

### Department of Finance

Marc Gonzales - Director  
 Christa Bosserman-Wolfe, Deputy Director  
 FTE 107.53  
 Total Request \$ 26,301,135  
 General Fund Support \$ 2,642,398

#### Financial Management

Christa Bosserman-Wolfe,  
 Deputy Director  
 Total Request  
 \$3,733,979

Gen Fund \$ 660,766

#### Payroll

Vicky Anderson, Manager  
 FTE 5.00  
 Total Request  
 \$666,061

Gen Fund \$ 66,244

#### Budget Support

Diane Padilla, Manager  
 FTE 4.00  
 Total Request  
 \$646,880

Gen Fund \$ 211,333

#### Grants Financial Management

Jeff Aldridge, Manager  
 FTE 7.00  
 Total Request  
 \$995,570

Gen Fund \$ 92,566

#### Financial Accounting

David Bodway, Manager  
 FTE 11.00  
 Total Request  
 \$1,425,468

Gen Fund \$ 290,623



# Financial Management

## Payroll

### Performance Narrative Statement

The Payroll Program proposes a \$666,062 budget, a continuation of our current funding level. These resources allow the program to serve County employees and departments, processing approximately 52,000 paychecks annually at a cost of \$12.81 a paycheck, so employees are paid accurately and on time, while providing payroll consultation, inquiry response, reporting and reconciliation services. This will result in the responsible management of public funds.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% Employees per pay period paid correctly and on time	99%	99%	96%	99%
NEW Output	Number of timesheet amendments completed	3,018	2,500	2,400	2,500

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation              Wage and hour law



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	580,322	599,690	590,077	590,077	599,818	9,741	1.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>580,322</b>	<b>599,690</b>	<b>590,077</b>	<b>590,077</b>	<b>599,818</b>	<b>9,741</b>	<b>1.7%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>580,322</b>	<b>599,690</b>	<b>590,077</b>	<b>590,077</b>	<b>599,818</b>	<b>9,741</b>	<b>1.7%</b>
Personnel Services	513,557	531,136	568,456	566,400	584,964	16,508	2.9%
Materials & Services	32,888	32,364	33,992	34,154	35,616	1,624	4.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	48,321	44,620	45,932	45,932	45,482	(450)	-1.0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>594,766</b>	<b>608,120</b>	<b>648,380</b>	<b>646,486</b>	<b>666,062</b>	<b>17,682</b>	<b>2.7%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>594,766</b>	<b>608,120</b>	<b>648,380</b>	<b>646,486</b>	<b>666,062</b>	<b>17,682</b>	<b>2.7%</b>
<b>General Fund Support (if applicable)</b>	<b>14,444</b>	<b>8,430</b>	<b>58,303</b>	<b>56,409</b>	<b>66,244</b>	<b>7,941</b>	<b>13.6%</b>
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00	-	5.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes

None noted



# Financial Management

## Budget Support

### Performance Narrative Statement

The Budget Support Program proposes a budget of \$646,881, a continuation of our current funding level. These resources will allow us to provide county leaders and employees with timely budget development, consultation and review services so they can manage public funds effectively, tie resources to expected performance and achieve results that matter to taxpayers. This furthers the countywide strategic objective of building public trust through good government.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% Budgets where expenditures do not exceed appropriations at end of fiscal year	96%	100%	100%	100%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation                      Per Oregon Revised Statutes, Chapter 294, local governments are required to adopt a budget, make appropriations, and declare and categorize property taxes prior to the beginning of the fiscal year and before money is spent or obligations incurred.



Financial Management

Budget Support

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	397,849	446,755	416,632	416,632	435,548	18,916	4.5%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>397,849</b>	<b>446,755</b>	<b>416,632</b>	<b>416,632</b>	<b>435,548</b>	<b>18,916</b>	<b>4.5%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>397,849</b>	<b>446,755</b>	<b>416,632</b>	<b>416,632</b>	<b>435,548</b>	<b>18,916</b>	<b>4.5%</b>
Personnel Services	374,525	380,731	505,356	394,894	523,851	18,495	3.7%
Materials & Services	18,446	25,854	27,044	25,344	88,713	61,669	228.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	24,162	35,694	34,124	34,124	34,317	193	0.6%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>417,133</b>	<b>442,279</b>	<b>566,524</b>	<b>454,362</b>	<b>646,881</b>	<b>80,357</b>	<b>14.2%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>417,133</b>	<b>442,279</b>	<b>566,524</b>	<b>454,362</b>	<b>646,881</b>	<b>80,357</b>	<b>14.2%</b>
<b>General Fund Support (if applicable)</b>	<b>19,284</b>	<b>(4,476)</b>	<b>149,892</b>	<b>37,730</b>	<b>211,333</b>	<b>61,441</b>	<b>41.0%</b>
Full Time Equiv Pos (FTE) Budgeted	3.00	4.00	4.00	4.00	4.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.00	3.00	-	3.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	1.00	-	-	-

**Significant Issues and Changes**

We have increased the Materials and Services budget to allow a future Budget Manager the flexibility to make operational changes, such as searching for a new budgetary software solution, consulting, and additional training dollars. In addition, we expect that the existing vacant position will be recruited for and filled by the new Budget Manager.



# Financial Management

## Grants Financial Management

### Performance Narrative Statement

The Grants Financial Management Program proposes an \$995,570 budget, a continuation of our current funding level. These resources will allow us to complete the required financial management, reporting, and the Single Audit for 220 Federal financial assistance awards and various other grants, at a cost of \$4,525 per award/grant. Achieving these targets allows the County departments to both retain existing funding and obtain new funding, while in good standing with grantors.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
NEW Result	% Financial reports filed on or before the due date	NA	NA	NA	95%

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation                      The County is required under 2 CFR 200, as recipient of Federal grant funds to maintain a financial management system, policies and procedures, and internal controls in accordance with these regulations. The County must also have a Single Audit of its Federal expenditures each year, to remain eligible for Federal funding.



Financial Management

Grants Financial Management

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	1,338	816	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	458,251	525,130	784,448	784,448	903,004	118,556	15.1%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	10	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>459,589</b>	<b>525,946</b>	<b>784,448</b>	<b>784,458</b>	<b>903,004</b>	<b>118,556</b>	<b>15.1%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>459,589</b>	<b>525,946</b>	<b>784,448</b>	<b>784,458</b>	<b>903,004</b>	<b>118,556</b>	<b>15.1%</b>
Personnel Services	592,176	708,168	854,500	779,500	839,828	(14,672)	-1.7%
Materials & Services	139,679	147,523	156,988	86,146	93,248	(63,740)	-40.6%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	48,321	55,325	59,502	59,502	62,494	2,992	5.0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>780,176</b>	<b>911,016</b>	<b>1,070,990</b>	<b>925,148</b>	<b>995,570</b>	<b>(75,420)</b>	<b>-7.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>780,176</b>	<b>911,016</b>	<b>1,070,990</b>	<b>925,148</b>	<b>995,570</b>	<b>(75,420)</b>	<b>-7.0%</b>
<b>General Fund Support (if applicable)</b>	<b>320,587</b>	<b>385,070</b>	<b>286,542</b>	<b>140,690</b>	<b>92,566</b>	<b>(193,976)</b>	<b>-67.7%</b>
Full Time Equiv Pos (FTE) Budgeted	6.20	7.20	7.00	7.00	7.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	6.20	7.20	-	7.00	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

**Significant Issues and Changes**

Budgeted Materials and Services is significantly lower than the prior year due to a reduction in audit fees for the Audit of Federal Awards.



# Financial Management

## Financial Accounting & Reporting

### Performance Narrative Statement

The Financial Accounting & Reporting Program proposes a budget of \$1,425,467, a continuation of our current funding level. These resources will allow us to continue to provide county leaders and employees with accounting, audit, consultation and review services so they can manage public funds effectively, tie resources to expected performance and achieve results that matter to taxpayers. This furthers the countywide strategic objective of building public trust through good government.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% of vendor payments issued via ACH	5%	10%	10%	25%
NEW Output	Number of vendor payments issued via check	21,086	19,800	19,800	16,500
NEW Output	Number of vendor payments issued via ACH	976	2,200	2,200	5,500

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation                      The County is required to prepare an annual financial report, for each of its governmental entities, and submit the report to the Secretary of State Audits Division by December 31st, as outlined in OAR 162-010-0010 through OAR 162-010-0330.



Financial Management

Financial Accounting & Reporting

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	609,244	732,905	1,205,581	1,205,581	1,134,844	(70,737)	-5.9%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	16	891	-	155	-	-	100.0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>609,260</b>	<b>733,796</b>	<b>1,205,581</b>	<b>1,205,736</b>	<b>1,134,844</b>	<b>(70,737)</b>	<b>-5.9%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>609,260</b>	<b>733,796</b>	<b>1,205,581</b>	<b>1,205,736</b>	<b>1,134,844</b>	<b>(70,737)</b>	<b>-5.9%</b>
Personnel Services	803,743	817,316	1,041,461	933,497	1,046,128	4,667	0.4%
Materials & Services	250,222	213,653	271,345	247,637	274,727	3,382	1.2%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	96,642	91,020	103,855	103,855	104,612	757	0.7%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>1,150,607</b>	<b>1,121,989</b>	<b>1,416,661</b>	<b>1,284,989</b>	<b>1,425,467</b>	<b>8,806</b>	<b>0.6%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>1,150,607</b>	<b>1,121,989</b>	<b>1,416,661</b>	<b>1,284,989</b>	<b>1,425,467</b>	<b>8,806</b>	<b>0.6%</b>
<b>General Fund Support (if applicable)</b>	<b>541,347</b>	<b>388,193</b>	<b>211,080</b>	<b>79,253</b>	<b>290,623</b>	<b>79,543</b>	<b>37.7%</b>
Full Time Equiv Pos (FTE) Budgeted	11.20	11.20	11.20	11.20	11.00	(0.20)	-1.8%
Full Time Equiv Pos (FTE) Filled at Yr End	10.20	11.20	-	11.20	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	-	-	-	-	-	-

**Significant Issues and Changes**

Charges for Service decreased due to shifting procurement card rebate dollars into the Procurement budget. Those dollars are used to offset the staff cost of administering the p-card program. The reduction of .20 FTE is due to moving the remainder of the Deputy Finance Director's time to Office of the Director.



## **Transportation & Development**

**Dan Johnson, Director**

**150 Beaver Creek Road  
Oregon City, Oregon 97045  
503-742-4400**

Website Address: <http://www.clackamas.us/transportation/>



# Department of Transportation & Development

## Department Mission

Provide transportation maintenance and construction, neighborhood enhancement, land use, planning, permitting and dog services to residents, property owners, businesses and the traveling public so they and future generations can experience and invest in a healthy, safe and livable community.

		<b>Transportation &amp; Development</b>	
Dan Johnson - Director			
FTE 284.05			
(282.05 + 2.0 PGA Embedded Employees)			
Total Request \$ 114,975,178			
General Fund Support \$ 5,582,564			

<b>Administration</b>  Dan Johnson - Dir.  Total Request \$2,206,735 Gen Fund \$ -	<b>Livable Communities</b>  Dan Johnson - Dir. Mike Bezner - Asst. Dir.  Total Request \$7,694,566 Gen Fund \$ 1,871,422	<b>Transportation</b>  Mike Bezner - Asst. Dir.  Total Request \$79,332,221 Gen Fund \$ 268,686	<b>Land Use &amp; Permitting</b>  Dan Johnson - Dir.  Total Request \$25,741,656 Gen Fund \$ 3,442,456
<b>Department Administration</b>  Dan Johnson - Dir. FTE 13.1 + 2.0 PGA Total Request \$2,206,735 Gen Fund \$ -	<b>Sustainability &amp; Solid Waste</b>  Eben Polk - Mgr. FTE 9 Total Request \$3,269,007 Gen Fund \$ -	<b>Transportation Engineering &amp; Construction</b>  Joel Howie - Mgr. FTE 21.2 Total Request \$20,386,553 Gen Fund \$ -	<b>Land Use, Development Review &amp; Permitting</b>  Dan Johnson - Dir. FTE 76 Total Request \$20,802,396 Gen Fund \$ 2,324,514
	<b>Code Enforcement</b>  Scott Caufield - Mgr. FTE 5.8 Total Request \$1,110,373 Gen Fund \$ 138,916	<b>Transportation Maintenance</b>  Randy Harmon - Mgr. FTE 107.7 Total Request \$41,164,803 Gen Fund \$ -	<b>Long-Range Planning</b>  Karen Buehrig - Mgr. FTE 5.85 Total Request \$1,874,524 Gen Fund \$ 500,000
	<b>Dog Services</b>  Kristine Wallace - Mgr. FTE 20.3 Total Request \$3,315,186 Gen Fund \$ 1,732,506	<b>Traffic Safety</b>  Joe Marek - Mgr. FTE 10.1 Total Request \$2,203,767 Gen Fund \$ 268,686	<b>Public Land Corner</b>  Ray Griffin - Mgr. FTE 4 Total Request \$1,760,931 Gen Fund \$ -
		<b>Damascus Roads</b>  Randy Harmon - Mgr. FTE 0 Total Request \$4,725,229 Gen Fund \$ -	<b>County Surveyor</b>  Ray Griffin - Mgr. FTE 9 Total Request \$1,303,805 Gen Fund \$ 617,942
		<b>Countywide TSDCs</b>  Total Request \$8,906,892	
		<b>HV Joint Subarea TSDCs</b>  Total Request \$1,944,977	



Department of Transportation and Development

Department Budget Summary by Fund

Line of Business	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19
Program	FTE	General Fund	Building Codes	Planning	Road	Code Enf / RC&SW / SOWP	County TSDC Fund	Public Land Corner	Happy Valley Joint TSDC	Dog Services	Capital Projects	Total Adopted Budget	General Fund Subsidy Included in Adopted Budget**		
Administration															
Department Administration	13.10				2,206,735							2,206,735	-		
Livable Communities															
Sustainability & Solid Waste	9.00					3,269,007						3,269,007	-		
Code Enforcement	5.80					1,110,373						1,110,373	138,916		
Dog Services	20.30									3,315,186		3,315,186	1,732,506		
Transportation															
Transportation Engineering & Construction	21.20				15,067,294				1,882,768		3,436,491	20,386,553	-		
Transportation Maintenance	107.70				41,164,803							41,164,803	-		
Traffic Safety	10.10				2,203,767							2,203,767	268,686		
Damascus Roads	0.00				4,725,229							4,725,229	-		
Countywide TSDCs	0.00						8,906,892					8,906,892	-		
HV Joint Subarea TSDCs	0.00						1,944,977					1,944,977	-		
Land Use, Development & Permitting															
Land Use, Development Review & Permitting	76.00		12,634,615	4,446,749	2,283,710	1,437,322						20,802,396	2,324,514		
Long-Range Planning	5.85			898,621	975,903							1,874,524	500,000		
Public Land Corner	4.00							1,760,931				1,760,931	-		
County Surveyor	9.00	1,303,805										1,303,805	617,942		
<b>TOTAL</b>	<b>282.05</b>	<b>1,303,805</b>	<b>12,634,615</b>	<b>5,345,370</b>	<b>68,627,441</b>	<b>5,816,702</b>	<b>10,851,869</b>	<b>1,760,931</b>	<b>1,882,768</b>	<b>3,315,186</b>	<b>3,436,491</b>	<b>114,975,178</b>	<b>5,582,564</b>		
<b>FY 17/18 Budget</b>	<b>273.30</b>	<b>1,290,334</b>	<b>12,253,952</b>	<b>5,016,336</b>	<b>55,392,492</b>	<b>5,800,740</b>	<b>7,835,263</b>	<b>1,747,844</b>	<b>6,226,925</b>	<b>3,086,698</b>	<b>11,724,682</b>	<b>110,375,266</b>	<b>5,887,885</b>		
<b>\$ Increase (Decrease)</b>	<b>8.75</b>	<b>13,471</b>	<b>380,663</b>	<b>329,034</b>	<b>13,234,949</b>	<b>15,962</b>	<b>3,016,606</b>	<b>13,087</b>	<b>(4,344,157)</b>	<b>228,488</b>	<b>(8,288,191)</b>	<b>4,599,912</b>	<b>(305,321)</b>		
<b>% Increase (Decrease)</b>	<b>3.20%</b>	<b>1.04%</b>	<b>3.11%</b>	<b>6.56%</b>	<b>23.89%</b>	<b>0.28%</b>	<b>38.50%</b>	<b>0.75%</b>	<b>-69.76%</b>	<b>7.40%</b>	<b>-70.69%</b>	<b>4.17%</b>	<b>-5.19%</b>		

\*\* General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax  
Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



# Administration



## Line of Business Purpose Statement

Provide leadership, supervision, financial, communication and emergency support services to the Board of County Commissioners, decision-makers, DTD employees, other county departments, other jurisdictions and the public, so they can provide well-managed services to people so they can live, work, play and do business in Clackamas County safely and successfully.

### Transportation & Development

Dan Johnson - Director

FTE 284.05

(282.05 + 2.0 PGA Embedded Employees)

Total Request \$ 114,975,178

General Fund Support \$ 5,582,564

#### Administration

Dan Johnson - Dir.

Total Request

\$2,206,735

Gen Fund \$ -

#### Department Administration

Dan Johnson - Dir.

FTE 13.1 + 2.0 PGA

Total Request

\$2,206,735

Gen Fund \$ -



## DTD Administration Line of Business

### DTD Administration

#### Performance Narrative Statement

DTD Administration proposes an operating budget of \$2,206,735, which is an increase of our current funding levels. This workgroup continues to focus on providing leadership and supervision, financial analysis and management, emergency operations, and communication support services to our customers. We coordinate the budget process for our work programs, provide financial monitoring and support services, and coordinate policy at a local and regional level in support of local goals.

- Disaster debris planning is ongoing. While the plan is substantially complete, work remains on temporary debris site selection and contracting. These are the most complicated components of the plan. We remain dedicated to completing the plan and will continue working with Emergency Management and other regional partners to finalize these final plan components.
- Last year we scheduled our first annual Violence in the Workplace training sessions for lobby and field staff. More than 54% of our staff were able to attend a session. Moving forward, we will target new employees and offer a refresher for existing staff, and hope to reach 25% of our employees each year.
- Ensuring timely and consistent employee reviews for staff throughout the department remains a focus for our management team. We are targeting a minimum 90% compliance from department supervisors and managers next fiscal year.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target	
	Result	% of employees participating in Violence in the Workplace training sessions each year <sup>1</sup>	NEW	NEW	54%	25%
	Result	% of performance evaluations completed <sup>1</sup>	NEW	NEW	75%	90%
	Result	The Disaster Debris Management Plan will be developed by 2018 and will meet FEMA requirements for reimbursement by 2020. <sup>2</sup>	80%	90%	90%	95%
	Output	# DTD website inquiry responses coordinated	590	550	425	500
	Result	% of DTD MFR programs with a completed Title VI plan by 2017 <sup>3</sup>	95%	100%	100%	Discontinue
	Result	% of roads and bridges with a fully developed response plan and inspection team assigned by 2017 <sup>3</sup>	72%	90%	95%	Discontinue
	Output	# response drills coordinated <sup>3</sup>	2	2	2	Discontinue

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> Modified the anticipated completion date of this measure to reflect work underway at the regional and state level.

<sup>3</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

#### Program includes:

Mandated Services	<input type="text" value="No"/>
Shared Services	<input type="text" value="No"/>
Grant Funding	<input type="text" value="No"/>



#### Explanation



Budget Summary

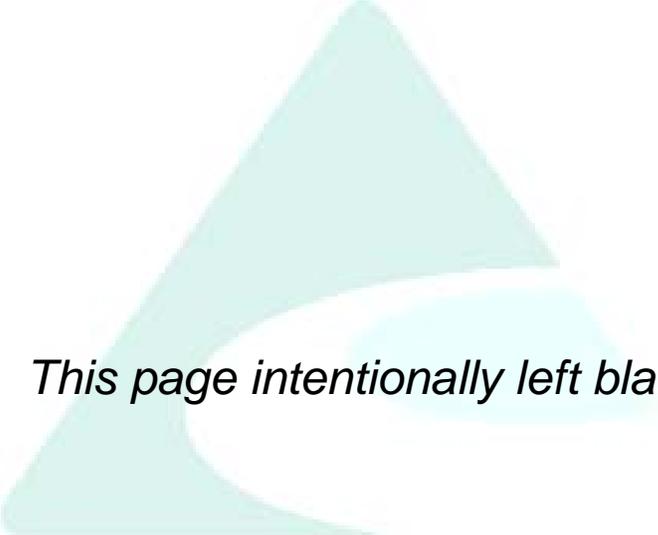
	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>						-	0%
State Revenues *	-	-	408,347	52,725	613,028	204,681	50.12%
Local Government & Other Agencies	6,705	-	-	-	-	-	0%
Charges for Services	2,052,012	1,444,190	1,533,076	1,634,560	1,593,707	60,631	3.95%
Miscellaneous Revenue	491	460	-	-	-	-	0%
Interfund Transfers	-	-	100,000	100,000	-	-	0%
<b>Operating Revenue</b>	<b>2,059,208</b>	<b>1,444,650</b>	<b>2,041,423</b>	<b>1,787,285</b>	<b>2,206,735</b>	<b>165,312</b>	<b>8.10%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>2,059,208</b>	<b>1,444,650</b>	<b>2,041,423</b>	<b>1,787,285</b>	<b>2,206,735</b>	<b>165,312</b>	<b>8.10%</b>
<i>* DTD Administration, which is housed in Fund 215, allocates actual costs the following year.</i>							
Personnel Services	1,056,608	1,135,598	1,435,409	1,185,011	1,670,599	235,190	16.38%
Materials & Services	320,018	374,199	514,000	510,260	432,527	(81,473)	-15.85%
Indirect Costs (Internal Dept Chgs)	3,239	-	-	-	-	-	0%
Cost Allocation Charges	183,664	80,200	92,014	92,014	103,609	11,595	12.60%
<b>Operating Expenditure</b>	<b>1,563,529</b>	<b>1,589,997</b>	<b>2,041,423</b>	<b>1,787,285</b>	<b>2,206,735</b>	<b>165,312</b>	<b>8.10%</b>
<b>Total Exp - Including Special Categories</b>	<b>1,563,529</b>	<b>1,589,997</b>	<b>2,041,423</b>	<b>1,787,285</b>	<b>2,206,735</b>	<b>165,312</b>	<b>8.10%</b>
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Road Fund Support - Fund 215 *	495,678	(145,344)	408,347	52,725	613,028	-	0%
Full Time Equiv Pos (FTE) Budgeted	10.05	10.45	11.45	11.45	13.10	1.65	14%
Full Time Equiv Pos (FTE) Filled at Yr End	9.05	9.45	11.45	10.45			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.00	-	1.00			

**Significant Issues and Changes**

The department Director retired in January 2018. We have a new director and we are beginning the recruitment process to hire a new Assistant Director for Development. The previous Assistant Director for Development was able to split time between time managing the Urban Renewal District, Street Lighting District and the Development Services workgroups; however, we have not assumed the replacement will cover oversight of the Urban Renewal and Street Lighting program.

A new program supervisor will help oversee the implementation of the Transportation Asset Management program. This will be an ongoing position that will be allocated to the Road Funded programs each year. These changes, combined with a true up of our Assistant Director for Transportation oversight has increased the personnel services in DTD Administration.

DTD will be looking at their indirect cost distribution model this next year to identify ways to better distribute the costs between the three lines of business, based on services received. With three unique lines of business: Livable Communities, Land Use & Permitting and Transportation we need to realign the distribution model with the services to reflect the staffing changes within the Administration workgroup.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



**Line of Business Purpose Statement**

Provide safety, compliance, resource conservation, solid waste and dog sheltering services to residents, property owners and businesses so they can experience a clean, safe, healthy and attractive community.

<b>Transportation &amp; Development</b>	
Dan Johnson - Director	
FTE 284.05	
(282.05 + 2.0 PGA Embedded Employees)	
Total Request \$ 114,975,178	
General Fund Support	\$ 5,582,564

<b>Livable Communities</b>	
Dan Johnson - Dir.	
Mike Bezner - Asst. Dir.	
Total Request	
\$7,694,566	
Gen Fund	\$ 1,871,422

<b>Sustainability &amp; Solid Waste</b>	
Eben Polk - Mgr.	
FTE 9	
Total Request	
\$3,269,007	
Gen Fund	\$ -

<b>Code Enforcement</b>	
Scott Caufield - Mgr.	
FTE 5.8	
Total Request	
\$1,110,373	
Gen Fund	\$ 138,916

<b>Dog Services</b>	
Kristine Wallace - Mgr.	
FTE 20.3	
Total Request	
\$3,315,186	
Gen Fund	\$ 1,732,506



## Livable Communities Line of Business

### Sustainability & Solid Waste Program

#### Performance Narrative Statement

The Sustainability & Solid Waste Program proposes an operating budget of \$2,176,967. As a result of these resources:

- More than 54,000 residential and business customers will receive continued administration, oversight, and customer service for garbage and recycling services, and an estimated 6.2 million pickups of garbage, recycling, and yard debris.
- An estimated 1000 businesses, 150 schools, 120 multifamily communities and 65 events will receive technical assistance and support.
- Approximately 150,000 households and 11,000 businesses throughout the County will receive information and education on garbage, recycling and waste reduction topics that meet requirements of Oregon's Opportunity to Recycle Act, the Regional Solid Waste Management Plan, and the County's Annual Waste Reduction Plan.
- Sustainability and Solid Waste will provide Dump Stoppers with \$75,000 of program support for Fiscal Year 2018-2019.
- We will prepare an updated Sustainability Action Plan, to help identify actionable items for Clackamas County to affect change.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Key Measure	# businesses initiating food scraps collection, donation or waste prevention <sup>1,2</sup>	NEW	12	20	25
 Output	# customer consultations provided <sup>2,3</sup>	578	800	2200	2380
 Output	# interactions at # activities <sup>3</sup>	NEW	NEW	5,500 at 60 events	5,500 at 60 events
 Output	# garbage and recycling pick-ups provided.	6,420,994	6,740,000	6,160,000	6,200,000

<sup>1</sup> New measure in budget for FY 2017-18; previously measuring a percentage. Converted to a count of businesses during Periodic Review.

<sup>2</sup> FY 17-18 target only included business consultations. Business consultations are now being counted more comprehensively and can take place in person, over the phone, or via email. For FY 18-19 this measure now counts all consultations (business, multi-family, schools, etc.). Changes made during the Periodic Review.

<sup>3</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

**Program includes:**

Mandated Services

Shared Services

Grant Funding



**Explanation**

**Mandated Services:**

In addition to administering a solid waste and recycling franchise system for unincorporated County residential and commercial customers, our services allow the County and its cities to meet state and local requirements for recycling and waste reduction programs and education embodied in Oregon's Opportunity to Recycle Act and the Regional Solid Waste Management Plan.

**Shared Services:**

By letter of agreement with cities in Clackamas County, the County meets the state and local obligations for recycling and waste reduction programs and education that apply to our cities. In addition, these responsibilities are shared through Metro, which provides funding support for these activities. The SSW program also administers the garbage and recycling franchises on behalf of Happy Valley and Barlow, and consults to the City of Milwaukie.



Livable Communities Line of Business

Sustainability & Solid Waste Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>655,067</b>	<b>984,818</b>	<b>1,455,492</b>	<b>1,455,492</b>	<b>1,232,007</b>	<b>(223,485)</b>	<b>-15.35%</b>
Licenses & Permits	1,493,566	1,524,574	1,464,000	1,557,000	1,560,000	96,000	6.56%
Federal Grants & Revenues	1,036	-	-	-	-	-	0%
State Grants & Revenues	-	19,767	-	16,233	-	-	0%
Local Government & Other Agencies	305,042	418,847	428,500	420,981	423,500	(5,000)	-1.17%
Charges for Service	-	102,855	-	(1,320)	-	-	0%
Fines & Penalties	29,727	9,001	10,000	2,500	10,000	-	0%
Miscellaneous Revenue	47,814	80,592	32,000	44,544	43,500	11,500	35.94%
<b>Operating Revenue</b>	<b>1,877,185</b>	<b>2,155,636</b>	<b>1,934,500</b>	<b>2,039,938</b>	<b>2,037,000</b>	<b>102,500</b>	<b>5.30%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>2,532,252</b>	<b>3,140,454</b>	<b>3,389,992</b>	<b>3,495,430</b>	<b>3,269,007</b>	<b>(120,985)</b>	<b>-3.57%</b>
Personnel Services	803,559	934,897	1,007,973	994,888	1,183,215	175,242	17.39%
Materials & Services	498,635	523,763	720,006	721,018	770,048	50,042	6.95%
Indirect Costs	76,519	37,376	44,519	44,519	41,309	(3,210)	-7.21%
Cost Allocation Charges	120,959	122,941	125,765	125,765	132,395	6,630	5.27%
Capital Outlay	5,900	33,738	91,000	286,000	50,000	(41,000)	-45.05%
<b>Operating Expenditure</b>	<b>1,505,572</b>	<b>1,652,715</b>	<b>1,989,263</b>	<b>2,172,190</b>	<b>2,176,967</b>	<b>187,704</b>	<b>9.44%</b>
Special Payments	41,862	32,247	-	16,233	-	-	0%
Interfund Transfers *	-	-	75,000	75,000	75,000	-	0%
Reserve for Future Expenditures	-	-	405,522	-	698,998	293,476	72.37%
Contingency	-	-	920,207	-	318,042	(602,165)	-65.44%
<b>Total Exp - Including Special Categories</b>	<b>1,547,434</b>	<b>1,684,962</b>	<b>3,389,992</b>	<b>2,263,423</b>	<b>3,269,007</b>	<b>(120,985)</b>	<b>-3.57%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	6.75	7.75	9.00	9.00	9.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	4.75	7.75	9.00	7.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	-	-	2.00	-	-	-

**Significant Issues and Changes**

In FY 18-19 continued priorities include development of food scrap collection, modernizing and updating franchise administrative rules and code, and finalizing the County's first Disaster Debris Plan.

An issue that emerged in 17-18 and will remain a challenge is the significant increase in recycling costs. A focus will be engaging at the regional and state level to manage the situation in the short term, and identify longer term options for sorting and processing infrastructure, domestically. Continued efforts to reduce contamination in recycling are warranted.

Amidst continued evidence of climate change and the growing recognition of the importance of aggressively reducing our carbon footprint, the Board reaffirmed historic climate commitments in 2017. Because climate strategy and action is a cornerstone of any vision for sustainable community, the program proposes to change its name to Sustainability and Solid Waste, to continue rebuilding efforts to promote more sustainable county operations, and lay groundwork for review of climate strategy for County operations or county-wide as the Board may direct. DTD is an ideal department for a coordinating role as the Board explores how the County can fulfill its climate commitments, because much of our carbon emissions are influenced by or relate to the use of buildings, transportation, solid waste, and land use.

The fund balance presents the program with opportunities to (a) maintain an operational reserve of 3 months, (b) continue building strategies for food donation, and (c) potentially provide seed funding for one or more tool libraries.

\* Dump Stoppers program support is reflected in the Interfund Transfers category.



## Livable Communities Line of Business

### Code Enforcement Program

#### Performance Narrative Statement

The Code Enforcement Program proposes an operating budget of \$951,199. The Code Enforcement Program serves as the primary enforcement agency for the County's building codes, land use, and solid waste programs where such codes and rules have been violated.

This program will process more than 1,000 enforcement cases in the coming year, a continuation of service levels last year. With these resources, the County can provide appropriate and timely enforcement of building codes to ensure safe buildings and structures, land use rules to ensure compliance with state laws regarding use and zoning, and the solid waste ordinance to ensure a sanitary and healthy environment.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target	
	Result	% of code violations resolved within 120 days of initial complaint (building/solid waste/zoning)	92%	75%	85%	75%
	Result	% of violations confirmed within seven (7) business days <sup>1</sup>	NEW	NEW	NEW	85%
	Output	# business days between initial complaint and confirmation of the violation <sup>1,3</sup>	NEW	NEW	NEW	17
	Output	# of verified enforceable code violations by type (building/solid waste/zoning/marijuana-related)	1,077	1,026	1,200	1,150
	Demand	# of marijuana-related code enforcement complaints	35	60	32	40
	Result	By 2017, public education and outreach will result in a 15% reduction of occupied travel trailer (RV) code violations <sup>2</sup>	0%	15%	0%	Discontinue

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> DTD Completed a Periodic Plan Review in FY 2018. This measure was removed from the plan.

<sup>3</sup> Result of 17 business days is measured from the date a complaint is received and includes the required 10-day due process notification to the property owner plus 7 calendar days after for County staff to follow up and respond.

#### Program includes:

Mandated Services

Shared Services

Grant Funding



#### Explanation

##### Mandated Services:

This program has no direct state mandate; however, some of the codes enforced through this program (building, plumbing, electrical, mechanical and other specialty codes, zoning rules and laws, for example) are mandated by state law.

- The County has assumed statutory responsibility to administer building code and solid waste management programs at the local level and is therefore responsible for any enforcement action related to those codes and ordinances.

- Local regulation of land use is mandated by state law.



Code Enforcement Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>83,219</b>	<b>70,673</b>	<b>169,474</b>	<b>169,474</b>	<b>158,713</b>	<b>(10,761)</b>	<b>-6.35%</b>
Local Government & Other Agencies	52	597	2,250	-	-	(2,250)	-100.00%
Charges for Services	696,904	669,530	762,427	753,129	800,694	38,267	5.02%
Fines & Penalties	75	67	-	15,000	12,000	12,000	0%
Miscellaneous Revenue	130	630	3,500	50	50	(3,450)	-98.57%
Interfund Transfers	112,558	112,503	134,534	134,534	138,916	4,382	3.3%
<b>Operating Revenue</b>	<b>809,719</b>	<b>783,327</b>	<b>902,711</b>	<b>902,713</b>	<b>951,660</b>	<b>48,949</b>	<b>5.4%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>892,938</b>	<b>854,000</b>	<b>1,072,185</b>	<b>1,072,187</b>	<b>1,110,373</b>	<b>38,188</b>	<b>3.6%</b>
Personnel Services	580,379	493,547	697,740	712,527	748,019	50,279	7.21%
Materials & Services	116,095	95,370	84,500	90,960	105,788	21,288	25.19%
Indirect Costs	63,625	29,660	26,125	26,125	28,833	2,708	10.37%
Cost Allocation Charges	62,166	65,949	83,862	83,862	68,559	(15,303)	-18.25%
<b>Operating Expenditure</b>	<b>822,265</b>	<b>684,526</b>	<b>892,227</b>	<b>913,474</b>	<b>951,199</b>	<b>58,972</b>	<b>6.61%</b>
Reserve for Future Expenditures	-	-	52,000	-	27,896	(24,104)	-46.4%
Contingency	-	-	127,958	-	131,278	3,320	2.6%
<b>Total Exp - Including Special Categories</b>	<b>822,265</b>	<b>684,526</b>	<b>1,072,185</b>	<b>913,474</b>	<b>1,110,373</b>	<b>38,188</b>	<b>3.6%</b>
<b>General Fund Support (if applicable)</b>	<b>112,558</b>	<b>112,503</b>	<b>134,534</b>	<b>134,534</b>	<b>138,916</b>	<b>4,382</b>	<b>3%</b>
Full Time Equiv Pos (FTE) Budgeted	8.00	5.80	5.80	5.80	5.80	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	8.00	4.80	5.80	5.80	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	-	-	-	-

Significant Issues and Changes

The Code Enforcement Program developed a work plan to collect on past due accounts. In March 2017, letters were sent to 18 of the oldest case files providing a 30-day notice and demand for payment on the past due balances. County Counsel received four phone calls, one of which resulted in an account being paid in full. As a result, we have continued this program and have sent a total of 94 letters; collecting more than \$110,000 from past due accounts through December 2017. Code Enforcement retains 10% of the collections recovered to defray the cost of administering the collections program and the remaining balances are distributed to the workgroup, based on the type of violation enforced. These collections are contributing toward a fund balance that helps sustain the efforts of this work program.

Code Enforcement has added one, full-time Code Enforcement Specialist position to respond to increased numbers of building codes violations. Violations case files can also include zoning violations, solid waste violations or combinations thereof. Should funding become available from local marijuana tax proceeds, one additional position will be added to focus on marijuana-related enforcement.



# Livable Communities Line of Business

## Dog Services Program

### Performance Narrative Statement

The Dog Services Program proposes an operating budget of \$2,718,096. These resources will resolve 2000 cases investigated by dog services officers and will serve 1,100 dogs coming into the shelter for care, of which 83% will be saved including 600 returned to their owners.

Achieving these targets will reunite the public with lost dogs, provide people with the companionship of a well-matched adoption and protect the public from dogs running loose.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	By 2020, 29,000 dogs will be licensed	26,359	29,000	26,000	29,000
Result	% of people surveyed who were happy with the level of customer service received	93%	90%	93%	90%
Result	Fewer than 6% of adopted dogs returned to Dog Services within 90-days. <sup>3</sup>	NEW	NEW	NEW	6%
Result	% dogs saved (return to owner, adopted or rescued) <sup>1</sup>	84%	87%	82%	83%
Output	# of dogs returned to owners	584	600	608	600
Output	# customer interactions <sup>3,5</sup>	NEW	NEW	NEW	35000
Demand	# dog complaint cases <sup>2</sup>	1,591	4,000	1,584	2,000
Demand	# phone calls <sup>4</sup>	24,378	27,500	28,940	Discontinue

<sup>1</sup> This number is affected by the increase in the number of dogs that are not medically and behaviorally sound. The implementation of a dog foster program will positively influence this number.

<sup>2</sup> Will include failure to license complaints, based on rabies information received for dogs without a license. New software migration has improved the timeliness of the rabies certificate entry and a dedicated licensing officer can follow-up on unlicensed dogs.

<sup>3</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>4</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

<sup>5</sup> Customer interactions include phone calls, emails, social media inquiries, lost/found dogs posted on County website and the number of responses to the Happy or Not kiosk in the lobby.

#### Program includes:

- Mandated Services  Yes
- Shared Services  No
- Grant Funding  Yes



#### Explanation

#### Mandated Services:

The Dog Services Program is mandated by the State of Oregon to verify rabies vaccination for all dogs in the County (ORS 433.365), respond to incidents of dog bites (ORS 433.345) and license all Animal Rescue Entities (ORS 609.415, 609.420).



Budget Summary

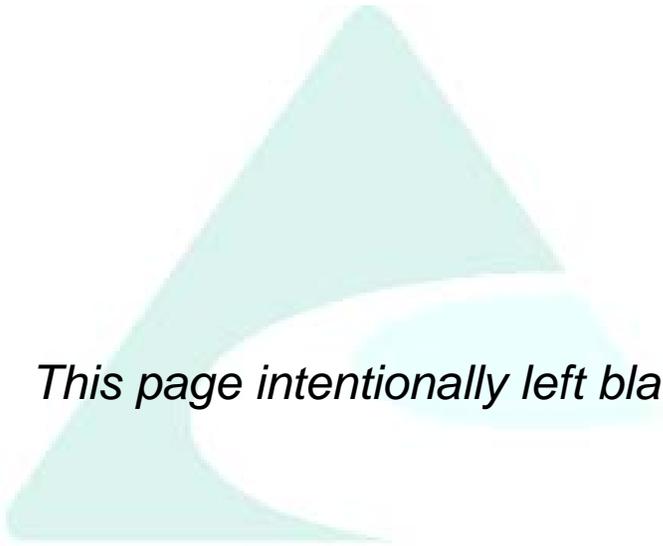
	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>435,286</b>	<b>603,948</b>	<b>838,634</b>	<b>838,633</b>	<b>889,680</b>	<b>51,046</b>	<b>6.1%</b>
Licenses & Permits	527,574	676,880	569,300	592,000	592,000	22,700	4.0%
State Grants & Revenues	392	-	-	-	-	-	0%
Charges for Services	1,002	100	2,500	500	500	(2,000)	-80.0%
Fines & Penalties	87,758	81,955	72,500	59,000	62,500	(10,000)	-13.8%
Miscellaneous Revenue	60,680	25,963	26,500	27,500	31,000	4,500	17.0%
Miscellaneous Sales	10,715	6,431	5,000	5,000	7,000	2,000	40.0%
Other Financing Sources	(5,118)	-	-	10	-	-	0%
Interfund Transfers	1,442,931	1,492,324	1,572,264	1,572,264	1,732,506	160,242	10.2%
<b>Operating Revenue</b>	<b>2,125,934</b>	<b>2,283,653</b>	<b>2,248,064</b>	<b>2,256,274</b>	<b>2,425,506</b>	<b>177,442</b>	<b>7.9%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>2,561,220</b>	<b>2,887,601</b>	<b>3,086,698</b>	<b>3,094,907</b>	<b>3,315,186</b>	<b>228,488</b>	<b>7.4%</b>
Personnel Services	1,256,334	1,228,012	1,695,623	1,309,051	1,880,743	185,120	10.9%
Materials & Services	332,763	459,024	406,660	452,292	394,448	(12,212)	-3.0%
Indirect Costs	96,096	91,763	92,098	92,098	102,831	10,733	11.7%
Cost Allocation Charges	272,078	258,708	312,786	312,786	310,074	(2,712)	-0.9%
Capital Outlay	-	11,190	38,000	39,000	30,000	(8,000)	-21.1%
<b>Operating Expenditure</b>	<b>1,957,271</b>	<b>2,048,697</b>	<b>2,545,167</b>	<b>2,205,227</b>	<b>2,718,096</b>	<b>172,929</b>	<b>6.8%</b>
Reserve for Future Expenditures *	-	-	126,452	-	345,151	218,699	173.0%
Contingency	-	-	415,079	-	251,939	(163,140)	-39%
<b>Total Exp - Including Special Categories</b>	<b>1,957,271</b>	<b>2,048,697</b>	<b>3,086,698</b>	<b>2,205,227</b>	<b>3,315,186</b>	<b>228,488</b>	<b>7.4%</b>
<b>General Fund Support (if applicable)</b>	<b>1,442,931</b>	<b>1,492,324</b>	<b>1,572,264</b>	<b>1,572,264</b>	<b>1,732,506</b>	<b>160,242</b>	<b>10.2%</b>
Full Time Equiv Pos (FTE) Budgeted	17.10	18.30	20.30	20.30	20.30	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	16.10	16.30	20.30	19.80			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	2.00	-	0.50			

**Significant Issues and Changes**

Efforts are being made to increase dog licensing revenue using a marketing campaign, improve processes and increase efficiencies program wide. Dog Services has hired a staff veterinarian. In the past this role was contracted out and worked part time. Adding the position will result in reduced cost for outside contracted for veterinary services, reduced cost for transport of dogs and a higher level of customers reporting that they are happy with the service they received.

Dog Services will continue the program for free microchips. On the 3rd Saturday of each month, licensed dogs may be brought to Dog Services to receive a free micro-chip at the partnering Good Neighbor Vet. Micro-chips help shelter staff reunite dogs with their families more quickly, which helps Dog Services achieve their goal of increasing the percentage of dogs returned to owners. In addition, this program increases dog licensing compliance.

\* Reserve for future expenditure includes 2-years of salary and fringe for the new veterinarian position; the commitment before hiring was to provide a minimum of 3-years support with this position.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Transportation



## Line of Business Purpose Statement

Provide safety, maintenance, engineering, construction and operations services to users of the transportation system so they can travel safely and efficiently in Clackamas County.

<b>Transportation &amp; Development</b>	
Dan Johnson - Director	
FTE 284.05	
(282.05 + 2.0 PGA Embedded Employees)	
Total Request \$ 114,975,178	
General Fund Support \$ 5,582,564	

<b>Transportation</b>	
Mike Bezner - Asst. Dir.	
Total Request	
\$79,332,221	
Gen Fund	\$ 268,686

<b>Transportation Engineering &amp; Construction</b>	
Joel Howie - Mgr.	
FTE 21.2	
Total Request	
\$20,386,553	
Gen Fund	\$ -

<b>Transportation Maintenance</b>	
Randy Harmon - Mgr.	
FTE 107.7	
Total Request	
\$41,164,803	
Gen Fund	\$ -

<b>Traffic Safety</b>	
Joe Marek - Mgr.	
FTE 10.1	
Total Request	
\$2,203,767	
Gen Fund	\$ 268,686

<b>Damascus Roads</b>	
Randy Harmon - Mgr.	
FTE 0	
Total Request	
\$4,725,229	
Gen Fund	\$ -

<b>Countywide TSDCs</b>	
Total Request	
\$8,906,892	

<b>HV Joint Subarea TSDCs</b>	
Total Request	
\$1,944,977	



## Transportation Line of Business

### Transportation Engineering & Construction Program

#### Performance Narrative Statement

The Transportation Engineering & Construction Program proposes an operating budget of \$14,692,523. Revenues for the transportation construction program fluctuate based on projects. The resources will fund 34 transportation projects in various stages of design, right of way acquisition and construction, which includes:

- The ADA Improvement Project will improve 22 curb ramps on Oak Grove Blvd between River Road and Oak Court and provide 2 pedestrian crossings with median islands.
- 13 Road Projects
- 7 Bike/Pedestrian Projects
- 4 Safety Projects
- 9 Bridge Replacement/Repair Projects

These projects are a portion of more than 300 needed transportation projects identified in the Board adopted Transportation System Plan. In the development of the plan, community members agreed that the transportation system in Clackamas County should be well-designed and maintained and provide safety, flexibility, mobility, accessibility and connectivity for people, goods and services; is tailored to our diverse geographies; and supports future needs and land use plans. The resources from this program will help to achieve this for communities in Clackamas County.

These investments in our transportation infrastructure will generate commercial enterprise and jobs, and ensure services are accessible to all residents of Clackamas County, as highlighted in the Board's strategic plan. The work performed in this program also directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% completed CIP contracts coming in within 110% of original contract value <sup>1</sup>	NEW	NEW	NEW	90%
 Result	% completed CIP contracts completed within original contract completion date <sup>1</sup>	NEW	NEW	NEW	90%
 Output	# projects managed	28	25	26	34
 Output	# road miles transferred <sup>1</sup>	0.44	NEW	4.99	5
 Result	% of funded capital projects on schedule <sup>2</sup>	68%	85%	80%	Discontinue
 Result	% of funded capital projects within budget <sup>2</sup>	89%	85%	90%	Discontinue
 Result	% of projects completed in 5-year Capital Improvement Plan <sup>2</sup>	12% 5 of 41	17% 7 of 41	15% 6 of 41	Discontinue
 Result	% of projects completed in 20-year Transportation System Improvement Plan <sup>2</sup>	4% 5 of 129	5% 7 of 129	5% 6 of 129	Discontinue

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

#### Program includes:

Mandated Services	<input type="checkbox"/> Yes
Shared Services	<input type="checkbox"/> No
Grant Funding	<input type="checkbox"/> Yes



#### Explanation

##### Mandated Services:

The Transportation Construction Program is mandated to spend 1% of state gas tax funds received by the County on facilities for pedestrians and bicyclists (ORS 366.514).

##### Grant Funding:

The Transportation Construction Program receives project-specific grant funding through ODOT which terminates with the completion of each project and generally requires a 10.27% match provided by County Road Fund, Transportation System Development Charges and/or Urban Renewal Funds.



Transportation Engineering & Construction Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance *</b>	<b>8,881,460</b>	<b>12,694,705</b>	<b>16,045,578</b>	<b>16,045,578</b>	<b>5,841,226</b>	<b>(10,204,352)</b>	<b>-63.6%</b>
Prior Year Revenue	2,351	458,251	-	-	-	-	0%
Licenses & Permits ***	8,395,270	4,269,355	2,063,800	2,381,934	165,000	(1,898,800)	-92.0%
Federal Revenues	872,670	4,424,643	1,837,823	1,677,781	2,445,207	607,384	33.0%
State Revenues *	7,030,281	4,492,420	6,814,507	6,030,473	7,220,111	405,604	6.0%
Local Government & Other Agencies	(76,152)	3,819	77,746	50,000	308,901	231,155	0.0%
Charges for Services ***	1,269,975	1,079,725	1,312,000	1,196,750	296,081	(1,015,919)	-77.4%
Miscellaneous Revenue	381,069	693,638	100,324	271,166	-	(100,324)	-100.0%
Other Financing Sources	235,070	267,371	2,000	12,000	2,000	-	0%
Interfund Transfers	3,584,606	5,702,361	3,363,366	1,782,722	4,108,027	744,661	22.1%
<b>Operating Revenue</b>	<b>21,695,140</b>	<b>21,391,583</b>	<b>15,571,566</b>	<b>13,402,826</b>	<b>14,545,327</b>	<b>(1,026,239)</b>	<b>-6.6%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>30,576,600</b>	<b>34,086,288</b>	<b>31,617,144</b>	<b>29,448,404</b>	<b>20,386,553</b>	<b>(11,230,591)</b>	<b>-35.5%</b>
<i>* Includes Road Fund support; fund balance includes a Fee-In-Lieu of Road Improvement Pedestrian Fee Carryforward.</i>							
Personnel Services	2,243,004	2,150,814	2,566,798	2,498,039	2,849,041	282,243	11.0%
Materials & Services	482,249	579,325	483,828	452,026	464,025	(19,803)	-4.1%
Indirect Costs	119,787	112,637	107,887	107,887	89,465	(18,422)	-17.1%
Cost Allocation Charges	219,447	288,229	276,743	276,742	314,515	37,772	13.6%
Capital Outlay	9,420,779	11,169,370	8,802,905	6,197,636	10,975,477	2,172,572	24.7%
<b>Operating Expenditure</b>	<b>12,485,266</b>	<b>14,300,375</b>	<b>12,238,161</b>	<b>9,532,330</b>	<b>14,692,523</b>	<b>2,454,362</b>	<b>20.1%</b>
Debt Service **	4,365,753	4,214,143	-	-	-	-	0%
Special Payments **	-	-	4,800,000	4,668,234	-	(4,800,000)	-100.0%
Interfund Transfers **	3,577,306	2,367,902	3,143,366	1,562,722	5,319,259	2,175,893	69.2%
Reserve for Future Expenditures **	-	-	3,700,000	-	-	(3,700,000)	-100.0%
Contingency **	-	-	7,735,617	-	374,771	(7,360,846)	-95.2%
<b>Total Exp - Including Special Categories</b>	<b>20,428,325</b>	<b>20,882,420</b>	<b>31,617,144</b>	<b>15,763,286</b>	<b>20,386,553</b>	<b>(11,230,591)</b>	<b>-35.5%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Road Fund - Fund 215 *	2,224,286	2,404,615	4,251,681	3,608,812	3,839,763	(411,918)	-10%
Full Time Equiv Pos (FTE) Budgeted	20.00	17.80	19.80	19.80	21.20	1.40	7%
Full Time Equiv Pos (FTE) Filled at Yr End	18.00	16.80	19.80	18.80			
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	1.00	-	1.00			

**Significant Issues and Changes**

There are a number of significant changes to the Transportation Engineering & Construction program over the next year. The requested budget will provide the necessary resources for:

- \$10.975 M in capital outlay (project planning, design, right of way acquisition and construction).
- This budget includes revenues for project management services to manage the Clackamas County Development Agency capital projects.

\*\* Transportation System Development Charge funds support the construction of transportation infrastructure; however, housing them in this program inflates the appearance of available funds for current capital projects because the funding is restricted to projects on the eligible list. Due to the project specificity of this funding, we are moving the funds out of the Transportation Engineering & Construction program into unique programs for tracking the use of these funds. Beginning FY 2018-2019, the budget proposal for this program will only include the TSDC funding that is assigned to cover eligible capital project expenses each budget year.

\*\*\* Fund 416 (Capital Projects) is being discontinued in FY 2018-2019. We have moved these transportation construction activities in to the Road Fund.



## Transportation Line of Business

### Transportation Maintenance Program

#### Performance Narrative Statement

The Transportation Maintenance Program proposes an operating budget of \$32,388,861, an increase from current funding levels. The majority of the funding comes from:

- A two year renewal of the Secure Rural Schools program; increasing annual revenues through 2020.
- An increase of \$3 million from FY 2017-18 from the Oregon State Highway Fund (includes money from state gas tax, truck weight mile fees, and vehicle registration fees) resulting from House Bill 2017, a 10-year phased in transportation funding package.

This revenue will provide the resources needed to perform paving and other surface treatments (including a \$4.5 million contract paving package) on 23.5 miles of county roads (8 miles in the Damascus Area and 15.5 miles countywide) during FY 18/19; while some roads will be improved above a PCI of 70, other roads are also deteriorating. Resources will also provide for drainage, vegetation, surface repair, signing, striping, signal, and bridge maintenance on our 1,400 mile road network. County crews will maintain 24-hour emergency response to inclement weather, natural disasters and will respond to nearly 800 service requests, which will provide the travelling public increased driver safety, a reduction in insurance claims and reduced wear and tear on their vehicles.

The work performed in this program directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	Maintain the average condition of paved county roads at 70 PCI (Pavement Condition Index) or higher <sup>1</sup>	NEW	NEW	72	72
 Output	# county road miles with a PCI (Pavement Condition Index) below 70 <sup>1</sup>	NEW	NEW	355.4	355
 Output	# road miles paved <sup>3</sup>	12.87	20.71	26.78	15.5
 Output	# service request responses (e.g., high water, downed trees, potholes, dead deer)	874	800	820	800
 Result	% of County roads with adequately visible paving markings <sup>2</sup>	92%	95%	95%	Discontinue

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> DTD Completed a Periodic Plan Review in FY 2018. This measure was removed from the plan.

<sup>3</sup> Summer paving package in FY 2016-17 was delayed and will be completed this year; increasing our projected performance in FY 2017-18.

**Program includes:**

- Mandated Services  Yes
- Shared Services  No
- Grant Funding  Yes



**Explanation**

**Mandated Services:**

The Oregon Constitution (Article IX, Section 3a) dedicates the highway revenues for the construction, improvement, maintenance, operation and use of public highways, roads, streets and roadside rest areas.; thus mandating the use of the Road Fund revenues. Local jurisdictions receiving Oregon State Highway Fund Revenues are required to spend at least 1% of the annual receipts on bicycle/pedestrian improvements.

**Grant Funding:**

The county received Emergency Relief funding for to repair the road slides on South End Road and 232nd Avenue after the storm events in January 2017. The permanent repairs will be ongoing and we will be receiving grant funding to help offset those costs.



Transportation Line of Business

Transportation Maintenance Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>13,701,238</b>	<b>18,403,087</b>	<b>15,574,349</b>	<b>15,574,349</b>	<b>10,781,884</b>	<b>(4,792,465)</b>	<b>-30.8%</b>
Federal Revenues	938,479	1,063,891	292,913	963,913	838,875	545,962	186.4%
State Revenues *	26,236,287	25,045,749	17,816,851	19,838,947	23,897,976	6,081,125	34.1%
Local Government & Other Agencies	73,469	367,300	456,000	507,000	519,000	63,000	13.8%
Charges for Services	636,565	547,445	618,000	663,000	639,288	21,288	3.4%
Miscellaneous Revenue	107,388	240,946	87,780	172,780	162,780	75,000	85.4%
Other Financing Sources **	82,209	33,918	3,075,000	79,800	4,325,000	1,250,000	40.7%
Interfund Transfers	166,837	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>28,241,234</b>	<b>27,299,249</b>	<b>22,346,544</b>	<b>22,225,440</b>	<b>30,382,919</b>	<b>8,036,375</b>	<b>36.0%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>41,942,472</b>	<b>45,702,336</b>	<b>37,920,893</b>	<b>37,799,789</b>	<b>41,164,803</b>	<b>3,243,910</b>	<b>8.6%</b>
<i>* Includes Road Fund support.</i>							
Personnel Services	8,844,599	8,938,407	11,056,254	9,257,786	12,096,405	1,040,151	9.4%
Materials & Services	8,335,228	9,220,479	13,812,773	13,632,073	12,629,833	(1,182,940)	-8.6%
Indirect Costs	579,976	354,648	359,005	359,005	472,131	113,126	31.5%
Cost Allocation Charges	881,697	991,816	1,017,041	1,017,041	1,154,492	137,451	13.5%
Capital Outlay	1,026,757	1,959,864	3,280,000	2,291,000	6,036,000	2,756,000	84.0%
<b>Operating Expenditure</b>	<b>19,668,257</b>	<b>21,465,214</b>	<b>29,525,073</b>	<b>26,556,905</b>	<b>32,388,861</b>	<b>2,863,788</b>	<b>9.7%</b>
Special Payments	-	19,000	500,000	250,000	500,000	-	0.0%
Interfund Transfers	-	3,334,459	-	-	-	-	0%
Reserve for Future Expenditures	-	-	5,750,000	-	754,046	(4,995,954)	-86.9%
Contingency	-	-	2,145,820	-	7,521,896	5,376,076	250.5%
<b>Total Exp - Including Special Categories</b>	<b>19,668,257</b>	<b>24,818,673</b>	<b>37,920,893</b>	<b>26,806,905</b>	<b>41,164,803</b>	<b>3,243,910</b>	<b>8.6%</b>
<b>General Fund Support (if applicable) ***</b>	<b>166,837</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
<i>*** One-time Policy Level Proposal to cover workers compensation/casualty insurance increases FY 2015-16.</i>							
Road Fund - Fund 215 *	20,484,298	21,171,431	18,076,854	19,838,947	22,647,976	4,571,122	25%
<i>* Trans Eng. &amp; Construction, Traffic Safety, Land Use, Dev. Rev &amp; Permitting, Long Range Planning and DTD Admin include Road Fund support.</i>							
Full Time Equiv Pos (FTE) Budgeted	72.50	101.50	101.50	101.50	107.70	6.20	6.1%
Full Time Equiv Pos (FTE) Filled at Yr End	57.50	86.50	101.50	86.50			
Full Time Equiv Pos (FTE) Vacant at Yr End	15.00	15.00	-	15.00			

Significant Issues and Changes

The new Pavement Condition Index (PCI) rates the visual condition of the road surface; while the previous Pavement Quality Index (PQI) rating considered the pavement condition, ride quality and the condition of the road base. The county has performed an initial evaluation of its road network based on a new Pavement Condition Index rating. The initial average condition of all paved county roads is a PCI of 72; however, the current PCI ratings are based on one year's worth of data collection and will be refined after collecting data again in Spring 2018. Under the PCI rating system, only a 10% sample of the road system is rated each year. Data accuracy will continue to improve with future data collections.

\*\* The \$8 million contingency assumes a \$4.25 million property sale reimbursement for the CIAO site and includes earmarks for \$3 million for emergency/inclement weather response and \$1 million for the I205/Abernethy Bridge project. In addition to this, transportation maintenance program costs will be ramping up over the next few years as we align our staffing and program with the new House Bill 2017 revenues.

There are several important programs or projects that need funding that we don't currently have:

1. Relocate the maintenance facility. Will likely require a bond payment of \$1.5 million to \$2 million per year.
2. Rehabilitate urban local roads. Urban locals have a current average PCI of 59. In order to bring them up to an average PCI of 70 (the BCC's goal), within 5 years, we need an additional \$4 million per year.
3. Fund capital needs. We forecast that we can only fund 15% of our 20-year TSP (Tier 1). We are forecasting over the next 20 years to spend \$28 million of the new HB 2017 funding on capital (safety and bike/ped). An additional \$5 million per year would allow us to move 25% of the Tier 2 projects into Tier 1, which is significant.



## Transportation Line of Business

### Traffic Safety Program

#### Performance Narrative Statement

The Traffic Safety Program proposes an operating budget of \$2,134,463. These resources support the primary effort in Traffic Safety including work in safety, advanced transportation technology and management, motor carrier education/enforcement and support of public health and safety culture.

Outcomes include over 2,600 safety education presentations to students, more than 250 heavy vehicle inspections, and response to 200 citizen safety concerns.

These services all contribute to providing a safe transportation system and work toward our Department Strategic Goal of eliminating fatal and serious injury crashes in Clackamas County by 2035. Achieving these targets will also promote the Board's strategic priorities of building a strong infrastructure and ensuring safe, healthy and secure communities.

		Key Performance Measures				
		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target	
	Result	By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero <sup>1</sup>	44	NEW	28	26
	Result	Upgrade # signals each year to improve safety and efficient travel on roads countywide by 2024 <sup>1</sup>	NEW	NEW	13	10
	Output	# community engagement interactions related to traffic safety <sup>1,3</sup>	2592	NEW	2600	2600
	Output	# commercial vehicles inspected: of which, # inspections were voluntary <sup>1</sup>	NEW	NEW	250:10	250:20
	Output	# of temporary radar speed feedback sign placements <sup>1</sup>	13	NEW	15	25
	Output	# citizen safety concerns addressed (i.e., clear vision areas, )	181	250	210	200
	Result	Reduce three-year average number of fatalities resulting from crashes in Clackamas County from 24 in 2012 to 12 in 2022 <sup>2</sup>	43	18	34	Discontinue
	Output	# of students receiving Drive to Zero safety presentations <sup>2</sup>	2,310	4,000	3,000	Discontinue
	Output	# heavy vehicles inspected <sup>2</sup>	221	600	250	Discontinue

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

<sup>3</sup> Community engagement sessions include students receiving Drive to Zero safety presentations, postings on ODOT Trip Check system, social media posts and news releases.

#### Program includes:

Mandated Services	<input type="checkbox"/> Yes
Shared Services	<input type="checkbox"/> No
Grant Funding	<input type="checkbox"/> Yes



#### Explanation

##### Mandated Services:

The Traffic Safety Program is mandated by the Federal Highway Administration (FHWA) to have a Traffic Safety Action Plan (TSAP) and an Intelligent Transportation System (ITS) Plan.

##### Grant Funding:

Safe Communities grant is on a 12 month cycle ending with the Federal Fiscal Year (September 30) and requires a 20% match, funded by County Road Fund.



Transportation Line of Business

Traffic Safety Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>103,565</b>	<b>288,744</b>	<b>177,775</b>	<b>177,775</b>	<b>211,000</b>	<b>33,225</b>	<b>18.7%</b>
Federal Revenues	29,289	5,299	90,000	60,000	10,000	(80,000)	-88.9%
State Revenues *	-	-	1,806,038	1,635,913	1,505,581	(300,457)	-16.6%
Local Government & Other Agencies	334,564	30,729	50,000	50,000	50,000	-	0%
Charges for Service	186,272	161,750	167,200	179,000	133,500	(33,700)	-20.2%
Miscellaneous Revenue	113,765	10,000	10,000	10,000	10,000	-	0%
Other Financing Sources	96	-	-	-	15,000	15,000	0%
Interfund Transfers	350,000	251,460	258,114	258,114	268,686	10,572	4.1%
<b>Operating Revenue</b>	<b>1,013,986</b>	<b>459,238</b>	<b>2,381,352</b>	<b>2,193,027</b>	<b>1,992,767</b>	<b>(388,585)</b>	<b>-16.3%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,117,551</b>	<b>747,982</b>	<b>2,559,127</b>	<b>2,370,802</b>	<b>2,203,767</b>	<b>(355,360)</b>	<b>-13.9%</b>
<i>* Includes Road Fund support.</i>							
Personnel Services	1,208,032	1,088,156	1,312,961	1,339,961	1,388,488	75,527	5.8%
Materials & Services	1,079,991	374,707	583,256	575,706	446,770	(136,486)	-23.4%
Indirect Costs	56,766	89,647	45,559	45,559	52,150	6,591	14.5%
Cost Allocation Charges	259,956	102,194	179,576	179,576	150,055	(29,521)	-16.4%
Capital Outlay	7,998	3,274	40,000	10,000	97,000	57,000	142.5%
<b>Operating Expenditure</b>	<b>2,612,743</b>	<b>1,657,978</b>	<b>2,161,352</b>	<b>2,150,802</b>	<b>2,134,463</b>	<b>(26,889)</b>	<b>-1.2%</b>
Interfund Transfers	7,300	-	220,000	220,000	-	(220,000)	-100.0%
Contingency	-	-	177,775	-	69,304	(108,471)	-61.0%
<b>Total Exp - Including Special Categories</b>	<b>2,620,043</b>	<b>1,657,978</b>	<b>2,559,127</b>	<b>2,370,802</b>	<b>2,203,767</b>	<b>(355,360)</b>	<b>-13.9%</b>
<b>General Fund Support (if applicable) **</b>	<b>350,000</b>	<b>251,460</b>	<b>258,114</b>	<b>258,114</b>	<b>268,686</b>	<b>10,572</b>	<b>4.1%</b>
<i>** FY 15/16 GF support includes a one-time Policy Level Proposal of \$100,000.</i>							
Road Fund - Fund 215 *	1,502,495	909,994	1,806,038	1,635,913	1,505,581	(300,457)	-17%
Full Time Equiv Pos (FTE) Budgeted	19.00	10.00	10.00	10.00	10.10	0.10	1%
Full Time Equiv Pos (FTE) Filled at Yr End	16.00	10.00	10.00	9.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	3.00	-	-	1.00			

**Significant Issues and Changes**

The Traffic Safety program will receive \$269,177 in General Fund to support County Strategic Priorities of reducing the number of fatal and serious injury crashes to zero by 2030.

- The Traffic Safety Action Plan update will be completed in this FY setting infrastructure, outreach and policies to achieve a goal of Zero Fatal and Serious Injury Crashes by 2030.
- Creation of an innovative partnership between H3S and DTD to jointly fund a position to examine safety and public health for road infrastructure projects.
- Increasing the focus on Traffic Signal Management and Operations (TSMO) through new adaptive traffic signal control and Sunnyside Road.
- Prepare for the evolution of connected and autonomous vehicles supporting a robust County-wide fiber optic communications network and new roadside infrastructure to support new technology.
- Continue outreach to youth and young drivers related to safety and increase social media messaging for transportation system users of all ages.
- Continue the Motor Carrier Safety Program focusing on inspection of heavy vehicles to ensure safety for all users and weighing to minimize road damage.



# Transportation Line of Business

## Damascus Roads Program

### Performance Narrative Statement

The Damascus Roads Program proposes an operating budget of \$2,082,523. This program tracks the use of State Highway Fund revenues received by Clackamas County to maintain, operate and improve roads in the City of Damascus prior to disincorporation. The County will receive State Highway Fund Revenues for this area, based on PSU Population Forecasts, for ten years after disincorporation. The revenue must be spent in accordance with the State Highway Fund regulations, on roads that were once in the incorporated city limits.

The FY 2018-19 budget was developed using the program work plan presented to residents in the Damascus area on March 20, 2018 and includes long range planning and transportation maintenance activities. Projects include a culvert extension, inlet and outfall rehab, intersection improvements, road safety improvements, shoulder safety improvements, slurry seal, paving and the TSP update.

The work performed in this program directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	By 2019, evaluate county-maintained roads within the boundaries of the former city of Damascus and set a PCI (Pavement Condition Index) standard for those roads <sup>1</sup>	0%	NEW	100%	Complete
 Result	By 2020, complete the Transportation System Plan for the area to identify needed capital projects <sup>1,2</sup>	NEW	NEW	NEW	Underway
 Output	# road miles paved	NEW	NEW	NEW	8
 Output	# service request responses (e.g., high water, downed trees, potholes, dead deer)	NEW	TBD	10	10

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> The Damascus area Transportation System Plan is included in the adopted Long Range Planning Annual Work Program.

#### Program includes:

- Mandated Services  Yes
- Shared Services  No
- Grant Funding  No



#### Explanation Mandated Services:

The Oregon Constitution (Article IX, Section 3a) dedicates the highway revenues for the construction, improvement, maintenance, operation and use of public highways, roads, streets and roadside rest areas.; thus mandating the use of the Road Fund revenues. Local jurisdictions receiving Oregon State Highway Fund Revenues are required to spend at least 1% of the annual receipts on bicycle/pedestrian improvements.



Transportation Line of Business

Damascus Roads Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	<b>3,398,083</b>	<b>3,398,083</b>	<b>3,916,694</b>	<b>518,611</b>	<b>15.3%</b>
State Revenues	-	531,301	510,000	698,129	788,535	<b>278,535</b>	<b>54.6%</b>
Charges for Service	-	2,854,339	-	-	-	-	<b>0%</b>
Miscellaneous Revenue	-	18,874	25,000	20,000	20,000	<b>(5,000)</b>	<b>-20.0%</b>
<b>Operating Revenue</b>	-	<b>3,404,514</b>	<b>535,000</b>	<b>718,129</b>	<b>808,535</b>	<b>273,535</b>	<b>0%</b>
<b>Total Rev - Including Beginning Bal</b>	-	<b>3,404,514</b>	<b>3,933,083</b>	<b>4,116,212</b>	<b>4,725,229</b>	<b>792,146</b>	<b>0%</b>
Personnel Services	-	-	22,935	-	-	<b>(22,935)</b>	<b>-100.0%</b>
Materials & Services	-	6,431	510,000	20,000	665,713	<b>155,713</b>	<b>30.5%</b>
Capital Outlay	-	-	500,000	179,518	1,416,810	<b>916,810</b>	<b>183.4%</b>
<b>Operating Expenditure</b>	-	<b>6,431</b>	<b>1,032,935</b>	<b>199,518</b>	<b>2,082,523</b>	<b>1,049,588</b>	<b>0%</b>
Reserve for Future Expenditures	-	-	2,750,000	-	2,350,000	<b>(400,000)</b>	<b>-14.5%</b>
Contingency	-	-	150,148	-	292,706	<b>142,558</b>	<b>94.9%</b>
<b>Total Exp - Including Special Categories</b>	-	<b>6,431</b>	<b>3,933,083</b>	<b>199,518</b>	<b>4,725,229</b>	<b>792,146</b>	<b>0%</b>
<b>General Fund Support (if applicable)</b>	-	-	-	-	-	-	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	<b>0%</b>
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

**Significant Issues and Changes**

During the disincorporation of the City of Damascus, state law included a provision that Clackamas County would continue to receive the city allotment of State Highway Fund receipts, based on population, for ten years following disincorporation. Revenues from the Oregon State Highway Fund (which includes money from state gas tax, truck weight mile fees, and vehicle registration fees) may begin to decline as areas are incorporated into the City of Happy Valley or the City of Gresham over the next 10-years.

Approximately 3% of the total revenues in the Damascus Roads program will support development of a 20-year Transportation System Plan for the area since the proposed transportation projects are required to be in a TSP. The Clackamas County TSP was last updated in 2013, but this plan did not include incorporated cities. We can't adopt the Damascus TSPs because they were based on draft city land use plan and the future development will be rural; they economy is expanding more rapidly than was anticipated 5-years ago; and growth in surrounding areas will affect Damascus.

Transportation Maintenance staff have been working to identify a road repair and maintenance program for this area, with improvements through 2020, that will focus on:

- Safety improvements
- Paving
- Chip seal / slurry seal / crack seal
- Brushing, ditching, sweeping, pothole repair, etc.



Transportation Line of Business

Countywide TSDCs

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	<b>7,843,892</b>	<b>7,843,892</b>	<b>0%</b>
Licenses & Permits	-	-	-	-	1,000,000	1,000,000	0%
Charges for Service	-	-	-	-	17,500	<b>17,500</b>	<b>0%</b>
Miscellaneous Revenue	-	-	-	-	45,500	<b>45,500</b>	<b>0%</b>
<b>Operating Revenue</b>	-	-	-	-	<b>1,063,000</b>	<b>1,063,000</b>	<b>0%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	-	-	<b>8,906,892</b>	<b>8,906,892</b>	<b>0%</b>
Materials & Services	-	-	-	-	104,000	<b>104,000</b>	<b>0%</b>
Indirect Costs	-	-	-	-	8,950	<b>8,950</b>	<b>0%</b>
Cost Allocation Charges	-	-	-	-	4,183	<b>4,183</b>	<b>0%</b>
Capital Outlay	-	-	-	-	12,950	<b>12,950</b>	<b>0%</b>
<b>Operating Expenditure</b>	-	-	-	-	<b>130,083</b>	<b>130,083</b>	<b>0%</b>
Interfund Transfers	-	-	-	-	1,721,536	<b>1,721,536</b>	<b>0%</b>
Reserve for Future Expenditures	-	-	-	-	6,500,000	<b>6,500,000</b>	<b>0%</b>
Contingency	-	-	-	-	555,273	<b>555,273</b>	<b>0%</b>
<b>Total Exp - Including Special Categories</b>	-	-	-	-	<b>8,906,892</b>	<b>8,906,892</b>	<b>0%</b>
<b>General Fund Support (if applicable)</b>	-	-	-	-	-	-	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	0.00	0.00	0.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	0%

**Significant Issues and Changes**

The Countywide TSDC program budget holds the dedicated funding collected from developers to help add capacity to the County road system in the unincorporated area. Money is transferred out of this program into the Transportation Engineering & Construction and the Long Range Planning program to support eligible capital projects. The current budget includes a \$1.7 million transfer out to support capital projects (ADA improvements, Arndt Road planning, Clackamas Regional Connections and the Clackamas River - Springwater Rd bridge).

The County adopted a new System Development Charge methodology in January 2018. This plan includes a new project list and defines the priorities for using these System Development Charge revenues toward future projects, focusing on projects that met the following criteria:

- Increase traffic connections to daily needs and services;
- Reduce congestion at intersections;
- Be located in or near a current or future employment area;
- Improve safety on roads; and
- Provide the greatest benefit to the entire community by keeping projects on roads with significant amounts of traffic, such as arterials and collectors.

The final TSDC eligible project list was made up of 76 projects with a total cost of \$476 million; of which \$210 million was attributable to growth and therefore eligible for Countywide TSDC funding.



Transportation Line of Business

HV Joint Subarea TSDCs

Budget Summary

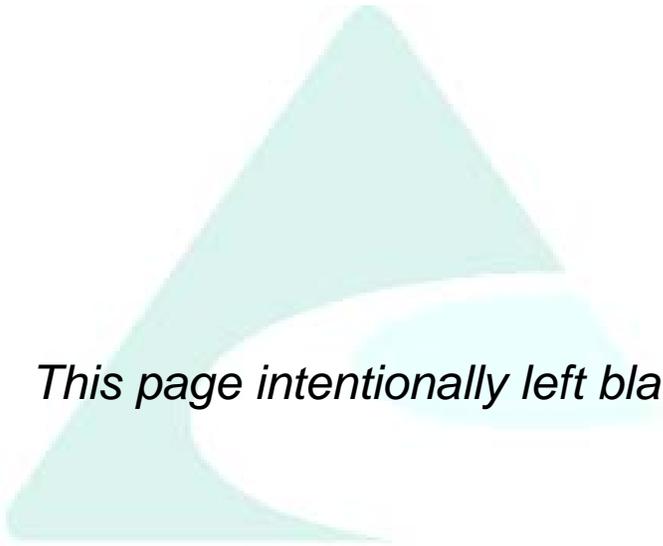
	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	50,000	50,000	0%
Miscellaneous Revenue	-	-	-	-	12,209	12,209	0%
Interfund Transfers	-	-	-	-	1,882,768	1,882,768	0%
<b>Operating Revenue</b>	-	-	-	-	<b>1,944,977</b>	<b>1,944,977</b>	<b>0%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	-	-	<b>1,944,977</b>	<b>1,944,977</b>	<b>0%</b>
Materials & Services	-	-	-	-	11,500	11,500	0%
Indirect Costs	-	-	-	-	8,949	8,949	0%
Cost Allocation Charges	-	-	-	-	2,825	2,825	0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	-	-	<b>23,274</b>	<b>23,274</b>	<b>0%</b>
Reserve for Future Expenditures	-	-	-	-	1,421,703	1,421,703	0%
Contingency	-	-	-	-	500,000	500,000	0%
<b>Total Exp - Including Special Categories</b>	-	-	-	-	<b>1,944,977</b>	<b>1,944,977</b>	<b>0%</b>
<b>General Fund Support (if applicable)</b>	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

**Significant Issues and Changes**

The Happy Valley Subarea TSDC program holds the dedicated funding collected from developers to help add capacity to the County road system in prior boundary of the Happy Valley Joint TSDC district. Money is transferred out of this program into the Transportation Engineering & Construction and the Long Range Planning program to support eligible capital projects.

The County and City of Happy Valley finalized the adoption of a new System Development Charge methodology that was adopted in January 2018. The adopted plan established new boundaries and resulted in the dissolution of the City and County Joint District area. The existing Happy Valley Joint TSDC Fund balance was distributed between the City and County based on the percentage of collections over the life of the district.

The balance in the Happy Valley Subarea TSDC program is being held for capacity adding transportation projects in the prior boundary of the Joint area (I-205 / Highway 212 / SE 172nd / Multnomah County line).



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



**Line of Business Purpose Statement**

Provide planning, property information and permitting services to residents, property owners, the development community and businesses so they can experience a safe, thriving and well-planned community, make informed decisions, invest and develop property.

<p><b>Transportation &amp; Development</b></p> <p>Dan Johnson - Director          FTE 284.05          (282.05 + 2.0 PGA Embedded Employees)          Total Request \$ 114,975,178  <b>General Fund Support \$ 5,582,564</b></p>
---

<p><b>Land Use &amp; Permitting</b></p> <p>Dan Johnson - Dir.          Total Request          \$25,741,656  <b>Gen Fund \$ 3,442,456</b></p>
--

<p><b>Land Use, Development Review &amp; Permitting</b></p> <p>Dan Johnson - Dir.          FTE 76          Total Request          \$20,802,396  <b>Gen Fund \$ 2,324,514</b></p>
--

<p><b>Long-Range Planning</b></p> <p>Karen Buehrig - Mgr.          FTE 5.85          Total Request          \$1,874,524  <b>Gen Fund \$ 500,000</b></p>
---

<p><b>Public Land Corner</b></p> <p>Ray Griffin - Mgr.          FTE 4          Total Request          \$1,760,931  <b>Gen Fund \$ -</b></p>
---

<p><b>County Surveyor</b></p> <p>Ray Griffin - Mgr.          FTE 9          Total Request          \$1,303,805  <b>Gen Fund \$ 617,942</b></p>
--



Land Use & Permitting Line of Business

Land Use, Development Review & Permitting Program

Performance Narrative Statement

The Land Use, Development Review and Permitting program proposes an operating budget of \$15,663,724. These resources will provide the ability to respond to the 300,000 development inquiries from the development community, of whom more than 90% are happy with the level of service they received. During FY 2018-19, this program estimates the permitting 5,500,000 square feet of constructed improvements, with an estimated value of \$400 million.

- DTD strategic goal states, "By 2021, electronic plan review (EPR) will be available for customers who submit commercial building permit applications, and a plan will be developed for EPR expansion to other permit application types." The electronic plan review system will improve the customer experience, recognize efficiencies in the process, provide a mechanism for customers to track the status of their permits during review and provide a vehicle for partner agency representatives to log on from remote locations to sign-off on permits. The cost of this initiative is included in the proposed budget.
- Building Codes, Land Use Planning, Septic & Onsite Wastewater and Engineering Development Review combine to make up this program; staff in this program will issue approximately 25,000 permits and will perform more than 45,000 inspections in the coming year.

Achieving these targets will meet the development needs of the community, through the orderly development of property, an increase in housing alternatives, and increased jobs from construction and the resulting economic development.

		Key Performance Measures				
		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target	
	Result	% of people surveyed who were happy with the level of customer service received <sup>1</sup>	89%	90%	90%	90%
	Result	% of commercial, industrial, and multi-family land use decisions (design review) issued within 45 days of application submittal <sup>4</sup>	93%	90%	80%	85%
	Result	% of new, single-family dwelling building permits picked up within 60 calendar days of application submittal <sup>2</sup>	46%	75%	42%	66%
	Key Measure	% of new, single-family dwelling building permits ready to be issued within 60 calendar days of application submittal <sup>1,2</sup>	NEW	NEW	NEW	80%
	Key Measure	\$ value of constructed improvements permitted <sup>1,5</sup>	\$386,841,735	NEW	\$ 415,210,747	\$ 400,000,000
	Key Measure	# square feet constructed <sup>1,6</sup>	6,748,312	NEW	5,442,462	5,500,000
	Output	# development related permits issued	21,000	26,000	25,000	25,000
	Output	# development related interactions (inspections/inquiries) provided <sup>1</sup>	296,620	285,000	300,000	300,000
	Result	By 2017, 75% of customers surveyed reporting they experienced a results-oriented, problem-solving approach to customer service <sup>3</sup>	89%	90%	90%	Discontinue

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> There was a large increase in building permit submittals due to the TSDC rate change in January 2018; not all of those permits have been picked up by the developers.

<sup>3</sup> DTD Completed a Periodic Plan Review in FY 2018. This measure was removed from the plan.

<sup>4</sup> FY17-18 projection was reduced to 80% and FY 2018-19 projection was adjusted to 85%. The Land Use Planning program had a large turnover of staff this year and we are adjusting these figures to provide time for training as we get these files back into the 45 day range.

<sup>5</sup> Includes New Single Family Homes (Building Codes), Commercial & Multi-Family Design Reviews (Land Use Planning) and Site/Development Improvements (Engineering Development Review).

<sup>6</sup> Does not include Tenant Improvements; reduced by any existing square footage replaced (as input in the permitting system).

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation

**Mandated Services:**

State law requires counties to implement plans and ordinances to ensure development is consistent with local, regional, and state objectives to provide orderly development, planning and delivery of services, protection of the environment, and public safety. Building codes are mandatory state-wide. Clackamas County has assumed responsibility for the administration of building, electrical, plumbing, mechanical and other specialty codes within its jurisdiction. (ORS 215.197 & 455.020)

**Shared Services:**

The County administers building codes programs within many cities via intergovernmental agreements. Building codes programs are shared programs as defined by the Association of Oregon Counties. The State of Oregon is responsible for broader policy level administration and creates rules related to program administration, inspector certification and training, state-wide code development processes and other related topics.



Land Use & Permitting Line of Business

Land Use, Development Review & Permitting Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>3,802,409</b>	<b>5,829,594</b>	<b>7,170,480</b>	<b>7,170,480</b>	<b>7,135,787</b>	<b>(34,693)</b>	<b>-0.5%</b>
Licenses & Permits	7,480,102	7,155,922	6,984,525	7,761,751	7,425,500	440,975	6.3%
Federal Grants & Revenues	1,745	-	-	-	-	-	0%
State Revenues *	-	-	909,888	559,291	1,618,510	708,622	77.9%
Local Government & Other Agencies	98,851	106,051	76,000	77,548	80,000	4,000	5.3%
Charges for Services	1,939,121	2,223,945	1,798,900	1,835,848	1,827,087	28,187	1.6%
Fines & Penalties	42,379	23,649	11,200	40,100	40,000	28,800	257.1%
Miscellaneous Revenue	168,313	215,057	177,045	246,627	250,998	73,953	41.8%
Other Financing Sources	(43,506)	2,893	1,500	25	-	(1,500)	-100.0%
Interfund Transfers	2,643,012	2,775,534	3,118,889	3,118,889	2,424,514	(694,375)	-22.3%
<b>Operating Revenue</b>	<b>12,330,017</b>	<b>12,503,051</b>	<b>13,077,947</b>	<b>13,640,079</b>	<b>13,666,609</b>	<b>588,662</b>	<b>4.5%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>16,132,426</b>	<b>18,332,645</b>	<b>20,248,427</b>	<b>20,810,559</b>	<b>20,802,396</b>	<b>553,969</b>	<b>2.7%</b>
<i>* Includes Road Fund support for the Engineering Development Review function.</i>							
Personnel Services	7,387,397	8,460,950	9,921,344	9,441,622	10,053,443	132,099	1.3%
Materials & Services	1,936,325	1,878,644	2,423,181	2,096,184	2,225,811	(197,370)	-8.1%
Indirect Costs	763,766	459,807	607,245	607,245	524,047	(83,198)	-13.7%
Cost Allocation Charges	544,579	767,964	906,221	906,221	908,423	2,202	0.2%
Capital Outlay **	66,768	148,908	312,500	299,000	1,952,000	1,639,500	524.6%
<b>Operating Expenditure</b>	<b>10,698,835</b>	<b>11,716,273</b>	<b>14,170,491</b>	<b>13,350,272</b>	<b>15,663,724</b>	<b>1,493,233</b>	<b>10.5%</b>
Interfund Transfers **	-	-	324,500	324,500	110,000	(214,500)	-66.1%
Reserve for Future Expenditures	-	-	4,057,835	-	3,844,394	(213,441)	-5.3%
Contingency	-	-	1,695,601	-	1,184,278	(511,323)	-30.2%
<b>Total Exp - Including Special Categories</b>	<b>10,698,835</b>	<b>11,716,273</b>	<b>20,248,427</b>	<b>13,674,772</b>	<b>20,802,396</b>	<b>553,969</b>	<b>2.7%</b>
<b>General Fund Support (if applicable)</b>	<b>2,643,012</b>	<b>2,775,534</b>	<b>2,823,889</b>	<b>2,823,889</b>	<b>2,324,514</b>	<b>(499,375)</b>	<b>-17.7%</b>
Road Fund - Fund 215	(141,789)	575,107	1,084,888	559,291	1,618,510	533,622	49%
Full Time Equiv Pos (FTE) Budgeted	62.20	76.50	77.00	77.00	76.00	(1.00)	-1%
Full Time Equiv Pos (FTE) Filled at Yr End	55.20	66.50	77.00	77.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	7.00	10.00	-	-			

**Significant Issues and Changes**

This program has seen a continued high level of permitting activity, which is consistent with statewide construction trends. The tight labor market, especially for certified technical staff, has made it difficult to hire and this continues to be an ongoing issue.

- The proposed budget includes a transfer to the Tax Assessor for \$10,000 to support the Pictometry aerial photography efforts that will provide more detailed 3-d renderings for staff to use for development related research.
- Septic & Onsite Wastewater program staff worked with management to convert inspections to a geographic program, rather than a first-come, first-served program. This change has greatly increased efficiencies in this program and has helped reduce the backlog. Now that the program is fully staffed, we hope to once again achieve our target of 50% of septic evaluation permits being completed within 60-days of a complete application submittal.
- Accela continues to evolve as we work to refresh aspects of the administrative functions and to finalize development of an application that partners with the mobile field inspection system.
- Land Use Planning has added a Planning Manager and a Permit Specialist to support supervisory, administrative and succession planning needs.
- The Building Codes Division continues to watch building-related legislative activity, and state building code division rules, based upon a recent state attorney general's opinion that was issued during the 2018 legislative session that may impact building codes programs around the state.

*\*\* This budget provides resources to begin implementation of an electronic plans review system. The migration to electronic plan review allows for a more integrated development review process, including providing a vehicle for partner agencies to approve documents electronically. This will require a significant investment in technology and training.*



## Land Use & Permitting Line of Business

### Long-Range Planning Program

#### Performance Narrative Statement

The Long-Range Planning Program proposes an operating budget of \$1,782,716, an increase of our current funding level. These resources provide our customers (residents, businesses, local, regional and state partners, as well as County decision-makers) with the opportunity to participate, review, discuss, comment and guide recommendations on 14 long range planning projects, including:

#### Land Use Projects:

- Zoning & Development Ordinance (ZDO) Audit; the final year is focusing on special districts, definitions and housekeeping.
- Park Avenue Station Development Design Standards.
- Marijuana Ordinance amendment.
- Housing Focus; allow short-term rentals in single-family residential zones. Revise policies guiding zone changes in low-density residential zones. Accessory dwelling units (ADU) in rural areas. Housing needs assessment and buildable land inventory.

#### Transportation Projects:

- Safe Routes to Schools; Develop action plan and coordinate outreach and education.
- Develop a Transportation System Plan (TSP) for the Damascus area.
- Canby Ferry Toll Bridge Feasibility Study
- Pursue a Statewide Goal Exception for the Arndt Road Extension.
- Stafford Area Preliminary Infrastructure Feasibility Analysis (SAPIFA).
- Implement Development Review Performance Measures for Sidewalks, Bikeways, Transit and Safety.
- Develop a Barton Park Complex Master Plan.

These efforts support four of the Board's Strategic Goals: growing a vibrant economy; building strong infrastructure; honoring, utilizing, promoting and investing in our natural resources; and building public trust through good government.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Key Measure	% of projects in the annual Long-Range Planning Work Program completed annually <sup>1,3</sup>	80%	NEW	40%	80%
 Output	\$ outside funding secured <sup>1,5</sup>	\$3,603,331	NEW	\$306,000	\$500,000
 Output	\$ county funding required to match grant funding <sup>1,5</sup>	\$370,062	NEW	\$ -	\$51,350
 Demand	# projects on the annual Long-Range Planning Work Program <sup>1,4</sup>	5	NEW	10	14
 Result	% of planning projects underway that are related to land use issues such as employment land, Urban Growth Boundary (UGB), and urban and rural reserves <sup>2</sup>	12%	20%	20%	Discontinue
 Result	% of planning projects initiated in the last 5 years that have resulted in updates to plans and/or initiation of capital project investments <sup>2</sup>	70%	80%	80%	Discontinue
 Output	# local, state and regional planning group meetings (such as MTAC, JPACT, OTC, C4) at which Clackamas County is represented <sup>2</sup>	164	125	100	Discontinue

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

<sup>3</sup> FY17-18 performance is influenced by retirements and employment changes in the transportation planning team. Two multi-year projects are not expected to be completed until next year.

<sup>4</sup> FY16-17, only land use planning projects were included; beginning FY17-18 transportation projects were added.

<sup>5</sup> Metro Active Transportation Project Dev. Fund does not require a match; funding for the Willamette River Bike/Pedestrian Bridge.

#### Program includes:

Mandated Services

Shared Services

Grant Funding



#### Explanation

##### Mandated Services:

- The Long Range Planning Program is mandated to adopt a comprehensive plan and the zoning and land-division ordinances needed to put the plan into effect (OAR 660-015).

##### Grant Funding:

- Long Range Planning Program grant funding includes a project-specific Safe Routes to School grant through ODOT which terminates at project completion and requires a 31% match, funded by County Road Fund. This requirement will be met using staff work as an in-kind match.
- Funding for two additional project-specific based SAPIFA and Park Ave Development and Design Standards through METRO will require a 10.27% match. This requirement will be met using staff work as an in-kind match.



Land Use & Permitting Line of Business

Long-Range Planning Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	44,092	66,012	66,012	198,621	132,609	200.9%
Federal Revenues	55,374	3,206	52,000	52,000	52,000	-	0%
State Revenues *	13,000	-	682,195	590,455	731,403	49,208	7.2%
Local Government & Other Agencies	120,000	10,000	143,409	16,000	297,500	154,091	107.4%
Charges for Services	65,705	12,345	20,000	5,000	45,000	25,000	125.0%
Miscellaneous Revenue	56	-	-	-	-	-	0%
Interfund Transfers	1,319,283	295,144	504,500	504,039	550,000	45,500	9.0%
<b>Operating Revenue</b>	<b>1,573,418</b>	<b>320,695</b>	<b>1,402,104</b>	<b>1,167,494</b>	<b>1,675,903</b>	<b>273,799</b>	<b>19.5%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,573,418</b>	<b>364,787</b>	<b>1,468,116</b>	<b>1,233,506</b>	<b>1,874,524</b>	<b>406,408</b>	<b>27.7%</b>
<i>* Includes Road Fund support for the Long Range Transportation Planning function.</i>							
Personnel Services	533,196	801,090	834,315	723,364	886,591	52,276	6.3%
Materials & Services	441,325	107,407	369,716	165,107	688,746	319,030	86.3%
Indirect Costs	64,508	32,121	35,641	35,641	30,175	(5,466)	-15.3%
Cost Allocation Charges	111,431	38,537	110,773	110,773	67,204	(43,569)	-39.3%
Capital Outlay	-	-	-	-	110,000	110,000	0%
<b>Operating Expenditure</b>	<b>1,150,460</b>	<b>979,155</b>	<b>1,350,445</b>	<b>1,034,885</b>	<b>1,782,716</b>	<b>432,271</b>	<b>32.0%</b>
Special Payments	12,000	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	21,512	-	11,571	(9,941)	-46%
Contingency	-	-	96,159	-	80,237	(15,922)	-16.6%
<b>Total Exp - Including Special Categories</b>	<b>1,162,460</b>	<b>979,155</b>	<b>1,468,116</b>	<b>1,034,885</b>	<b>1,874,524</b>	<b>406,408</b>	<b>27.7%</b>
<b>General Fund Support (if applicable) **</b>	<b>1,319,283</b>	<b>295,144</b>	<b>504,500</b>	<b>504,039</b>	<b>500,000</b>	<b>(4,500)</b>	<b>-0.9%</b>
<i>** FY 15-16 included the Paving offset PLP; this was moved to Engineering Development Review in FY 16-17. Increase in FY 17-18 reflects a reallocation between the land use and long range planning.</i>							
Road Fund - Fund 215 *	170,927	659,380	682,192	590,455	731,403	49,211	7%
Full Time Equiv Pos (FTE) Budgeted	5.00	5.70	5.70	5.70	5.85	0.15	3%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	4.70	5.70	5.70	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	-	-	-	-

**Significant Issues and Changes**

The Long-Range Planning program has a project list with 14- land use or transportation planning projects proposed for the upcoming fiscal year.

The county is working with its partners and the state to gather support for providing increased access to I-5 from Canby.

- In January 2016, the Oregon Land Conservation and Development Commission (LCDC) approved a technical amendment to administrative rules to allow an exception for an alignment of the Arndt Rd Connector.
- The County's Transportation System Plan identifies a need for a "Greater Arndt Road / I-5 / Canby Access Feasibility Study".
- A refined cost estimate of construction of the Arndt Road extension of \$40 Million was developed.
- A project to complete the required State land use goal exception has been budgeted for FY 2018-2019; Countywide Transportation System Development Charge funding will help support the Arndt Road planning project.



## Land Use & Permitting Line of Business

### Public Land Corner Program

#### Performance Narrative Statement

The Public Land Corner (PLC) Program proposes an operating budget of \$736,975. The Public Land Corner Preservation Fund (PLCPF) is funded entirely by a fee collected by the County Clerk when a document is recorded conveying an interest in real property. These documents include deeds, easements, mortgages and other documents related to real property. With the housing market recovering, we are seeing an increase in these recordings.

The most significant expenditures are for personnel services because the work is labor intensive and requires significant staff time in research, field operations, re-monumentation and the preparation of reports. This activity is staffed at 4 FTE for the coming year.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target	
	Result	% of corners set within seven (7) business days of County Surveyor approval <sup>1</sup>	N/A	80%	85%	90%
	Key Measure	# of the total 2,500 corners, identified as part of the annual work program, were restored <sup>2,3</sup>	53	60	42	60
	Output	# site inspection hours (protecting corners / preservation) <sup>1</sup>	N/A	50	100	200
	Result	% of Public Land Corners assigned to staff that are completed with maps and have County Surveyor approval within 120 calendar days <sup>3</sup>	51%	75%	70%	Discontinue
	Output	# of Public Land Corner assigned to staff <sup>3</sup>	79	45	42	Discontinue

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> This measure was reworded as part of the Periodic Review, but still tracks the same performance.

<sup>3</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

#### Program includes:

Mandated Services	<input type="text" value="Yes"/>
Shared Services	<input type="text" value="No"/>
Grant Funding	<input type="text" value="No"/>



#### Explanation

##### Mandated Services:

Per Oregon Revised Statute 209.130, the county governing body may establish by ordinance a fund to be known as the Public Land Corner Preservation Fund. Moneys in the Public Land Corner Preservation Fund shall be used only to pay expenses incurred and authorized by the county surveyor in the establishment, reestablishment and maintenance of corners of government surveys.



Land Use & Permitting Line of Business

Public Land Corner Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>344,611</b>	<b>759,959</b>	<b>982,844</b>	<b>982,844</b>	<b>1,034,931</b>	<b>52,087</b>	<b>5.3%</b>
Charges for Services	1,075,612	787,768	755,000	715,000	712,000	(43,000)	-5.7%
Miscellaneous Revenue	17,320	15,459	10,000	15,000	14,000	4,000	40.0%
<b>Operating Revenue</b>	<b>1,092,932</b>	<b>803,227</b>	<b>765,000</b>	<b>730,000</b>	<b>726,000</b>	<b>(39,000)</b>	<b>-5.1%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,437,543</b>	<b>1,563,186</b>	<b>1,747,844</b>	<b>1,712,844</b>	<b>1,760,931</b>	<b>13,087</b>	<b>0</b>
Personnel Services	536,670	398,085	504,411	509,411	527,468	23,057	4.6%
Materials & Services	73,176	77,815	101,620	83,375	95,437	(6,183)	-6.1%
Indirect Costs (Internal Dept Chgs)	19,913	21,857	18,165	18,165	27,291	9,126	50.2%
Cost Allocation Charges	47,826	49,208	66,962	66,962	61,779	(5,183)	-7.7%
Capital Outlay	-	33,378	-	-	25,000	25,000	0.0%
<b>Operating Expenditure</b>	<b>677,585</b>	<b>580,343</b>	<b>691,158</b>	<b>677,913</b>	<b>736,975</b>	<b>45,817</b>	<b>6.6%</b>
Reserve for Future Expenditures	-	-	664,531	-	733,088	68,557	10.3%
Contingency	-	-	392,155	-	290,868	(101,287)	-25.8%
<b>Total Exp - Including Special Categories</b>	<b>677,585</b>	<b>580,343</b>	<b>1,747,844</b>	<b>677,913</b>	<b>1,760,931</b>	<b>13,087</b>	<b>0.7%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	4.50	4.50	4.00	4.00	4.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	2.50	4.50	4.00	4.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	-	-	-			

**Significant Issues and Changes**

We continue to benefit from new technology, including electronic instruments and Global Positioning System (GPS) equipment. Our efforts to contain cost; including reliance upon the reserve and steady revenue collections will help maintain the fund balance of this program for future years; however, the current fee of \$10 for each recorded document was established in 1985 and has not been legislatively approved for an increase since that time.

11 Counties, including Clackamas County have a pending lawsuit for \$50 million against MERS (Mortgage Electronic Registration System). The premise is that agencies did not receive the filing fee when lots were recorded through MERS. If this lawsuit is successful, the county may see some revenue, but we are unsure whether any of those funds will filter into this program or whether they will remain with the recorder's office.

*\*\* Capital Outlay in FY 2016-17 and FY 2017-18 reflects the replacement of old outdated survey equipment with modern GPS based survey equipment to improve efficiencies in this program.*



# Land Use & Permitting Line of Business

## County Surveyor Program

### Performance Narrative Statement

The County Surveyor is responsible for providing professional surveying resources, plat review and approval services within incorporated cities and for unincorporated areas within Clackamas County. The County Surveyor is proposing an operating budget at the maintenance level of \$1,303,805.

With the current funding level we will continue to see an increase in subdivision and partition plats that will add approximately 1500 lots and tracts supporting development in Clackamas County over the next fiscal year.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
	Result	% of first review comments issued to plat surveyor within 45 calendar days of submittal <sup>1,4</sup>	98%	95%	95%
	Key Measure	# lots or parcels created through recording of subdivision or partition plat <sup>1</sup>	1247	1150	1350
	Output	# subdivision and partition plats approved <sup>1</sup>	144	120	150
	Output	# customer inquiries <sup>1,2</sup>	5668	5800	6000
	Demand	# Record of survey reviews/filings <sup>3</sup>	409	400	405
					Discontinue

<sup>1</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

<sup>2</sup> Customer inquiries includes contact made in-person, by phone or by email.

<sup>3</sup> DTD Completed a Periodic Plan Review in FY 2018. These measures were removed from the plan.

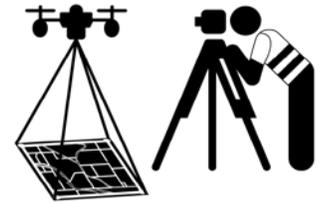
<sup>4</sup> This measure was reworded as part of the Periodic Review, but still tracks the same performance.

#### Program includes:

Mandated Services

Shared Services

Grant Funding



#### Explanation

##### Mandated Services:

As required by Oregon Revised Statutes (ORS), the County Surveyor's office maintains a permanent library estimated at over 400,000 maps, road records, plats, surveys, etc. dating back to the 1860's. We review and approve all surveys performed in the county as mandated by ORS 209; review and approve all partition and subdivision plats in the county as mandated by ORS 92; review and approve all condominium plats in as mandated by ORS 100.



Land Use & Permitting Line of Business

County Surveyor Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Licenses & Permits	171,100	188,014	168,500	169,500	175,000	6,500	3.9%
Charges for Services	541,211	576,574	516,250	505,566	503,863	(12,387)	-2.4%
Miscellaneous Revenue	7,914	6,289	6,500	6,500	7,000	500	7.7%
<b>Operating Revenue</b>	<b>720,225</b>	<b>770,877</b>	<b>691,250</b>	<b>681,566</b>	<b>685,863</b>	<b>(5,387)</b>	<b>-0.8%</b>
<b>Total Rev - Including Beginning Bal *</b>	<b>720,225</b>	<b>770,877</b>	<b>691,250</b>	<b>681,566</b>	<b>685,863</b>	<b>(5,387)</b>	<b>-0.8%</b>
<i>* County Surveyor program includes General Fund support.</i>							
Personnel Services	769,375	791,063	919,810	853,569	1,036,711	116,901	12.7%
Materials & Services	203,910	158,478	115,891	109,743	111,268	(4,623)	-4.0%
Indirect Costs	55,692	38,966	41,258	41,258	45,307	4,049	9.8%
Cost Allocation Charges	103,544	117,747	138,375	138,375	110,519	(27,856)	-20.1%
Capital Outlay **	-	29,505	-	62,706	-	-	0%
<b>Operating Expenditure</b>	<b>1,132,521</b>	<b>1,135,759</b>	<b>1,215,334</b>	<b>1,205,651</b>	<b>1,303,805</b>	<b>88,471</b>	<b>7.3%</b>
Interfund Transfers ***	-	-	75,000	75,000	-	(75,000)	-100.0%
<b>Total Exp - Including Special Categories</b>	<b>1,132,521</b>	<b>1,135,759</b>	<b>1,290,334</b>	<b>1,280,651</b>	<b>1,303,805</b>	<b>13,471</b>	<b>1.0%</b>
<b>General Fund Support (if applicable) *</b>	<b>412,295</b>	<b>364,882</b>	<b>599,084</b>	<b>599,084</b>	<b>617,942</b>	<b>18,858</b>	<b>3.1%</b>
Full Time Equiv Pos (FTE) Budgeted	7.50	9.00	9.00	9.00	9.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	6.50	8.00	9.00	9.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.00	-	-			

**Significant Issues and Changes**

The County Surveyor program budget for FY 2018-19 reflects an increase in program expenses. The budget and the program performance assume an added Land Surveyor who will provide development review support and help the program meet succession planning needs.

\*\* Capital Outlay in FY 2016-17 reflects the purchase of a new Theodolite, a surveying instrument with a rotating telescope for measuring horizontal and vertical angles. The FY 2017-18 reflects a vehicle replacement.

\*\*\* The proposed \$75,000 transfer in FY 2017-18 reflects a pre-payment toward the department wide electronic plan review initiative. The software initiative is kicking off in FY 2018-19 and the County Surveyor wanted to apply cost savings realized in the current fiscal year toward those efforts.



## **Business & Community Services**

**Laura Zentner, Interim Director**

**150 Beaver Creek Road  
Oregon City, Oregon 97045  
503-742-4344**

Website Address: <http://www.clackamas.us/business/>



**Department Mission**

The mission of the Business and Community Services Department is to provide economic development, public spaces, and community enrichment services to residents, businesses, visitors, and partners so they can thrive and prosper in healthy and vibrant communities.

<b>Business and Community Services</b>					
Laura Zentner - Interim Director					
FTE 37.00					
Total Request \$33,623,629					
General Fund Support \$2,628,933					

<b>BCS Administration</b> Laura Zentner Interim Director  Total Request \$1,465,205 Gen Fund \$ -	<b>Fair &amp; Event Center</b> Laura Zentner Interim Director  Total Request \$2,395,508 Gen Fund \$ -	<b>Economic Development</b> Laura Zentner Interim Director  Total Request \$3,333,701 Gen Fund \$ -	<b>Library</b> Laura Zentner Interim Director  Total Request \$8,311,956 Gen Fund \$ 2,420,811	<b>Parks, Golf &amp; Recreation</b> Laura Zentner Interim Director  Total Request \$7,449,033 Gen Fund \$ 208,122	<b>Assets</b> Laura Zentner Interim Director  Total Request \$10,668,226 Gen Fund \$ -
<b>Office of the Director</b> Laura Zentner Interim Director  FTE 1.65 Total Request \$671,013 Gen Fund \$ -	<b>County Fair &amp; Rodeo</b> Laurie Bothwell Manager  FTE 0.00 Total Request \$1,531,822 Gen Fund \$ -	<b>Economic Development</b> Catherine Grubowski-Johnson Manager  FTE 5.00 Total Request \$1,612,083 Gen Fund \$ -	<b>Library Systems</b> Greg Williams Manager  FTE 5.50 Total Request \$4,063,039 Gen Fund \$ 815,430	<b>Stone Creek Golf Course</b> Gordon Tolbert Manager  FTE 0.00 Total Request \$3,666,535 Gen Fund \$ -	<b>Forest &amp; Timber Management</b> Rick Gruen Manager  FTE 3.26 Total Request \$8,180,021 Gen Fund \$ -
<b>Budgeting, Financial Mgmt. &amp; Planning</b> Laura Zentner Interim Director  FTE 2.35 Total Request \$794,192 Gen Fund \$ -	<b>County Event Center</b> Laurie Bothwell Manager  FTE 0.00 Total Request \$863,686 Gen Fund \$ -	<b>Economic Opportunity</b> Laura Zentner Interim Director  FTE 0.00 Total Request \$1,401,753 Gen Fund \$ -	<b>Shared Library Services</b> Greg Williams Manager  FTE 5.50 Total Request \$2,488,426 Gen Fund \$ 1,605,381	<b>County Parks</b> Rick Gruen Manager  FTE 5.64 Total Request \$3,782,498 Gen Fund \$ 208,122	<b>Property Disposition</b> Rick Gruen Manager  FTE 1.40 Total Request \$1,866,844 Gen Fund \$ -
		<b>Ag. &amp; Forest Econ. Development</b> Rick Gruen Manager  FTE 0.70 Total Request \$319,865 Gen Fund \$ -	<b>Oak Lodge Library</b> Mitzi Olson Manager  FTE 6.00 Total Request \$1,760,491 Gen Fund \$ -		<b>Tax Title Land</b> Rick Gruen Manager  FTE 0.00 Total Request \$621,361 Gen Fund \$ -



**Business and Community Services**

**Department Budget Summary by Fund**

Line of Business	FY 18-19	FY 18-19	FY 18-19	FY 18-19	FY 18-19	FY 18-19	FY 18-19	FY 18-19	FY 18-19	FY 18-19	FY 18-19
Program	FTE	County Fair Fund 201	Econ. Develop. Fund 208	Library Fund Fund 212	County Parks Fund 213	Property Resources Fund 218	Forest Mgmt Fund 257	Stone Creek Golf Course Fund 601	Total Adopted Budget	General Fund Subsidy Included in Adopted Budget **	
<b>BCS Administration</b>											
Office of the Director	1.65	-	671,013	-	-	-	-	-	671,013	-	
Budgeting, Financial Mgmt. & Planning	2.35	-	794,192	-	-	-	-	-	794,192	-	
<b>Fair &amp; Event Center</b>											
County Fair & Rodeo	0.00	1,531,822	-	-	-	-	-	-	1,531,822	-	
County Event Center	0.00	863,686	-	-	-	-	-	-	863,686	-	
<b>Economic Development</b>											
Economic Development	5.00	-	1,612,083	-	-	-	-	-	1,612,083	-	
Economic Opportunity	0.00	-	1,401,753	-	-	-	-	-	1,401,753	-	
Agriculture & Forest Econ. Development	0.70	-	319,865	-	-	-	-	-	319,865	-	
<b>Library</b>											
Library Systems	5.50	-	-	4,063,039	-	-	-	-	4,063,039	815,430	
Shared Library Services	5.50	-	-	2,488,426	-	-	-	-	2,488,426	1,605,381	
Oak Lodge Library	6.00	-	-	1,760,491	-	-	-	-	1,760,491	-	
Sunnyside Library **	0.00	-	-	-	-	-	-	-	-	-	
<b>Parks, Golf &amp; Recreation</b>											
Stone Creek Golf Course	0.00	-	-	-	-	-	-	3,666,535	3,666,535	-	
County Parks	5.64	-	-	-	3,782,498	-	-	-	3,782,498	208,122	
<b>Assets</b>											
Forest & Timber Management	3.26	-	-	-	-	-	8,180,021	-	8,180,021	-	
Property Disposition	1.40	-	-	-	-	1,866,844	-	-	1,866,844	-	
Tax Title Land	0.00	-	-	-	-	621,361	-	-	621,361	-	
<b>FY 18-19 Budget</b>	<b>37.00</b>	<b>\$ 2,395,508</b>	<b>\$ 4,798,906</b>	<b>\$ 8,311,956</b>	<b>\$ 3,782,498</b>	<b>\$ 2,488,205</b>	<b>\$ 8,180,021</b>	<b>\$ 3,666,535</b>	<b>\$ 33,623,629</b>	<b>\$ 2,628,933</b>	
<b>FY 17-18 Budget</b>		<b>\$ 2,385,125</b>	<b>\$ 5,653,435</b>	<b>\$ 8,816,185</b>	<b>\$ 3,910,950</b>	<b>\$ 3,245,965</b>	<b>\$ 4,698,661</b>	<b>\$ 3,582,884</b>	<b>\$ 32,293,205</b>	<b>\$ 2,457,005</b>	
<b>\$ Increase (Decrease)</b>		<b>\$ 10,383</b>	<b>\$ (854,529)</b>	<b>\$ (504,229)</b>	<b>\$ (128,452)</b>	<b>\$ (757,760)</b>	<b>\$ 3,481,360</b>	<b>\$ 83,651</b>	<b>\$ 1,330,424</b>	<b>\$ 171,928</b>	
<b>% Increase (Decrease)</b>		<b>0.44%</b>	<b>-15.12%</b>	<b>-5.72%</b>	<b>-3.28%</b>	<b>-23.34%</b>	<b>74.09%</b>	<b>2.33%</b>	<b>4.12%</b>	<b>7.00%</b>	
<b>FY 17-18 FTE</b>	<b>36.0</b>	<b>0.00</b>	<b>10.40</b>	<b>16.00</b>	<b>5.64</b>	<b>1.20</b>	<b>2.76</b>	<b>0.00</b>			

\*\*Sunnyside Library transferred to the City of Happy Valley on July 1, 2015, thus has no budget for FY 18-19.



# BCS Administration

## Line of Business Purpose Statement

The purpose of the BCS Administration Line of Business is to provide leadership, direction, communication, budgeting, and financial management support for BCS Lines of Business, consistent with Board policy and direction, and to provide decision support to County policymakers and Administration, so they can make informed policy decisions and provide effective, well-managed services to those who live, work, visit or do business in Clackamas County.

### Business and Community Services

Laura Zentner - Interim Director

FTE 37.00

Total Request \$33,623,629

General Fund Support \$2,628,933

#### BCS Administration

Laura Zentner  
Interim Director

Total Request  
\$1,465,205

Gen Fund \$ -

#### Office of the Director

Laura Zentner  
Interim Director

FTE 1.65

Total Request  
\$671,013

Gen Fund \$ -

#### Budgeting, Financial Mgmt. & Planning

Laura Zentner  
Interim Director

FTE 2.35

Total Request  
\$794,192

Gen Fund \$ -



**BCS Administration**  
**Office of the Director**

**Performance Narrative Statement**

The Office of the Director Program proposes a budget of \$671,013, a continuation of the current funding level. These resources will result in internal staff, other county departments and policymakers receiving leadership, direction, decision and communications support consistent with Board policy and direction so they can make informed policy decisions and provide effective, well-managed services to those who live, work, visit or do business in Clackamas County.

**Key Performance Measures**

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Percentage of performance measures achieved	74%	66%	90%	64%	80%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation: The services provided by Business and Community Services are **mandated services**. Thus, by default the *Office of Director Program* services are essential to provide the leadership, direction, decision and communications support for the BCS Lines of Business, consistent with Board policy and direction.



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	156,918	149,641	156,084	156,084	257,380	101,296	64.9%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	404,121	517,446	580,405	580,405	413,633	(166,772)	-28.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>404,121</b>	<b>517,446</b>	<b>580,405</b>	<b>580,405</b>	<b>413,633</b>	<b>(166,772)</b>	<b>-28.7%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>561,039</b>	<b>667,087</b>	<b>736,489</b>	<b>736,489</b>	<b>671,013</b>	<b>(65,476)</b>	<b>-8.9%</b>
Personnel Services	304,680	320,138	367,857	345,322	353,389	(14,468)	-3.9%
Materials & Services	82,602	164,367	219,521	114,439	200,955	(18,566)	-8.5%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	24,116	26,498	19,348	19,348	22,269	2,921	15.1%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>411,398</b>	<b>511,003</b>	<b>606,726</b>	<b>479,109</b>	<b>576,613</b>	<b>(30,113)</b>	<b>-5.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	129,763	-	94,400	(35,363)	-27.3%
<b>Total Exp - Including Special Categories</b>	<b>411,398</b>	<b>511,003</b>	<b>736,489</b>	<b>479,109</b>	<b>671,013</b>	<b>(65,476)</b>	<b>-8.9%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	1.65	1.65	1.65	1.65	1.65	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	1.65	1.65	-	0.25	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.40	-	-	

**Significant Issues and Changes**

Public and Government Affairs (PGA) in partnership with BCS and Health, Housing & Human Services (H3S) is hiring a full time position to support both departments with communication, media relations, marketing and community relations. The position will be funded by a 50% contribution from BCS and 50% contribution from H3S.



Budgeting, Financial Management & Planning

Performance Narrative Statement

The Budgeting, Financial Management and Planning Program proposes a budget of \$794,192, a continuation of the current funding level. These resources will result in internal staff, other county departments and policymakers receiving timely financial analysis, risk management, budgeting, forecasting and contract management in compliance with Oregon Budget Law and other federal and state regulations so they can focus on providing effective, well-managed services to those who live, work, visit or do business in Clackamas County.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Percentage of budgets and supplemental budgets in compliance with Oregon Budget Law	100%	100%	100%	100%	100%
Result	Percentage of quarterly reports completed within 45 days after the end of the quarter	100%	100%	100%	100%	100%
Demand / Output	Number of quarterly reports requested / Number of quarterly reports completed within 45 days after the end of the quarter <b>**Includes 1 - LIBSD &amp; 16 - BCS</b>	78 reports / 78 reports	51 reports / 51 reports			

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation: The *Budgeting, Planning, and Financial Management Program* is a **mandated service** which provides coordination, financial analysis, risk management, budgeting, forecasting, contract management and administrative support to all BCS Lines of Business with no general fund support. The *Budgeting, Planning, and Financial Management Program* also ensures compliance with Oregon Budget Law, Governmental Accounting Standards Board (GASB), purchasing rules and regulations, and other federal and state rules and regulations.

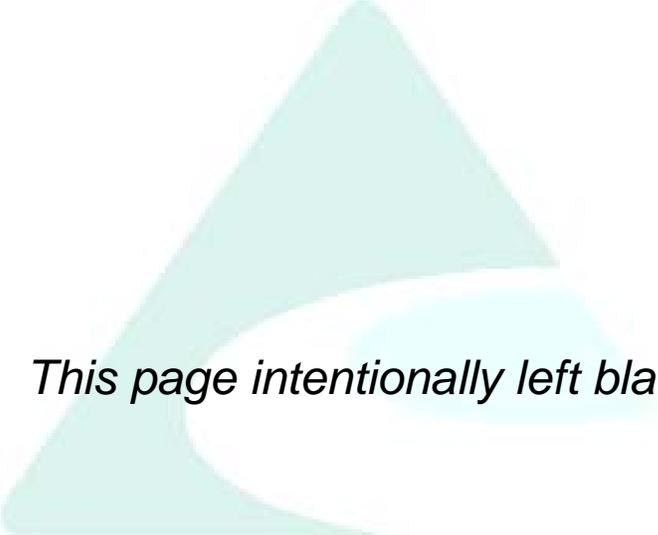


Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>306,918</b>	<b>189,568</b>	<b>170,002</b>	<b>170,002</b>	<b>126,585</b>	<b>(43,417)</b>	<b>-25.5%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	749	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	606,181	517,446	520,621	520,621	667,607	146,986	28.2%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	(90)	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>606,091</b>	<b>518,195</b>	<b>520,621</b>	<b>520,621</b>	<b>667,607</b>	<b>146,986</b>	<b>28.2%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>913,009</b>	<b>707,763</b>	<b>690,623</b>	<b>690,623</b>	<b>794,192</b>	<b>103,569</b>	<b>15.0%</b>
Personnel Services	400,069	432,124	475,267	472,134	459,100	(16,167)	-3.4%
Materials & Services	289,031	62,723	51,473	45,468	173,356	121,883	236.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	34,342	42,913	46,436	46,436	45,720	(716)	-1.5%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>723,442</b>	<b>537,760</b>	<b>573,176</b>	<b>564,038</b>	<b>678,176</b>	<b>105,000</b>	<b>18.3%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	117,447	-	116,016	(1,431)	-1.2%
<b>Total Exp - Including Special Categories</b>	<b>723,442</b>	<b>537,760</b>	<b>690,623</b>	<b>564,038</b>	<b>794,192</b>	<b>103,569</b>	<b>15.0%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	2.85	2.85	2.35	2.35	2.35	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	2.85	2.85	-	1.75	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	0.60	-	-	-

Significant Issues and Changes

NCPRD hired a full time Finance Operations Manager in February 2018. This new position will provide the full time support needed for NCPRD and will also free up the Deputy Director to focus on BCS business operations as she will no longer have the additional role of NCPRD Business Operations Director.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Fair & Event Center

## Line of Business Purpose Statement

The purpose of the Fair and Event Center Line of Business is to provide the annual County Fair and Rodeo production services and other event production services to event attendees and participants so they can create and benefit from community experiences that offer entertainment, youth development, and fundraising opportunities for local organizations and County Fair operations.

### Business and Community Services

Laura Zentner - Interim Director

FTE 37.00

Total Request \$33,623,629

General Fund Support \$2,628,933

#### Fair & Event Center

Laura Zentner  
Interim Director

Total Request  
\$2,395,508

Gen Fund \$ -

#### County Fair & Rodeo

Laurie Bothwell  
Manager

FTE 0.00

Total Request  
\$1,531,822

Gen Fund \$ -

#### County Event Center

Laurie Bothwell  
Manager

FTE 0.00

Total Request  
\$863,686

Gen Fund \$ -



# Fair & Event Center

## County Fair & Rodeo

### Performance Narrative Statement

The County Fair and Rodeo Program proposes a budget of \$1,531,822, a continuation of the current funding level. These resources will provide the 112th County Fair in August for an estimated 155,000 County Fair attendees and 21,000 Rodeo attendees. These resources will also provide the opportunity for year after year involvement for 4H, FFA and other participants. Reaching the attendance and participation targets will enhance the community experience, youth development and fundraising opportunities for local organizations.

### Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Percentage of capacity of County Fair attendance	At 84% capacity	At 65% capacity	At 86% capacity	At 82% capacity	At 89% capacity
Demand / Output	Fair Attendance / Maximum Fair Attendees Allowed	146,705 attendees 175,000 max	114,031 attendees 175,000 max	150,000 attendees 175,000 max	144,020 attendees 175,000 max	155,000 attendees 175,000 max
Result	Percentage of capacity of County Rodeo attendance	At 81% capacity	At 69% capacity	At 79% capacity	At 86% capacity	At 90% capacity
Demand / Output	Rodeo Attendance / Maximum Rodeo Attendees Allowed	18,893 attendees 23,460 max	16,110 attendees 23,460 max	18,500 attendees 23,460 max	20,140 attendees 23,460 max	21,076 attendees 23,460 max

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation: The *County Fair and Rodeo Program* is responsible for the general operation, facility maintenance and capital outlay needs of the annual County Fair and Rodeo held in August as **mandated** under ORS Chapter 565.

The *County Fair* is listed on the Association of Counties' list as a **shared state-county service**.

Under County Ordinance 05-2000, Chapter 8.02.160, the *County Fair* receives a portion of the County's transient room tax revenues. In fiscal year 2018/19, the *County Fair Fund* is budgeted to receive \$477,870; \$262,829 is budgeted for the *County Fair and Rodeo Program*. The amount is adjusted annually for inflation, and the funds shall be used by the *Fair & Event Center* for construction, operations and maintenance.



Fair & Event Center

County Fair & Rodeo

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>370,251</b>	<b>485,584</b>	<b>296,471</b>	<b>296,471</b>	<b>136,427</b>	<b>(160,044)</b>	<b>-54.0%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	53,667	53,667	17,500	53,167	53,167	35,667	203.8%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	515,485	444,119	533,600	504,431	527,261	(6,339)	-1.2%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	476,569	420,425	510,300	483,895	552,138	41,838	8.2%
Interfund Transfers	155,421	157,287	160,590	160,590	262,829	102,239	63.7%
<b>Operating Revenue</b>	<b>1,201,142</b>	<b>1,075,498</b>	<b>1,221,990</b>	<b>1,202,083</b>	<b>1,395,395</b>	<b>173,405</b>	<b>14.2%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,571,393</b>	<b>1,561,082</b>	<b>1,518,461</b>	<b>1,498,554</b>	<b>1,531,822</b>	<b>13,361</b>	<b>0.9%</b>
Personnel Services	141,513	157,314	226,045	158,045	166,500	(59,545)	-26.3%
Materials & Services	932,168	1,060,994	1,012,546	1,125,309	1,057,359	44,813	4.4%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	12,128	46,301	89,081	78,773	233,130	144,049	161.7%
<b>Operating Expenditure</b>	<b>1,085,809</b>	<b>1,264,609</b>	<b>1,327,672</b>	<b>1,362,127</b>	<b>1,456,989</b>	<b>(14,732)</b>	<b>9.7%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	5,000	-	5,000	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	185,789	-	69,833	(115,956)	-62.4%
<b>Total Exp - Including Special Categories</b>	<b>1,085,809</b>	<b>1,264,609</b>	<b>1,518,461</b>	<b>1,362,127</b>	<b>1,531,822</b>	<b>(130,688)</b>	<b>0.9%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

**Significant Issues and Changes**

BCS and County administration are working with the Fair Board to complete the Fair Management Agreement. The agreement clearly articulates the roles and responsibilities of each party and should enhance the working relationship of both parties by providing more efficient operations due to better coordination and collaboration on activities related to the Fair and Event Center.

The Fair Board has contracted with LRS Architects to develop a Master Plan for the Fair and Event Center. The plan will include a review of the existing facility demands and use, an analysis of physical improvements to the site, research related to travel and tourism and projections of future demands.

In 2014, the Livestock Barn on the Clackamas County Fairgrounds was demolished due to being deemed unsafe. The 39,000 square foot barn was utilized year-round for a multitude of events. For the past four years, T-Structure tents have been rented to fulfill the needs of the County Fair and other events.



# Fair & Event Center County Event Center

## Performance Narrative Statement

The County Event Center Program proposes a budget of \$863,686, a continuation of the current funding level. These resources will provide 177 events with access to a public facility at a price that covers the cost of access and allows them to fulfill their mission. These resources will also provide 630 non-fair hosted events for indirect or direct community benefit. Reaching these rental targets will help community organizations fulfill their missions, while adding financial support to the Fair and Event Center.

### Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Number of events where organizations will benefit from access to a public facility at a price that covers the cost of access and allows them to fulfill their mission	225 events	203 events	280 events	177 events	177 events
Result	Number of events where organizations will benefit from rental access to a public facility at a price that covers the cost of access and provides additional revenue to support the Fair and Event Center	469 events	469 events	500 events	567 events	630 events
Demand / Output	Non-fair events requested / Non-fair events booked <i>NEW Events booked (included in totals)</i>	738 requested 694 booked <i>51 new events</i>	1,174 requested 672 booked <i>71 new events</i>	850 requested 780 booked <i>66 new events</i>	850 requested 744 booked <i>60 new events</i>	850 requested 807 booked <i>50 new events</i>

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

**Explanation:** The *County Event Center Program* is responsible for the general operation, facility maintenance and capital outlay needs of the County Event Center as **mandated** under ORS Chapter 565. During the remainder of the year outside of the *County Fair and Rodeo*, over 500 other activities are held on the 49 acre premises including meetings, parties, weddings and fundraisers.

Under County Ordinance 05-2000, Chapter 8.02.160, the *County Fair* receives a portion of the County's transient room tax revenues. In fiscal year 2018/19, the *County Fair Fund* is budgeted to receive \$477,870; \$215,041 is budgeted for the *County Event Center Program*. The amount is adjusted annually for inflation, and the funds shall be used by the *Event Center* for construction, operations and maintenance.



Fair & Event Center

County Event Center

Budget Summary

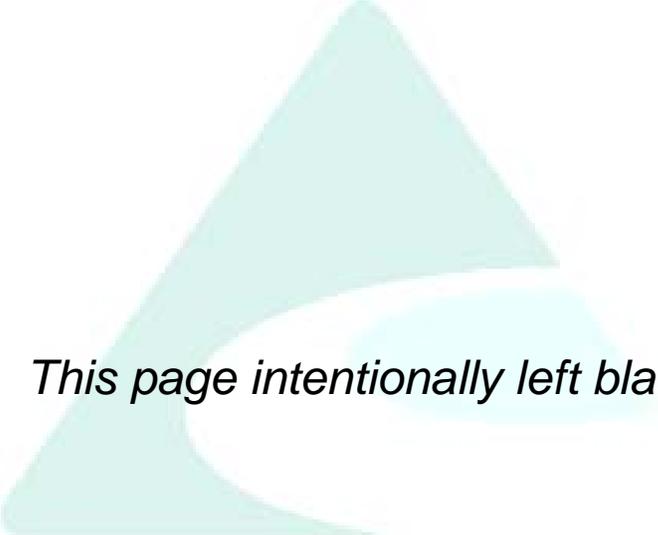
	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>158,679</b>	<b>129,558</b>	<b>232,350</b>	<b>232,350</b>	<b>302,845</b>	<b>70,495</b>	<b>30.3%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	32,500	-	-	(32,500)	0%
Local Grants & Revenues	2,000	3,111	1,500	2,000	3,000	1,500	100.0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	248,850	339,183	302,074	356,278	342,800	40,726	13.5%
Interfund Transfers	288,639	292,104	298,240	298,240	215,041	(83,199)	-27.9%
<b>Operating Revenue</b>	<b>539,489</b>	<b>634,398</b>	<b>634,314</b>	<b>656,518</b>	<b>560,841</b>	<b>(73,473)</b>	<b>-11.6%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>698,168</b>	<b>763,956</b>	<b>866,664</b>	<b>888,868</b>	<b>863,686</b>	<b>(2,978)</b>	<b>-0.3%</b>
Personnel Services	356,253	296,484	330,655	321,655	339,500	8,845	2.7%
Materials & Services	208,783	188,713	234,143	222,873	212,959	(21,184)	-9.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	3,573	46,410	217,146	41,495	269,614	52,468	24.2%
<b>Operating Expenditure</b>	<b>568,609</b>	<b>531,607</b>	<b>781,944</b>	<b>586,023</b>	<b>822,073</b>	<b>(12,339)</b>	<b>5.1%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	84,720	-	41,613	(43,107)	-50.9%
<b>Total Exp - Including Special Categories</b>	<b>568,609</b>	<b>531,607</b>	<b>866,664</b>	<b>586,023</b>	<b>863,686</b>	<b>(55,446)</b>	<b>-0.3%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

**Significant Issues and Changes**

BCS and County administration are working with the Fair Board to complete the Fair Management Agreement. The agreement clearly articulates the roles and responsibilities of each party and should enhance the working relationship of both parties by providing more efficient operations due to better coordination and collaboration on activities related to the Fair and Event Center.

The Fair Board has contracted with LRS Architects to develop a Master Plan for the Fair and Event Center. The plan will include a review of the existing facility demands and use, an analysis of physical improvements to the site, research related to travel and tourism and projections of future demands.

In 2014, the Livestock Barn on the Clackamas County Fairgrounds was demolished due to being deemed unsafe. The 39,000 square foot barn was utilized year-round for a multitude of events. For the past four years, T-Structure tents have been rented to fulfill the needs of the County Fair and other events.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



## Line of Business Purpose Statement

The purpose of the Economic Development Line of Business is to provide leadership, consultation, and economic analysis services to policymakers, performance partners, businesses and property owners, and agriculture and forest land owners so they can make informed decisions and grow a vibrant, resilient economy.

### Business and Community Services

Laura Zentner - Interim Director

FTE 37.00

Total Request \$33,623,629

General Fund Support \$2,628,933

#### Economic Development

Laura Zentner  
Interim Director

Total Request  
\$3,333,701

Gen Fund \$ -

#### Economic Development

Catherine  
Grubowski-Johnson  
Manager

FTE 5.00  
Total Request  
\$1,612,083

Gen Fund \$ -

#### Economic Opportunity

Laura Zentner  
Interim Director

FTE 0.00  
Total Request  
\$1,401,753

Gen Fund \$ -

#### Ag. & Forest Econ. Development

Rick Gruen  
Manager

FTE .70  
Total Request  
\$319,865

Gen Fund \$ -



# Economic Development

# Economic Development

## Performance Narrative Statement

The Economic Development Program proposes a budget of \$1,612,083, a continuation of the current funding level. These resources will provide policymakers and performance partners increased knowledge of redevelopment opportunities, programs and resources available in Clackamas County. Reaching these targets will help business and property owners, performance partners and policymakers grow a vibrant, resilient economy.

### Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Number of new jobs created and private dollars invested from Enterprise Zone applicants	83 jobs \$15,895,000	55 jobs \$1,710,000	75 jobs \$15,000,000	55 jobs \$29,654,360	75 jobs \$15,000,000
Demand / Output	Number of Enterprise Zone applications requested / Number of Enterprise Zone applications processed	6 requested / 6 processed	4 requested / 4 processed	6 requested / 6 processed	6 requested / 3 processed	6 requested / 6 processed
Result	Number of meetings convened of Clackamas County cities and regional partners	12 meetings	13 meetings	12 meetings	12 meetings	12 meetings
Result	Percentage of available employment land in the Metro Urban Growth Boundary within Clackamas County that is "development ready"	N/A	N/A	N/A	10%	16%
Demand / Output	"Development ready" acres in Metro Urban Growth Boundary within Clackamas County / Employment acres in Metro Urban Growth Boundary within Clackamas County	N/A	N/A	N/A	97 acres/ 945 acres	137 acres/ 835 acres
Result	Percentage of available employment land outside the Metro Urban Growth Boundary within Clackamas County that is "development ready"	N/A	N/A	N/A	34%	35%
Demand / Output	"Development ready" acres outside Metro Urban Growth Boundary within Clackamas County / Employment acres outside Metro Urban Growth Boundary within Clackamas County	N/A	N/A	N/A	251 acres / 745 acres	271 acres / 770 acres

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation: The *Economic Development Program* is funded by Oregon State Lottery dollars and is a **mandated service** under ORS 461.512 which prescribes for the management of lottery moneys received by counties and stipulates the required reporting on the use of those lottery dollars. Per the ORS, Oregon State Lottery Funds are distributed to the counties into a dedicated fund which is set aside for purposes that further economic development.

*Economic Development* is listed on the Association of Counties' list as a **shared state-county service**.



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>554,499</b>	<b>648,319</b>	<b>707,115</b>	<b>707,115</b>	<b>432,911</b>	<b>(274,204)</b>	<b>-38.8%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	27,487	2,204	10,000	29,172	29,172	19,172	191.7%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	1,090,000	1,090,000	1,090,000	1,090,000	1,150,000	60,000	5.5%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	1,681	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>1,119,168</b>	<b>1,092,204</b>	<b>1,100,000</b>	<b>1,119,172</b>	<b>1,179,172</b>	<b>79,172</b>	<b>7.2%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,673,667</b>	<b>1,740,523</b>	<b>1,807,115</b>	<b>1,826,287</b>	<b>1,612,083</b>	<b>(195,032)</b>	<b>-10.8%</b>
Personnel Services	472,138	487,050	692,509	750,427	739,270	46,761	6.8%
Materials & Services	482,187	480,505	885,821	557,020	633,553	(252,268)	-28.5%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	67,604	65,853	85,929	85,929	91,997	6,068	7.1%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>1,021,929</b>	<b>1,033,408</b>	<b>1,664,259</b>	<b>1,393,376</b>	<b>1,464,820</b>	<b>(199,439)</b>	<b>-12.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	3,420	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	142,856	-	147,263	4,407	3.1%
<b>Total Exp - Including Special Categories</b>	<b>1,025,349</b>	<b>1,033,408</b>	<b>1,807,115</b>	<b>1,393,376</b>	<b>1,612,083</b>	<b>(195,032)</b>	<b>-10.8%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.00	4.00	-	5.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	1.00	-	-	-	-	-

**Significant Issues and Changes**

In 2015, the State legislature passed HB 2734 allowing for the formation of land bank authorities in the State of Oregon. In a Policy Session in February 2018, the BCC approved the concept of a Clackamas County Land Bank Authority (CCLBA) and approved BCS to pursue a grant from Business Oregon's Brownfield Fund with the purpose of developing a business plan for a CCLBA. The CCLBA's primary role would be to acquire, remediate and position Brownfield properties for future development and to increase the supply of employment lands within the County. BCS is in the process of hiring a consultant to work on establishing a five-year plan to identify seed funding for the startup and ongoing sources and uses of funding to ensure the program would be sustainable and feasible in the long-term. The business plan would also identify proposed staffing along with potential projects for the CCLBA. BCS will report back in October 2018 with a completed Business Plan and recommendation on whether to proceed with the formation of a CCLBA.

In 2016, representatives from Clackamas County traveled to China to better understand opportunities for trade partnerships. This resulted in the establishment of a sister county relationship between Guanyun County, Jiangsu Province, PRC and Clackamas County. In 2017, Clackamas County hosted a delegation from China in addition to co-sponsoring the Oregon China Economic Forum for the second time. Staff is currently in the process of developing an International Trade Strategy that will provide a guide to activities such as hosting delegations, participating in outbound trade missions and the diplomatic protocols of international relations. In addition, Clackamas County co-sponsored the 2018 Oregon China Economic Forum in Oregon City. County officials and staff also facilitated a forum to explore foreign direct investment opportunities in manufacturing, food processing, and Cross Laminated Timber.



# Economic Development

# Economic Opportunity

## Performance Narrative Statement

The Economic Opportunity Program proposes a budget of \$1,401,753, a continuation of the current funding level. These resources will provide funding to project sponsors to explore or introduce a project with the potential for positive impact on economic vitality in Clackamas County. Reaching these targets will help with the goal of enhancing high wage job and GDP growth in the County.

### Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	Amount of funding provided to project sponsors	\$340,067	\$390,000	\$500,000	\$384,276	\$500,000
Demand / Output	Number of projects identified as candidates for funding / Number of projects funded	7 identified / 7 funded	6 identified / 6 funded	6 identified / 6 funded	6 identified / 7 funded	7 identified / 7 funded

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation: The *Economic Opportunity Program* is a **mandated service** under ORS 461.512 which prescribes for the management of lottery dollars received by counties and also stipulates the required reporting on the use of those lottery dollars. Per the ORS, Oregon State Lottery Funds are distributed to the counties into a dedicated fund which is set aside for purposes that further economic development.



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>995,067</b>	<b>1,310,558</b>	<b>1,134,158</b>	<b>1,569,068</b>	<b>1,036,753</b>	<b>(97,405)</b>	<b>-8.6%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	633,050	647,689	600,000	470,000	346,000	<b>(254,000)</b>	<b>-42.3%</b>
Local Grants & Revenues	12,500	217,500	-	30,000	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	16,609	20,035	12,000	19,000	19,000	<b>7,000</b>	<b>58.3%</b>
Interfund Transfers	-	30,000	-	-	-	-	0%
<b>Operating Revenue</b>	<b>662,159</b>	<b>915,224</b>	<b>612,000</b>	<b>519,000</b>	<b>365,000</b>	<b>(247,000)</b>	<b>-40.4%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,657,226</b>	<b>2,225,782</b>	<b>1,746,158</b>	<b>2,088,068</b>	<b>1,401,753</b>	<b>(344,405)</b>	<b>-19.7%</b>
Personnel Services	-	12,956	53,534	47,000	55,539	<b>2,005</b>	<b>3.7%</b>
Materials & Services	283,667	555,758	1,099,909	761,600	944,057	<b>(155,852)</b>	<b>-14.2%</b>
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	4,715	4,715	4,157	<b>(558)</b>	<b>0%</b>
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>283,667</b>	<b>568,714</b>	<b>1,158,158</b>	<b>813,315</b>	<b>1,003,753</b>	<b>(154,405)</b>	<b>-13.3%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	25,000	525,000	175,000	335,000	<b>(190,000)</b>	<b>-36.2%</b>
Interfund Transfers	63,000	63,000	63,000	63,000	63,000	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>346,667</b>	<b>656,714</b>	<b>1,746,158</b>	<b>1,051,315</b>	<b>1,401,753</b>	<b>(344,405)</b>	<b>-19.7%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

**Significant Issues and Changes**

In fiscal year 2016/17 the department added a limited term, part time, two-year Heritage Project Manager position. It is the mission of the Heritage Coordination Project to build lasting local capacity and commitment for protecting, enhancing, promoting and sharing expertise and resources within Clackamas County to include:

- Effective stewardship of locally-owned museum collections and archives;
- Preservation of local historic and cultural resources; and
- A sustainable network of financially secure local heritage organizations and institutions.

The County and Clackamas County Business Alliance (CCBA) signed a two year Agreement in March 2018 providing \$150,000 in funding to the CCBA over three fiscal years. The main goal of the agreement is to strengthen the CCBA by uniting the county, cities within the county, and county-based businesses in a professional and focused collective that will lead to greater positive outcomes to increase county-wide economic prosperity and that provide a business perspective to the Board of County Commissioners. Total funding will be \$150,000 in lottery funds to be dispersed over the next three years, \$18,750 in lottery funds for fiscal year 2017/18, \$75,000 in lottery funds for fiscal year 2018/19, and \$56,250 in lottery funds for fiscal year 2019/20. This \$150,000 is in addition to the \$25,000 that is currently provided annually for membership/grant support.



# Economic Development

## Agriculture & Forest Economic Development

### Performance Narrative Statement

The Agriculture and Forest Economic Development Program proposes a budget of \$319,865, a reduction of the current funding level. These resources will provide support for legislation that will enable sustainable timber harvests from Oregon and California (O&C) Lands in Clackamas County and also provide county support to the agriculture industry. Reaching these targets will help maintain and enhance the economic viability of the agriculture and forest industries in Clackamas County and the region.

### Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	By 2020 legislation passed enabling sustainable timber harvests from Oregon & California (O&C) Lands in Clackamas County	2020	2020	2020	N/A	N/A
Result	Actions taken by the Board that increase harvested timber on non-county public forest land	N/A	N/A	4 Actions	2 Presentations / 2 Actions	5 Actions

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation: *Agriculture and Forest Economic Development* is a **mandated service** under ORS 461.512 which prescribes for the management of lottery dollars received by counties and also stipulates the required reporting on the use of those lottery dollars. Per the ORS, Oregon State Lottery Funds are distributed to the counties into a dedicated fund which is set aside for purposes that further economic development.

*Economic Development* is listed on the Association of Counties' list as a **shared state-county service**.

*Agriculture and Forest Economic Development* is budgeted to receive **grant funding** from the United States Department of Agriculture - Wood Innovations Grant Program for the Cross Laminated Timber project with matching funds provided by the lottery dollars.



Agriculture & Forest Economic Development

Budget Summary

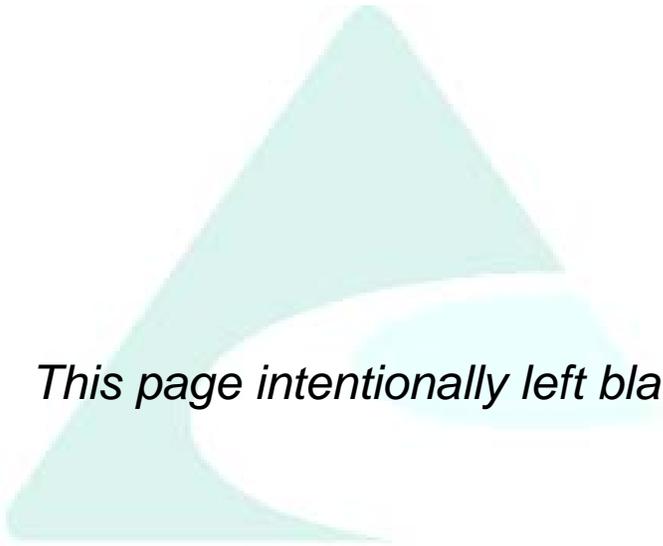
	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>261,865</b>	<b>257,349</b>	<b>87,971</b>	<b>87,971</b>	<b>35,865</b>	<b>(52,106)</b>	<b>-59.2%</b>
Prior Year Revenue	-	3,380	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	26,876	822	154,144	30,000	20,000	(134,144)	-87.0%
State Grants & Revenues	200,000	300,681	430,935	240,000	264,000	(166,935)	-38.7%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	6,009	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>232,885</b>	<b>304,883</b>	<b>585,079</b>	<b>270,000</b>	<b>284,000</b>	<b>(301,079)</b>	<b>-51.5%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>494,750</b>	<b>562,232</b>	<b>673,050</b>	<b>357,971</b>	<b>319,865</b>	<b>(353,185)</b>	<b>-52.5%</b>
Personnel Services	109,529	168,231	189,841	113,887	115,636	(74,205)	-39.1%
Materials & Services	117,415	293,475	379,090	190,939	145,126	(233,964)	-61.7%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	10,457	12,555	17,280	17,280	14,991	(2,289)	-13.2%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>237,401</b>	<b>474,261</b>	<b>586,211</b>	<b>322,106</b>	<b>275,753</b>	<b>(310,458)</b>	<b>-53.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	86,839	-	44,112	(42,727)	-49.2%
<b>Total Exp - Including Special Categories</b>	<b>237,401</b>	<b>474,261</b>	<b>673,050</b>	<b>322,106</b>	<b>319,865</b>	<b>(353,185)</b>	<b>-52.5%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	1.40	1.40	1.40	1.40	0.70	(0.70)	-50.0%
Full Time Equiv Pos (FTE) Filled at Yr End	1.40	1.40	-	0.40	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.00	-	-	-

**Significant Issues and Changes**

Agriculture and Forest Economic Development - Cross Laminated Timber (CLT) has been targeted by the BCC as a strategic priority for Clackamas County. Staff is taking a lead role in identifying CLT supply chain opportunities and carrying out strategic initiatives around supply, building codes and investment. Staff has applied for grant funding from the United States Forest Service - Wood Innovations Grant Program to design a "purpose driven" timber sale as part of a proposed federal forestland pilot project seeking to increase the supply and utilization of federal timber for cross laminated timber processing.

The goal of the CLT grant is to develop a replicable, scalable, and sustainable "Forest to Frame" harvest planning model with the following objectives:

- Provide a strategy that improves the certainty of supply and predictability of product;
- Target rural revitalization through additional timber receipt revenues, increased County services, and economic stimulus to primary and secondary forest industry sectors;
- Ensure environmental co-benefits are achieved through the CLT supply chain; and
- Promote the adoption of mass timber and advanced manufacturing within the region for domestic and export markets.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



**Line of Business Purpose Statement**

The purpose of the Library Line of Business is to provide informational, recreational, community, cultural and support services to libraries in Clackamas County and their customers so they can freely access diverse materials and services to achieve their unique goals.

**Business and Community Services**

Laura Zentner - Interim Director

FTE 37.00

Total Request \$33,623,629

General Fund Support \$2,628,933

**Library**

Laura Zentner  
Interim Director

Total Request  
\$8,311,956

Gen Fund \$ 2,420,811

**Library Systems**

Greg Williams  
Manager

FTE 5.50  
Total Request  
\$4,063,039

Gen Fund \$ 815,430

**Shared Library Services**

Greg Williams  
Manager

FTE 5.50  
Total Request  
\$2,488,426

Gen Fund \$ 1,605,381

**Oak Lodge Library**

Mitzi Olson  
Manager

FTE 6.00  
Total Request  
\$1,760,491

Gen Fund \$ -



**Performance Narrative Statement**

The Library Systems Program proposes a budget of \$4,063,039, a continuation of the current funding level. These resources will provide an online library system that is operational 99% of the time. In addition, these resources will provide a response within two business days on an estimated 700 technical support requests from the customer libraries 99% of the time. Reaching these targets will allow customer libraries to efficiently and effectively provide library collections and services to their patrons.

**Key Performance Measures**

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Percentage of technology support request responses provided within two business days	99%	99%	98%	99%	99%
Demand / Output	Number of technical support requests received / Number of technical support request responses within two business days	683 requests / 679 responses	555 requests / 552 responses	800 requests / 784 responses	700 requests / 693 responses	700 requests / 693 responses
Result	Percentage of time the Integrated Library System (ILS) is operational	100%	100%	99%	99%	99%
Result	Percentage of materials sent to Library Systems for cataloging processed within established timeframes	91%	89%	90%	80%	90%

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation: *Library Systems* is a **mandated service** as indicated in Clackamas County's Master IGA for the *Library Network* to provide services to the eleven city libraries and one county library in Clackamas County. *Library Systems* provides hardware, software, cataloging and support services to the customer libraries under the IGA so they can efficiently and effectively provide library collections and services to their patrons.



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 2018-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>6,422,422</b>	<b>6,478,302</b>	<b>4,102,695</b>	<b>4,102,695</b>	<b>3,232,609</b>	<b>(870,086)</b>	<b>-21.2%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	58,780	45,715	21,000	18,364	15,000	(6,000)	-28.6%
Interfund Transfers	1,472,089	1,235,720	1,346,182	1,346,182	815,430	(530,752)	-39.4%
<b>Operating Revenue</b>	<b>1,530,869</b>	<b>1,281,435</b>	<b>1,367,182</b>	<b>1,364,546</b>	<b>830,430</b>	<b>(536,752)</b>	<b>-39.3%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>7,953,291</b>	<b>7,759,737</b>	<b>5,469,877</b>	<b>5,467,241</b>	<b>4,063,039</b>	<b>(1,406,838)</b>	<b>-25.7%</b>
Personnel Services	626,051	637,689	702,199	649,217	775,754	73,555	10.5%
Materials & Services	462,730	318,303	549,280	442,948	575,261	25,981	4.7%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	49,536	42,263	57,467	57,467	42,892	(14,575)	-25.4%
Capital Outlay	336,672	658,787	202,596	85,000	10,000	(192,596)	-95.1%
<b>Operating Expenditure</b>	<b>1,474,989</b>	<b>1,657,042</b>	<b>1,511,542</b>	<b>1,234,632</b>	<b>1,403,907</b>	<b>84,961</b>	<b>-7.1%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	2,000,000	3,100,000	1,000,000	2,100,000	(1,000,000)	-32.3%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	858,335	-	559,132	(299,203)	-34.9%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>1,474,989</b>	<b>3,657,042</b>	<b>5,469,877</b>	<b>2,234,632</b>	<b>4,063,039</b>	<b>(1,214,242)</b>	<b>-25.7%</b>
<b>General Fund Support (if applicable)</b>	<b>1,472,089</b>	<b>1,235,720</b>	<b>1,346,182</b>	<b>1,346,182</b>	<b>815,430</b>	<b>-530,752</b>	<b>-39.4%</b>
Full Time Equiv Pos (FTE) Budgeted	5.50	5.50	5.50	5.50	5.50	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.50	5.50	-	4.50	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.00	-	-	-

**Significant Issues and Changes**

After a successful initial implementation of RFID (Radio Frequency identification) and AMH (Automated Materials Handling) technologies, Library Systems and Shared Library Services are currently coordinating the evaluation, procurement, implementation, and ongoing management of additional products and services which build upon the Library District's RFID/AMH infrastructure. These initiatives include implementing additional features (such as book recommendations) on self-checkout machines, and working with libraries to further streamline materials handling and delivery processes throughout the District.

By the start of fiscal year 18/19, *Library Systems* anticipates filling a vacant, recently-reclassified Technical Services Librarian position. Filling the reclassified position will allow us to better support customer needs, particularly in the areas of cataloging, system support, and data integrity.

Business and Community Services, at the direction of the Board, will also be supporting the formation and work of a multi-jurisdictional Task Force to evaluate and make recommendations related to Library District services, funding, and governance.



Shared Library Services

Performance Narrative Statement

The Shared Library Services Program proposes a budget of \$2,488,426, a continuation of the current funding level. These resources will deliver 2,000,000 items via courier pick-ups and deliveries within established timeframes 95% of the time. Reaching these targets will allow customer libraries to share collections, offer a consistent baseline level of service to their patrons, and collaborate together as a Library District.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	Percentage of scheduled courier stops (pick-ups and deliveries) made within the established timeframes	97%	96%	95%	96%	95%
Demand / Output	Number of courier items to be picked-up and delivered / Number of items picked-up and delivered within the established timeframes	2,022,353 requested / 1,967,192 picked-up and delivered	1,989,003 requested / 1,907,694 picked-up and delivered	2,000,000 requested / 1,900,000 picked-up and delivered	1,990,318 requested / 1,910,705 picked-up and delivered	2,000,000 requested / 1,900,000 picked-up and delivered

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation: *Library Services* is a **mandated service** as indicated in Clackamas County's Master IGA for the *Library Network* to provide services to the eleven city libraries and one county library in Clackamas County. *Library Services* provides administrative and operational support services to the customer libraries under the IGA so they can share collections, offer a consistent baseline level of service to their patrons, and collaborate together as a Library District.



Shared Library Services

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 2018-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	192,561	486,833	486,833	403,045	(83,788)	-17.2%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	3,881	15,000	14,779	-	(15,000)	-100.0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	2,000	-	-	(2,000)	-100.0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	238,579	1,547,053	585,000	430,000	480,000	(105,000)	-17.9%
Interfund Transfers	806,964	994,651	905,564	905,564	1,605,381	699,817	77.3%
<b>Operating Revenue</b>	<b>1,045,543</b>	<b>2,545,585</b>	<b>1,507,564</b>	<b>1,350,343</b>	<b>2,085,381</b>	<b>577,817</b>	<b>38.3%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,045,543</b>	<b>2,738,146</b>	<b>1,994,397</b>	<b>1,837,176</b>	<b>2,488,426</b>	<b>494,029</b>	<b>24.8%</b>
Personnel Services	405,547	481,968	603,523	586,718	660,603	57,080	9.5%
Materials & Services	415,912	1,723,209	955,365	718,036	878,606	(76,759)	-8.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	31,523	42,255	42,598	42,598	52,031	9,433	22.1%
Capital Outlay	-	-	72,000	72,000	72,000	-	0%
<b>Operating Expenditure</b>	<b>852,982</b>	<b>2,247,432</b>	<b>1,673,486</b>	<b>1,419,352</b>	<b>1,663,240</b>	<b>(10,246)</b>	<b>-0.6%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	3,881	-	14,779	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	320,911	-	825,186	504,275	157.1%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>852,982</b>	<b>2,251,313</b>	<b>1,994,397</b>	<b>1,434,131</b>	<b>2,488,426</b>	<b>494,029</b>	<b>24.8%</b>
<b>General Fund Support (if applicable)</b>	<b>806,964</b>	<b>994,651</b>	<b>905,564</b>	<b>905,564</b>	<b>1,605,381</b>	<b>699,817</b>	<b>77.3%</b>
Full Time Equiv Pos (FTE) Budgeted	3.50	3.50	5.50	5.50	5.50	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.50	3.50	-	5.50	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

After a successful initial implementation of RFID (Radio Frequency identification) and AMH (Automated Materials Handling) technologies, Library Systems and Shared Library Services are currently coordinating the evaluation, procurement, implementation, and ongoing management of additional products and services which build upon the Library District's RFID/AMH infrastructure. These initiatives include implementing additional features (such as book recommendations) on self-checkout machines, and working with libraries to further streamline materials handling and delivery processes throughout the District.

By the start of fiscal year 18/19, *Library Systems* anticipates filling a vacant, recently-reclassified Technical Services Librarian position. Filling the reclassified position will allow us to better support customer needs, particularly in the areas of cataloging, system support, and data integrity.

Business and Community Services, at the direction of the Board, will also be supporting the formation and work of a multi-jurisdictional Task Force to evaluate and make recommendations related to Library District services, funding, and governance.



**Performance Narrative Statement**

The Oak Lodge Library Program proposes a budget of \$1,760,491, a continuation of the current funding level. These resources will serve approximately 280,000 material checkouts and provide a collection of 60,000 items at the Oak Lodge Library. Reaching these targets will provide informational, recreational, community and cultural services to the public so they can access publicly funded diverse materials and services to achieve their individual goals.

**Key Performance Measures**

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Percentage of items checked out versus items in collection (turnover rate)	72%	77%	75%	72%	75%
Demand / Output	Number of non-duplicated items checked out / Number of items in the collection	46,107 checked out / 63,857 in collection	44,329 checked out / 57,746 in collection	45,000 checked out / 60,000 in collection	43,000 checked out / 60,000 in collection	45,000 checked out / 60,000 in collection
Result	Borrowers as a percentage of the resident population	37%	37%	37%	33%	37%
Demand / Output	Number of borrowers / Resident population	11,004 borrowers / 29,518 population	11,049 borrowers / 30,003 population	11,000 borrowers / 30,003 population	9,954 borrowers / 30,003 population	11,154 borrowers / 30,003 population
Result	Year-over-year increase in attendance for programmed events	41%	7%	10%	20%	5%
Demand / Output	Number of program attendees / Number of program attendees for prior year	3,113 FY 15/16 2,209 FY 14/15	3,333 FY 16/17 3,113 FY 15/16	3,300 FY 17/18 3,000 FY 16/17	4,000 FY 17/18 3,333 FY 16/17	4,200 FY 18/19 4,000 FY 17/18
Result	Percentage of OLA standards met, as required in IGA	N/A	N/A	100%	67%	67%

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation: *Oak Lodge Library* is a **mandated service** under the Clackamas County Library District. In 2008, voters approved a countywide Library District for Clackamas County with a permanent rate of 0.3974 dollars per thousand of assessed value. The District functions as a fiscal agent by distributing property tax revenues raised by the District's permanent rate to participating local governments who operate libraries within Clackamas County. The District supports eleven city libraries, and one county library - *Oak Lodge Library*.

*Oak Lodge Library* applies annually to receive **grant funding** from the Oregon State Library "Ready to Read" grant program. The grant is used to establish, develop, or improve public library early literacy services and to provide the statewide summer reading program for children from birth to 14 years of age. No matching funds are required.



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>82,251</b>	<b>96,067</b>	<b>75,541</b>	<b>75,541</b>	<b>249,371</b>	<b>173,830</b>	<b>230.1%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	5,486	5,513	5,400	5,748	5,765	365	6.8%
Local Grants & Revenues	740,000	860,000	1,255,570	1,213,000	1,396,670	141,100	11.2%
Charges for Service	2,009	2,583	1,800	2,000	97,085	95,285	5293.6%
Fines & Penalties	15,265	12,745	13,000	11,000	11,000	(2,000)	-15.4%
Other Revenues	465	827	600	600	600	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>763,225</b>	<b>881,668</b>	<b>1,276,370</b>	<b>1,232,348</b>	<b>1,511,120</b>	<b>234,750</b>	<b>18.4%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>845,476</b>	<b>977,735</b>	<b>1,351,911</b>	<b>1,307,889</b>	<b>1,760,491</b>	<b>408,580</b>	<b>30.2%</b>
Personnel Services	379,807	482,501	696,621	517,623	1,015,962	319,341	45.8%
Materials & Services	283,727	319,170	442,801	425,149	526,524	83,723	18.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	85,875	100,522	115,746	115,746	126,558	10,812	9.3%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>749,409</b>	<b>902,193</b>	<b>1,255,168</b>	<b>1,058,518</b>	<b>1,669,044</b>	<b>413,876</b>	<b>33.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	96,743	-	91,447	(5,296)	-5.5%
<b>Total Exp - Including Special Categories</b>	<b>749,409</b>	<b>902,193</b>	<b>1,351,911</b>	<b>1,058,518</b>	<b>1,760,491</b>	<b>408,580</b>	<b>30.2%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.00	5.00	6.00	1.00	20.0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.00	4.00	-	4.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	1.00	-	1.00	-	-	-

**Significant Issues and Changes**

In fiscal year 2017/18, the County and the City of Gladstone entered into a Settlement Agreement which contemplates the construction of two new libraries, one located within the City of Gladstone, and one located in unincorporated Clackamas County within the Oak Lodge Library service area with a specific site to be determined after appropriate public input. During the same period, NCPRD finalized the acquisition of the Concord Elementary School from the North Clackamas School District. In order to determine the best future use(s) of the Concord School property, BCS, with support from PGA, is coordinating and supporting a community-driven process to evaluate the suitability of the Concord School property as both a NCPRD facility and a potential site for a new Oak Lodge library. We anticipate the formation of a citizen Concord School and Library Planning Task Force, and anticipate providing significant staff support to the Concord School planning process, including hiring a limited-duration, full-time project manager.



Sunnyside Library (History)

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	2,927,422	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	-	-	-	-	0%
<b>Total Rev - Including Beginning Bal</b>	2,927,422	-	-	-	-	-	0%
Personnel Services	-	-	-	-	-	-	0%
Materials & Services	2,319	-	-	-	-	-	0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	2,319	-	-	-	-	-	0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	2,925,103	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	2,927,422	-	-	-	-	-	0%
<b>General Fund Support (if applicable)</b>	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	0.00	0.00	0.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	0%

**Significant Issues and Changes**

The *Sunnyside Library* was transferred to the City of Happy Valley on July 1, 2015, and thus has no budget for fiscal 2016/17, fiscal year 2017/18 or fiscal year 2018/19.



# Parks, Golf & Recreation

## Line of Business Purpose Statement

The purpose of the Parks, Golf and Recreation Line of Business is to provide parks, recreation, facilities, and services to residents and visitors so they have access to the health and wellness benefits of exercise, organized activities, and time outdoors, and the economic and community vitality benefits of living in an area with such offerings nearby.

### Business and Community Services

Laura Zentner - Interim Director

FTE 37.00

Total Request \$33,623,629

General Fund Support \$2,628,933

#### Parks, Golf & Recreation

Laura Zentner  
Interim Director

Total Request  
\$7,449,033

Gen Fund \$ 208,122

#### Stone Creek Golf Course

Gordon Tolbert  
Manager

FTE 0.00

Total Request  
\$3,666,535

Gen Fund \$ -

#### County Parks

Rick Gruen  
Manager

FTE 5.64

Total Request  
\$3,782,498

Gen Fund \$ 208,122



# Parks, Golf & Recreation

## Stone Creek Golf Course

### Performance Narrative Statement

The Stone Creek Golf Course Program proposes a budget of \$3,666,535, a continuation of the current funding level. These resources will provide golf patrons the opportunity to book events and golf during the available tee times on "playable days". The resources will also provide a transfer of funds of \$324,500 to the County Parks Program to support operations. Reaching these targets will help clients and the golfing community to have an enjoyable and reasonably priced golfing experience while providing a supplemental source of funding for County Parks.

### Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Percentage of available tee times being filled during "playable golf days"	55%	66%	82%	72%	73%
Demand / Output	Number of golf rounds available / Number of tee times filled	97,992 rounds available 53,695 tee times filled	74,503 rounds available 49,251 tee times filled	70,200 rounds available 57,700 tee times filled	72,000 rounds available 51,500 tee times filled	74,000 rounds available 54,000 tee times filled
Result	Revenues as a percentage of expenditures (cost recovery)	123%	113%	125%	117%	121%
Result	Golf Course net proceeds contributed to County Parks division to fund ongoing operations	N/A	N/A	\$300,000	\$300,000	\$324,500

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation: *Stone Creek Golf Course* is part of the County Parks system, and is a **mandated service** under ORS 390.134 in which State Parks allocates funds to the counties based on annual recreation vehicle registrations, and may not use the State moneys received to supplant moneys otherwise made available for the acquisition, development, maintenance, care and use of county park and recreation sites.

Land was purchased and developed by *County Parks* with the intent to generate a long-term sustainable revenue stream from Golf Course operations that would go directly to *County Parks* to support operations and maintenance needs. *Stone Creek Golf Course* is a Peter Jacobsen/Jim Hardy scenically designed course with spectacular views of Mt. Hood and is an International Audubon Sanctuary. The golf course is laid out over 120 acres of land with old-growth Douglas Firs, lakes, four wetlands, and forty-three bunkers. The County contracts with Gordon Tolbert, owner of Total Golf Management Services, LLC (TGM), who manages, operates and maintains the golf course. *Stone Creek* has received several awards and recognitions over the years including Golf Digest's Best Places to Play in 2006-2007, and #6 on the list of most Eco-Friendly Golf Courses in America by Links Golf Magazine in January 2013.



Parks, Golf & Recreation

Stone Creek Golf Course

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 2018-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	683,367	888,449	775,818	775,819	811,514	35,696	4.6%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	2,731,835	2,528,583	2,801,066	2,722,542	2,850,521	49,455	1.8%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	4,370	6,848	6,000	3,800	4,500	(1,500)	-25.0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>2,736,205</b>	<b>2,535,431</b>	<b>2,807,066</b>	<b>2,726,342</b>	<b>2,855,021</b>	<b>47,955</b>	<b>1.7%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>3,419,572</b>	<b>3,423,880</b>	<b>3,582,884</b>	<b>3,502,161</b>	<b>3,666,535</b>	<b>83,651</b>	<b>2.3%</b>
Personnel Services	-	-	-	-	-	-	0%
Materials & Services	2,195,534	2,178,982	2,451,715	2,274,360	2,381,111	(70,604)	-2.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	6,155	7,107	7,107	8,598	1,491	21.0%
Capital Outlay	85,590	162,924	100,000	109,180	130,000	30,000	30.0%
<b>Operating Expenditure</b>	<b>2,281,124</b>	<b>2,348,061</b>	<b>2,558,822</b>	<b>2,390,647</b>	<b>2,519,709</b>	<b>(39,113)</b>	<b>-1.5%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	5,000	-	5,000	-	0%
Interfund Transfers	250,000	300,000	300,000	300,000	324,500	24,500	8.2%
Reserve for Future Expenditures	-	-	409,720	-	530,561	120,841	29.5%
Contingency	-	-	309,342	-	286,765	(22,577)	-7.3%
<b>Total Exp - Including Special Categories</b>	<b>2,531,124</b>	<b>2,648,061</b>	<b>3,582,884</b>	<b>2,690,647</b>	<b>3,666,535</b>	<b>83,651</b>	<b>2.3%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

**Significant Issues and Changes**

BCS Finance has been working with Total Golf Management Services, LLC (TGM) to set up a capital asset repair and replacement schedule. The goal is to determine the funds that need to be set aside annually to pay for the future repair and replacement of Stone Creek Golf Course's capital assets.

With the approval of the Board of County Commissioners in July 2012, Business & Community Service's Forest Division began an accelerated timber harvest program with the goal of defeasing \$3,775,000 in debt at Stone Creek Golf Course. The debt was paid off in November 2013 and saved the County approximately \$1 million in interest expense. The additional net proceeds generated by defeasing the debt provided County Park operations with a long-term sustainable revenue stream.

In response to customer requests, Stone Creek Golf Course completed the installation of two Clipper Creek Level 2 electric vehicle charging stations in February 2018. Total project costs were under \$4,000. The project was completed in conjunction with Durst Energy, a local provider. A website and App called "Plugshare" helps owners of electric vehicles locate charging stations and Stone Creek Golf Course is now included as part of this website.



# Parks, Golf & Recreation

## County Parks

### Performance Narrative Statement

The County Parks Program proposes a budget of \$3,782,498, a continuation of the current funding level. These resources will provide approximately 13,000 campsite reservations during "Peak" days at 210 campsites and a projected 92% occupancy rate in County Parks. During "Off-Peak" days these resources will provide approximately 9,528 campsite reservations at 210 campsites and a projected 50% occupancy rate in County Parks. Reaching these targets will provide residents and visitors with clean, safe and healthy recreation opportunities in Clackamas County.

### Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Peak rate of occupancy in campsites <i>Peak is defined as Friday, Saturday or Sunday</i>	N/A	N/A	80%	90%	92%
Demand / Output	Number of peak campsite reservations filled / Number of peak campsite reservations available	N/A	N/A	11,307 filled 14,134 available	12,720 filled 14,134 available	13,003 filled 14,134 available
Result	Off-Peak rate of occupancy in campsites <i>Off-Peak is defined as Monday - Thursday</i>	N/A	N/A	40%	47%	50%
Demand / Output	Number of off-peak campsite reservations filled / Number of off-peak campsite reservations available	N/A	N/A	7,622 filled 19,056 available	8,956 filled 19,056 available	9,528 filled 19,056 available
Result	Percentage of visitors who score their park experience as clean or very clean, and safe or very safe	91%	N/A*	90%	95%	95%

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation: *County Parks* is a **mandated service** under ORS 390.134 in which State Parks allocates funds to the counties based on annual recreation vehicle registrations, and may not use the State moneys received to supplant moneys otherwise made available for the acquisition, development, maintenance, care and use of county park and recreation sites.

*County Parks* has budgeted to apply for **grant funding** from the Oregon Parks and Recreation Department grant program for the Barton Park day use restroom project. In addition, *County Parks* has applied for and been approved to receive funding from the Oregon Parks and Recreation Department Grant Program for the new Metzler Campground restroom. Matching funds for all grant funding will be provided via an interfund transfer from the *Forest and Timber Management Program* where dollars have been set aside for capital asset repair and replacement in the *County Parks* system.

\*Survey not performed as of 9/30/17

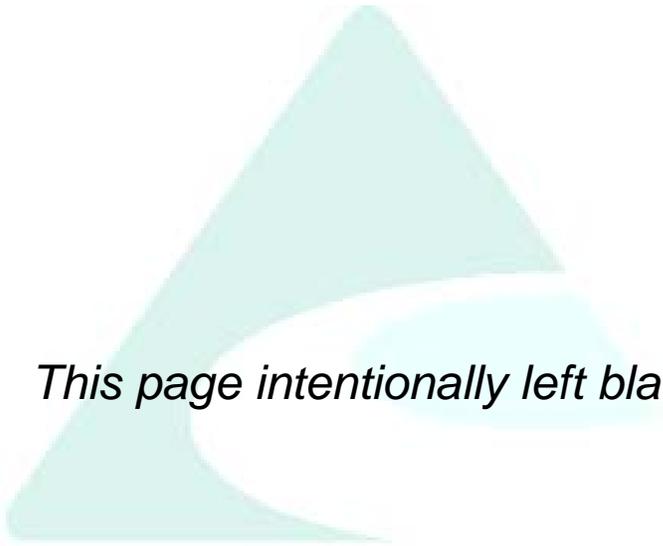


Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 2018-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>357,239</b>	<b>458,347</b>	<b>1,190,313</b>	<b>1,190,313</b>	<b>1,020,800</b>	<b>-169,513</b>	<b>-14.2%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	1,350	4,178	1,350	1,350	1,350	-	0%
State Grants & Revenues	611,760	1,022,803	906,437	795,837	1,026,500	120,063	13.2%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	920,625	876,616	902,791	849,691	871,811	-30,980	-3.4%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	94,362	103,212	84,800	49,645	29,415	-55,385	-65.3%
Interfund Transfers	452,632	1,174,207	825,259	825,259	832,622	7,363	0.9%
<b>Operating Revenue</b>	<b>2,080,729</b>	<b>3,181,016</b>	<b>2,720,637</b>	<b>2,521,782</b>	<b>2,761,698</b>	<b>41,061</b>	<b>1.5%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>2,437,968</b>	<b>3,639,363</b>	<b>3,910,950</b>	<b>3,712,095</b>	<b>3,782,498</b>	<b>-128,452</b>	<b>-3.3%</b>
Personnel Services	937,266	980,997	1,188,253	1,063,335	1,148,164	-40,089	-3.4%
Materials & Services	576,953	574,115	647,361	617,523	746,185	98,824	15.3%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	179,089	198,427	202,566	202,566	228,979	26,413	13.0%
Capital Outlay	267,311	695,511	1,383,760	807,871	1,365,500	-18,260	-1.3%
<b>Operating Expenditure</b>	<b>1,960,619</b>	<b>2,449,050</b>	<b>3,421,940</b>	<b>2,691,295</b>	<b>3,488,828</b>	<b>85,148</b>	<b>2.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	19,000	-	10,000	-	-	-10,000	-100.0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	199,824	-	81,337	-118,487	-59.3%
Contingency	-	-	279,186	-	212,333	-66,853	-23.9%
<b>Total Exp - Including Special Categories</b>	<b>1,979,619</b>	<b>2,449,050</b>	<b>3,910,950</b>	<b>2,691,295</b>	<b>3,782,498</b>	<b>-110,192</b>	<b>-3.3%</b>
<b>General Fund Support (if applicable)</b>	<b>202,632</b>	<b>204,207</b>	<b>205,259</b>	<b>205,259</b>	<b>208,122</b>	<b>2,863</b>	<b>1.4%</b>
Full Time Equiv Pos (FTE) Budgeted	5.64	5.64	5.64	5.64	5.64	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.64	5.64	-	5.64	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

The focus for County Parks since 2016 with the adoption of Performance Clackamas for BCS/Parks Division has been the replacement of aging infrastructure to meet the public's expectations for clean and safe park facilities. In recent years, County Parks, in partnership with Oregon Parks and Recreation Department and Oregon State Marine Board, has been able to leverage its capital reserve funds to replace aged and unsafe playground structures in Barton, Metzler, and Feyrer Parks and replace a failing dock at Hebb Park. County Parks is now focused on replacing aged and failing restrooms at Feyrer, Barton and Metzler Parks while also improving ADA needs. In addition, County Parks has been able to rehabilitate a fire pond at Barton Park to meet defensible space objectives and complete the demolition of the structurally unsound Dorman Center at Hoodland Park. Total completed project costs are approximately \$1.8 million dollars. This has significantly reduced the backlog of deferred capital repair/replace projects estimated in 2012 to be at \$4.8 million dollars.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



**Line of Business Purpose Statement**

The purpose of the Assets Line of Business is to provide property disposition, forest and timberland, and park and recreation facility planning and development services to residents, appointed and elected officials and staff so they can make informed decisions to sustainably fund, plan, and build park facilities and acquire or dispose of surplus properties.

<p><b>Business and Community Services</b>                  Laura Zentner - Interim Director                  FTE 37.00                  Total Request \$33,623,629                  General Fund Support \$2,628,933</p>
--

<p><b>Assets</b>                  Laura Zentner                  Interim Director                  Total Request                  \$10,668,226</p>
<p>Gen Fund \$ -</p>

<p><b>Forest &amp; Timber Management</b>                  Rick Gruen                  Manager                  FTE 3.26                  Total Request                  \$8,180,021</p>
<p>Gen Fund \$ -</p>

<p><b>Property Disposition</b>                  Rick Gruen                  Manager                  FTE 1.40                  Total Request                  \$1,866,844</p>
<p>Gen Fund \$ -</p>

<p><b>Tax Title Land</b>                  Rick Gruen                  Manager                  FTE 0.00                  Total Request                  \$621,361</p>
<p>Gen Fund \$ -</p>



Forest & Timber Management

Performance Narrative Statement

The Forest and Timber Management Program proposes a budget of \$8,180,021, a continuation of the current funding level. These resources will provide County Parks with a projected \$300,000 in support for capital projects. These resources will also provide removal of 20 tons of debris from 50 dumpsites. Reaching these targets will provide revenue to the County Parks Program and enhance park and forest health now and for future generations.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Percentage of reported dumpsites cleaned via Dump Stoppers program	100%	100%	100%	100%	100%
Demand / Output	Number of dumpsites reported Number of dumpsites cleaned	45 reported / 45 cleaned	52 reported / 52 cleaned	42 reported / 42 cleaned	48 reported / 48 cleaned	50 reported / 50 cleaned
Result	Percentage change in timber growth as measured by Current Volume / Baseline Volume	N/A	N/A	10%	N/A	10%
Demand / Output	Baseline Volume as measured from 2016 inventory / Current Volume as measured from 2016 inventory	N/A	N/A	30 million board feet	N/A	30 million board feet / 33 million board feet
Output	Timber harvested - measured per Million Board Feet <i>A board foot is a unit of volume for timber and is one foot long, one foot wide, and one inch thickness.</i>	6.33 million board feet	0 million board feet	1.5 million board feet	0 million board feet	5 million board feet
Result	Number of logging and mill jobs supported from timber harvests on County owned timberlands Note: Estimated jobs per MBF of timber harvested is 15	N/A	N/A	N/A	0	75

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation: *Forest and Timber Management* is **mandated** by the Oregon Department of Forestry to comply with the Oregon Forest Practices Act (OFPA). The OFPA sets standards for all commercial activities involving the establishment, management, or harvesting of trees on Oregon's forestlands. Requirements include an approved pre-operation plan, oversight of timber operations including fire protection and slash pile burning, ensuring reforestation is conducted following harvest, meeting clean water act rules for protecting water quality, and enforcing corrective actions when violations occur.

The management of County Forest Trust Lands is listed on the Association of Counties' list as a **shared state-county service**.

*Forest and Timber Management* receives **grant funding** from the United States Forest Service and Bureau of Land Management for the Dump Stoppers program to remove 20 tons of debris from approximately 50 dumpsites on an annual basis. The grants all require a match which is funded from the proceeds of timber sales.



Forest & Timber Management

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>4,045,184</b>	<b>4,731,369</b>	<b>2,643,751</b>	<b>2,643,751</b>	<b>2,296,846</b>	<b>(346,905)</b>	<b>-13.1%</b>
Prior Year Revenue	-	-	-	821	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	71,037	74,156	79,000	81,055	50,000	(29,000)	-36.7%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	427	333	1,000	1,000	600	(400)	-40.0%
Fines & Penalties	-	422	-	500	400	400	0%
Other Revenues	1,192,667	39,192	1,899,910	1,990,775	5,757,175	3,857,265	203.0%
Interfund Transfers	90,000	-	75,000	75,000	75,000	-	0%
<b>Operating Revenue</b>	<b>1,354,131</b>	<b>114,103</b>	<b>2,054,910</b>	<b>2,149,151</b>	<b>5,883,175</b>	<b>3,828,265</b>	<b>186.3%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>5,399,315</b>	<b>4,845,472</b>	<b>4,698,661</b>	<b>4,792,902</b>	<b>8,180,021</b>	<b>3,481,360</b>	<b>74.1%</b>
Personnel Services	406,580	405,047	479,317	440,636	515,932	36,615	7.6%
Materials & Services	207,011	241,980	280,684	410,301	712,884	432,200	154.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	53,883	50,302	54,685	54,685	63,600	8,915	16.3%
Capital Outlay	473	834,391	1,071,000	1,270,434	4,595,000	3,524,000	329.0%
<b>Operating Expenditure</b>	<b>667,947</b>	<b>1,531,720</b>	<b>1,885,686</b>	<b>2,176,056</b>	<b>5,887,416</b>	<b>4,001,730</b>	<b>212.2%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	5,000	-	5,000	-	0%
Interfund Transfers	-	670,000	320,000	320,000	300,000	(20,000)	-6.3%
Reserve for Future Expenditures	-	-	2,365,772	-	1,858,363	(507,409)	-21.4%
Contingency	-	-	122,203	-	129,242	7,039	5.8%
<b>Total Exp - Including Special Categories</b>	<b>667,947</b>	<b>2,201,720</b>	<b>4,698,661</b>	<b>2,496,056</b>	<b>8,180,021</b>	<b>3,481,360</b>	<b>74.1%</b>
<b>General Fund Support (if applicable)</b>	<b>90,000</b>	<b>90,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	2.76	2.76	2.76	2.76	3.26	0.50	18.1%
Full Time Equiv Pos (FTE) Filled at Yr End	2.76	2.76	-	2.76	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

The 2018 Forest Management Plan recently approved by the BCC will guide future timber production and harvesting strategies for the next ten years.

The Dump Stoppers program has been in operation since 2003. Funding for the program has primarily come from the United States Forest Service and Bureau of Land Management Title II grants as part of the Secure Rural Schools payments to counties along with United States Forest Service Retained Receipts funding, which has helped transform the upper Clackamas, Molalla and Sandy watersheds for citizens to enjoy cleaner, healthier and safer forest recreation experiences. Uncertainty continues regarding the funding of the Dump Stoppers program, however, this year \$50,000 in grant funds were received from the USFS Retained Receipts. The Office of Sustainability program in the Department of Transportation and Development will be providing \$75,000 in matching funds to support the Dump Stopper program.

BCS/County Forest currently owns and manages 3,200 acres of forestlands. The lands are managed with the goal of having healthy forests that produce timber on a sustainable level, protect natural resources and contribute to jobs in rural communities. The net revenue generated from timber sales support County Park operations and also contributes to capital reserves for the repair and replacement of capital assets. The Board of County Commissioners on February 6, 2018 approved an expansion of the County Forest Strategic Acquisition Program which will allow for the purchase of up to 2,500 acres of additional forestland. This will result in increased revenue generation for County Parks and meet climate change goals for carbon sequestration and carbon credit capture. The cost of acquisition to expand the timber program by 2,500 acres is estimated at \$4 million dollars with the qualifying criteria that the acquired timberlands will produce positive cash flow for bond/debt payment requirements and preserve capital reserves for reducing an estimated \$3 million dollars of deferred maintenance needs in County Parks.



Property Disposition

Performance Narrative Statement

The Property Disposition Program proposes a budget of \$1,866,844, a continuation of the current funding level. These resources will result in a reduction of 11% in tax foreclosed properties in the "Held for Resale" inventory. Reaching this target will allow Clackamas County, Municipalities, Special Districts and the public to benefit from the properties being repurposed for public benefit or being sold to become a private, tax-producing asset.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	Percentage (reduction) or increase of tax foreclosed properties in "Held for Resale" inventory	(9%)	(20%)	(5%)	18%	(11%)
Demand / Output	Number of "Held for Resale" properties in inventory at the beginning of the period / Net change in number of "Held for Resale" properties	54 beginning inventory / -5 net change	49 beginning inventory / -10 net change	44 beginning inventory / -2 net change	39 beginning inventory / 7 net change	46 beginning inventory / -5 net change

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation: The *Property Disposition Program* is responsible for the management and disposition of County real properties as **mandated** under ORS Chapter 275. It is generally self-funded and not dependent upon the County's General Fund.

Areas of responsibility include managing and disposing of surplus real properties that are deeded to the County through statutory tax foreclosure, and providing property management services including title/deed documentation, inspection, maintenance, marketing, contracting and administration as needed.



Property Disposition

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>89,591</b>	<b>1,436,659</b>	<b>1,695,543</b>	<b>1,695,543</b>	<b>1,445,483</b>	<b>(250,060)</b>	<b>-14.7%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	1,568,560	509,788	672,711	404,689	421,361	(251,350)	-37.4%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	11,082	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>1,579,642</b>	<b>509,788</b>	<b>672,711</b>	<b>404,689</b>	<b>421,361</b>	<b>(251,350)</b>	<b>-37.4%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,669,233</b>	<b>1,946,447</b>	<b>2,368,254</b>	<b>2,100,232</b>	<b>1,866,844</b>	<b>(501,410)</b>	<b>-21.2%</b>
Personnel Services	124,341	140,616	180,009	180,009	217,535	37,526	20.8%
Materials & Services	68,500	91,602	755,293	375,625	409,168	(346,125)	-45.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	13,330	18,686	24,115	24,115	24,129	14	0.1%
Capital Outlay	26,403	-	75,000	75,000	90,000	15,000	20.0%
<b>Operating Expenditure</b>	<b>232,574</b>	<b>250,904</b>	<b>1,034,417</b>	<b>654,749</b>	<b>740,832</b>	<b>(293,585)</b>	<b>-28.4%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	250,000	250,000	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	1,240,987	-	778,465	(462,522)	-37.3%
Contingency	-	-	92,850	-	97,547	4,697	5.1%
<b>Total Exp - Including Special Categories</b>	<b>232,574</b>	<b>250,904</b>	<b>2,368,254</b>	<b>654,749</b>	<b>1,866,844</b>	<b>(501,410)</b>	<b>-21.2%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	1.20	1.20	1.20	1.20	1.40	0.20	16.7%
Full Time Equiv Pos (FTE) Filled at Yr End	1.20	1.20	-	1.20	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

Exposure to unknown hazardous property conditions can create a significant risk and financial liability to *Property Disposition*. As the division does not receive County general funds, resources must be set aside in reserve to mitigate for these unknown future hazardous tax foreclosed properties.



**Performance Narrative Statement**

The Tax Title Land Program proposes a budget of \$621,361, a continuation of the current funding level. Resources received from auction proceeds and other property sales provide an administration fee to the Property Disposition Program to reimburse costs related to the management of tax foreclosed properties in Clackamas County. Reimbursing the program management costs will allow Clackamas County, Municipalities, Special Districts and the public to benefit from the properties being repurposed for public benefit or being sold to become a private, tax-producing asset.

**Key Performance Measures**

		FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Percentage (reduction) or increase of tax foreclosed properties in "Held for Resale" inventory	(9%)	(20%)	(5%)	18%	(11%)
Demand / Output	Number of "Held for Resale" properties in inventory at the beginning of the period / Net change in number of "Held for Resale" properties	54 beginning inventory / -5 net change	49 beginning inventory / -10 net change	44 beginning inventory / -2 net change	39 beginning inventory / 7 net change	46 beginning inventory / -5 net change
Demand	Number of "Held" tax foreclosed properties in inventory	121	135	135	131	125

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation: The *Tax Title Land Program* accounts for the tax foreclosed County real properties as **mandated** under ORS Chapter 275. The County annually forecloses upon tax-delinquent properties following a six-year notification process. After the sixth year of delinquency, the property is deeded to the County in lieu of uncollected taxes. The properties are then typically sold at public auction, transferred to other government agencies for public use, or sold via private sale. The *Tax Title Land Program* receives the proceeds from the sale of the properties, and reimburses the *Property Disposition Program* for all costs associated with the management and disposal of the foreclosed properties.



Assets

Tax Title Land

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>330,422</b>	<b>2,948</b>	<b>83,328</b>	<b>83,328</b>	<b>-</b>	<b>(83,328)</b>	<b>-100.0%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Miscellaneous Revenue	4,889	10,659	750	9,400	9,400	8,650	1153.3%
Other Financing Sources	986,196	592,010	793,633	511,961	611,961	(181,672)	-22.9%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>991,085</b>	<b>602,669</b>	<b>794,383</b>	<b>521,361</b>	<b>621,361</b>	<b>(173,022)</b>	<b>-21.8%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,321,507</b>	<b>605,617</b>	<b>877,711</b>	<b>604,689</b>	<b>621,361</b>	<b>(256,350)</b>	<b>-29.2%</b>
Personnel Services	-	-	-	-	-	-	0%
Materials & Services	1,318,560	509,788	672,711	404,689	421,361	(251,350)	-37.4%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>1,318,560</b>	<b>509,788</b>	<b>672,711</b>	<b>404,689</b>	<b>421,361</b>	<b>(251,350)</b>	<b>-37.4%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	12,501	205,000	200,000	200,000	(5,000)	-2.4%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>1,318,560</b>	<b>522,289</b>	<b>877,711</b>	<b>604,689</b>	<b>621,361</b>	<b>(256,350)</b>	<b>-29.2%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

**Significant Issues and Changes**

Exposure to unknown hazardous property conditions can create a significant risk and financial liability to *Property Resources*. As the division does not receive County general funds, resources must be set aside in reserve to mitigate for these unknown future hazardous tax foreclosed properties.



## **General County Administration**

### **Board of County Commissioners**

**Jim Bernard - Chair  
Sonya Fischer  
Ken Humberston  
Paul Savas  
Martha Schrader**

**Website Address: <http://www.clackamas.us/bcc/>**

**County Administration  
Don Krupp – County Administrator  
Laurel Butman – Deputy County Administrator**

**Website Address: <http://www.clackamas.us/admin/>**

**Public Services Building  
2051 Kaen Road  
Oregon City, Oregon 97045  
503-655-8581**



## County Commission (BCC) & County Administration

### Department Mission

The mission of the Board of County Commissioners is to provide governance and policy direction to County Administration and County Departments so the public can experience responsive, effective government.

The mission of County Administration is to provide leadership, support and problem solving services to the Board of County Commissioners, County Departments and members of our community so they can provide and experience responsive, effective government

### County Commission (BCC) & County Administration

Chair Jim Bernard, Commissioners Sonya Fischer, Ken Humberston, Paul Savas & Martha Schrader  
and Don Krupp, County Administrator

FTE 17.42

Total Request \$ 4,209,192

General Fund Support \$ 2,131,369

<p><b>County Administration</b> Don Krupp FTE 12.42 Total Request \$2,332,469</p> <p>Gen Fund \$ 254,646</p>	<p><b>Board of County Commissioners</b> Chair Bernard FTE 5.00 Total Request \$1,876,723</p> <p>Gen Fund \$ 1,876,723</p>
<p><b>Performance Clackamas</b> Dan Chandler FTE 1.25 Total Request \$229,717</p> <p>Gen Fund \$ 20,596</p>	<p><b>Board of County Commissioners</b> Chair Bernard FTE 5.00 Total Request \$1,876,723</p> <p>Gen Fund \$ 1,876,723</p>
<p><b>Office of the County Administrator</b> Laurel Butman FTE 2.02 Total Request \$371,222</p> <p>Gen Fund \$ 33,286</p>	
<p><b>BCC within County Administration</b> Don Krupp FTE 4.00 Total Request \$735,095</p> <p>Gen Fund \$ 65,908</p>	
<p><b>Customer &amp; Community Service</b> Don Krupp FTE 3.90 Total Request \$716,718</p> <p>Gen Fund \$ 64,260</p>	
<p><b>Equity, Diversity, &amp; Inclusion</b> Emmett Wheatfall FTE 1.25 Total Request \$279,717</p> <p>Gen Fund \$ 70,596</p>	



County Commission (BCC) & County Administration Department

Department Budget Summary by Fund

Line of Business	FY 18/19						FY 18/19
	FTE	Total Budget	Total Adopted Budget				General Fund Subsidy Included in Proposed Budget**
County Administration							
Performance Clackamas	1.25	229,717					20,596
Office of the County Administrator	2.02	371,222					33,286
BCC within County Administration	4.00	735,095					65,908
Customer & Community Service	3.90	716,718					64,260
Equity, Diversity & Inclusion	1.25	279,717					70,596
Total Admin Employee	12.42						
Board of County Commissioners							
Board of County Commissioners	5.00	1,876,723					1,876,723
<b>TOTAL</b>	<b>17.42</b>	<b>4,209,192</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,209,192</b>	<b>2,131,369</b>
<b>FY 17/18 Budget</b>	16.80	3,977,857				3,977,857	1,883,844
<b>\$ Increase (Decrease)</b>	0.62	231,335	0	0	0	231,335	247,525
<b>% Increase (Decrease)</b>	3.69%	5.82%				5.82%	13.14%

\*\* General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax  
 Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



**Line of Business Purpose Statement**

The mission of County Administration is to provide leadership, support and problem solving services to the Board of County Commissioners, County Departments and members of our community so they can provide and experience responsive effective government. For FY 2018-19, County Administration has added a part time Administrative Board Assistant position, resulting in an increase in Personnel Services.

**County Commission (BCC) and County Administration**

Chair Jim Bernard, Commissioners Sonya Fischer, Ken Humberston, Paul Savas, & Martha Schrader  
and Don Krupp, County Administrator

FTE 17.42

Total Request \$ 4,209,192

General Fund Support \$ 2,131,369

<b>County Administration</b>	
Don Krupp	
FTE 12.42	
Total Request	
\$2,332,469	
Gen Fund	\$ 254,646
<b>Performance Clackamas</b>	
Dan Chandler	
FTE 1.25	
Total Request	
\$229,717	
Gen Fund	\$ 20,596
<b>Office of the County Administrator</b>	
Laurel Butman	
FTE 2.02	
Total Request	
\$371,222	
Gen Fund	\$ 33,286
<b>BCC within County Administration</b>	
Don Krupp	
FTE 4.00	
Total Request	
\$735,095	
Gen Fund	\$ 65,908
<b>Customer &amp; Community Service</b>	
Laurel Butman	
FTE 3.90	
Total Request	
\$716,718	
Gen Fund	\$ 64,260
<b>Equity, Diversity, &amp; Inclusion</b>	
Emmett Wheatfall	
FTE 1.25	
Total Request	
\$279,717	
Gen Fund	\$ 70,596



# County Administration

## Performance Clackamas

### Performance Narrative Statement

The Performance Clackamas program proposes a budget of \$229,717. All BCC-directed departments will have completed strategic business plans by FY 16/17. By the end of FY 17/18 all BCC-directed departments will be tracking performance information in Clearpoint Strategies, our performance dashboard software. In tracking whether strategic results were "on target," we calculated those where progress could reasonably be determined at this point.

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	% of Strategic Results in the adopted County Strategic Plan achieved or annually on target (Target: 100% by 2020)	69%	80%	80%	85%
Result	% of Commission-managed departments with completed Strategic Business Plans (Target: 100% by 2017)	60%	60%	100%	100%
Result	% of County budget tied to measurable customer results (Target: 100% by 2018)	38%	60%	83%	98%

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N



**County Administration**  
**Performance Clackamas**

**Budget Summary**

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 2018-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	190,813	221,823	221,825	209,121	(12,702)	-5.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	<b>190,813</b>	<b>221,823</b>	<b>221,825</b>	<b>209,121</b>	<b>(12,702)</b>	<b>-5.7%</b>
<b>Total Rev - Including Beginning Bal</b>	-	<b>190,813</b>	<b>221,823</b>	<b>221,825</b>	<b>209,121</b>	<b>(12,702)</b>	<b>-5.7%</b>
Personnel Services	-	181,212	201,027	202,008	209,631	8,604	4.3%
Materials & Services	-	13,625	10,756	4,967	8,842	(1,914)	-17.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	12,613	12,854	12,853	11,244	(1,610)	-12.5%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	<b>207,450</b>	<b>224,637</b>	<b>219,828</b>	<b>229,717</b>	<b>5,080</b>	<b>2.3%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	<b>207,450</b>	<b>224,637</b>	<b>219,828</b>	<b>229,717</b>	<b>5,080</b>	<b>2.3%</b>
<b>General Fund Support (if applicable)</b>	-	<b>16,637</b>	<b>2,814</b>	<b>(1,997)</b>	<b>20,596</b>	<b>17,782</b>	<b>631.9%</b>
Full Time Equiv Pos (FTE) Budgeted	-	1.25	1.25	1.25	1.25	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	1.25	-	1.25	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

All BCC-directed departments will have completed strategic business plans by FY 16/17. By the end of FY 17/18 all BCC-directed departments will be tracking performance information in Clearpoint Strategies, our performance dashboard software. In tracking whether strategic results were "on target," we calculated those where progress could reasonably be determined at this point. Also, in FY 2018-19 County Administration added one FTE .62 which caused an increase Personnel Services costs.



# County Administration

## Office of the County Administrator

### Performance Narrative Statement

The Office of the County Administrator Program proposes a budget of \$371,222 for FY 2018-19, which represents a continuation of current service level. This budget will allow the program to continue to provide leadership, communications, representation, and administrative support to the Office of the County Administrator to enable expeditious and well-informed decisions. High performance on key program results demonstrates strong alignment of Office staff with their roles and responsibilities and that staff is performing due diligence in presenting clear and concise information to the County Administrator so that he can provide timely, immediate approvals as requested.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	% of Administrator decisions on grant applications, personnel, IGA's and contracts can be made at the first presentation.	90%	90%	100%	100%
Result	% of Administration employees who agree that role descriptions and delineation of authority and responsibilities for Senior Managers and Policy Coordinators within the County Administrator's Office are clear and fully understood	90%	100%	100%	100%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation of mandated services: The role of the County Administrator is outlined in the County Code and includes signing authority for grants, contracts, and personnel actions as well as overseeing the day to day functioning of County departments and offices. Further, the Administrator serves as the District Administrator for any districts governed by the Board of County Commissioners.



**County Administration**  
**Office of the County Administrator**

**Budget Summary**

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Budget	FY 2018-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	279,348	337,172	337,172	337,936	764	0.2%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	<b>279,348</b>	<b>337,172</b>	<b>337,172</b>	<b>337,936</b>	<b>764</b>	<b>0.2%</b>
<b>Total Rev - Including Beginning Bal</b>	-	<b>279,348</b>	<b>337,172</b>	<b>337,172</b>	<b>337,936</b>	<b>764</b>	<b>0.2%</b>
Personnel Services	-	265,293	305,560	307,053	338,766	33,206	10.9%
Materials & Services	-	19,947	16,338	7,550	14,287	(2,051)	-12.6%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	18,467	19,537	19,538	18,169	(1,368)	-7.0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	<b>303,707</b>	<b>341,435</b>	<b>334,141</b>	<b>371,222</b>	<b>29,787</b>	<b>8.7%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	<b>303,707</b>	<b>341,435</b>	<b>334,141</b>	<b>371,222</b>	<b>29,787</b>	<b>8.7%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>24,359</b>	<b>4,263</b>	<b>-3,031</b>	<b>33,286</b>	<b>29,023</b>	<b>680.8%</b>
Full Time Equiv Pos (FTE) Budgeted	-	1.83	1.90	1.90	2.02	0.12	6.3%
Full Time Equiv Pos (FTE) Filled at Yr End	-	1.83	-	1.90	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

In FY 2018-19 County Administration added one FTE .62 which caused an increase in Personnel Services costs. It also changed the FTE percentage of this program.



# County Administration

## BCC within County Administration

### Performance Narrative Statement

The BCC within County Administration Program proposes a budget of \$735,095 for FY 2018-19, which represents a continuation of current service level at an increase of \$52,221. The increase is a result of an added Board Administrative Assistance position. This budget will allow the program to continue to provide an array of services to the Board and individual Commissioners so they are able to move the County toward the Performance Clackamas Strategic Plan for the County.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% of the Board's policy session decisions that are tied to the County Strategic Business Plan (Target: 95%)	85%	85%	95%	100%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation of mandated services: The Board of County Commissioners is the governing body of Clackamas County and several service districts. This program is mandated to provide Board meeting and event notices, maintenance of Board records, and preparation of all materials – including resolutions, ordinances, board orders, and proclamations – for the Board to perform its decision making functions.



# County Administration

## BCC within County Administration

### Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 2018-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	645,706	674,343	674,342	669,187	(5,156)	-0.8%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	<b>645,706</b>	<b>674,343</b>	<b>674,342</b>	<b>669,187</b>	<b>(5,156)</b>	<b>-0.8%</b>
<b>Total Rev - Including Beginning Bal</b>	-	<b>645,706</b>	<b>674,343</b>	<b>674,342</b>	<b>669,187</b>	<b>(5,156)</b>	<b>-0.8%</b>
Personnel Services	-	613,218	611,121	614,106	670,826	59,705	9.8%
Materials & Services	-	46,103	32,678	15,101	28,292	(4,386)	-13.4%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	42,685	39,075	39,075	35,977	(3,098)	-7.9%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	<b>702,006</b>	<b>682,874</b>	<b>668,282</b>	<b>735,095</b>	<b>52,221</b>	<b>7.6%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	<b>702,006</b>	<b>682,874</b>	<b>668,282</b>	<b>735,095</b>	<b>52,221</b>	<b>7.6%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>56,300</b>	<b>8,531</b>	<b>-6,060</b>	<b>65,908</b>	<b>57,377</b>	<b>672.6%</b>
Full Time Equiv Pos (FTE) Budgeted	-	4.23	3.80	3.80	4.00	0.20	5.3%
Full Time Equiv Pos (FTE) Filled at Yr End	-	4.23	-	3.80	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

#### Significant Issues and Changes

The FY 2018-19 Adopted Budget for County Administration has added one FTE .62 which causes an increase to Personnel Services costs. It also increased the FTE percentage of this program.



# County Administration

## Customer & Community Services

### Performance Narrative Statement

The Customer and Community Services program proposes a budget of \$716,718, which is an increase of \$69,789. from last year. The increase is a result of an added Board Administrative Assistance position. We have begun tracking “cases,” and their timely resolution this year.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	% of Customer cases that received a follow-up call or email within 8 business days after closure of case to determine wheather the case was followed up on effectively. (Target: 70%)	N/A	N/A	N/A	70%
Result	% of cases resolved within two weeks. (Target: 80%)	N/A	80%	N/A	80%
Result	% of surveyed customers who report Clackamas County Government is professional, productive and effective. (Target: 75%)	N/A	N/A	N/A	75%
Result	% reduction in litigation and appeals with local and regional government partners. (Target: 50%)	N/A	N/A	N/a	25%

Program includes:

Mandated Services

Shared Services

Grant Funding



## County Administration

### Customer and Community Services

#### Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 2018-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	647,235	638,852	638,849	652,458	13,606	2.1%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	<b>647,235</b>	<b>638,852</b>	<b>638,849</b>	<b>652,458</b>	<b>13,606</b>	<b>2.1%</b>
<b>Total Rev - Including Beginning Bal</b>	-	<b>647,235</b>	<b>638,852</b>	<b>638,849</b>	<b>652,458</b>	<b>13,606</b>	<b>2.1%</b>
Personnel Services	-	614,668	578,955	581,785	654,055	75,100	13.0%
Materials & Services	-	46,213	30,957	14,306	27,585	(3,372)	-10.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	42,786	37,017	37,018	35,078	(1,939)	-5.2%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	<b>703,667</b>	<b>646,929</b>	<b>633,109</b>	<b>716,718</b>	<b>69,789</b>	<b>10.8%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	<b>703,667</b>	<b>646,929</b>	<b>633,109</b>	<b>716,718</b>	<b>69,789</b>	<b>10.8%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>56,432</b>	<b>8,077</b>	<b>-5,740</b>	<b>64,260</b>	<b>56,183</b>	<b>695.6%</b>
Full Time Equiv Pos (FTE) Budgeted	-	4.24	3.60	3.60	3.90	0.30	8.3%
Full Time Equiv Pos (FTE) Filled at Yr End	-	4.24	-	3.60	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

#### Significant Issues and Changes

The FY 2018-19 Adopted Budget for County Administration has added one FTE .62 which causes an increase to Personnel Services costs. It also increased the FTE percentage of this program.



Equity, Diversity & Inclusion

**Performance Narrative Statement**

Equity is the principled commitment to ensuring the absence of visible and invisible barriers to fairness in representation, opportunity, and access. Therefore, the purpose of the Equity, Diversity and Inclusion (EDI) Program is to provide equitable access, workforce character, civil rights compliance, Core Values, and customer rights services to County employees and the public so they can experience a welcoming and inclusive community in which to live, work, and do business. The programmatic commitment to Equal Employment Opportunity, Title II, and Title VI ensures the County has access and opportunity to secure federal assistance and grants. Advancing the value proposition inherent in a County set of core values and customer rights creates character and enhances workplace culture. Integration of EDI, civil rights, and workforce character establishes the County as a forward thinking, organizing, and results oriented public sector employer and provider. Included in the total budget of \$279,717, this program has a special line item of \$50,000 specifically used for Equity, Diversity & Inclusion activities.

**Key Performance Measures**

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	% of Department Lines of Business that have established performance measures and set targets for providing equitable access to services for diverse populations. (Target: 100% by 2019)	0%	0%	0%	75%
Result	% reduction in Equal Employment Opportunity categories where females, veterans and minorities are underrepresented. (Target: 80%)	60%	60%	60%	80%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation of mandated services: County Title II (Americans with Disabilities Act) and Title VI (Civil Rights Act) compliance; Equal and Employment opportunities Plans and activities.



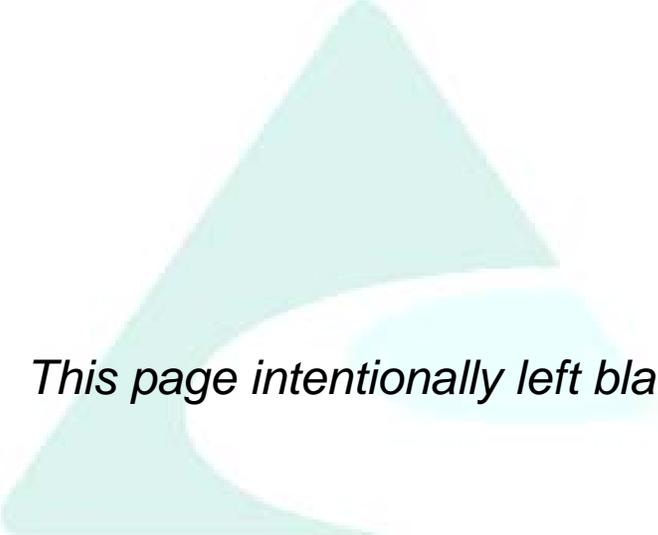
**County Administration**  
**Equity, Diversity & Inclusion**

**Budget Summary**

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	Fy 17-18 Projected Budget	FY 2018-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	190,813	221,823	221,825	209,121	(12,702)	-5.7%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	<b>190,813</b>	<b>221,823</b>	<b>221,825</b>	<b>209,121</b>	<b>(12,702)</b>	<b>-5.7%</b>
<b>Total Rev - Including Beginning Bal</b>	-	<b>190,813</b>	<b>221,823</b>	<b>221,825</b>	<b>209,121</b>	<b>(12,702)</b>	<b>-5.7%</b>
Personnel Services	-	181,212	201,027	202,008	209,632	8,605	4.3%
Materials & Services	-	44,868	65,756	59,966	58,841	(6,915)	-10.5%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	12,613	12,854	12,853	11,244	(1,610)	-12.5%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	<b>238,693</b>	<b>279,637</b>	<b>274,827</b>	<b>279,717</b>	<b>80</b>	<b>0.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	<b>238,693</b>	<b>279,637</b>	<b>274,827</b>	<b>279,717</b>	<b>80</b>	<b>0.0%</b>
<b>General Fund Support (if applicable)</b>	-	<b>47,880</b>	<b>57,814</b>	<b>53,002</b>	<b>70,596</b>	<b>12,782</b>	<b>22.1%</b>
Full Time Equiv Pos (FTE) Budgeted	-	1.25	1.25	1.25	1.25	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	1.25	-	1.25	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

Replacement of Affirmative Action with Equal Employment Opportunity planning and monitoring. Included in the total budget of \$279,717, this program has a special line item of \$50,000 specifically used for Equity, Diversity & Inclusion activities. Also, in FY 2018-19 County Administration added one FTE .62 which caused an increase Personnel Services costs.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



**Line of Business Mission Statement**

The mission of the Board of County Commissioners is to provide governance and policy direction to County Administration and County departments so the public can experience responsive, effective government.

**County Commission (BCC) & County Administration**

Chair Jim Bernard, Commissioners Sonya Fischer, Ken Humberston, Paul Savas, Martha Schrader  
and Don Krupp, County Administrator

FTE 17.42

Total Request \$ 4,209,192

General Fund Support 2,131,369

**Board of County Commissioners**

Chair Bernard

FTE 5.00

Total Request

\$1,876,723

Gen Fund \$1,876,723

**Board of County Commissioners**

Chair Bernard

FTE 5.00

Total Request

\$1,876,723

Gen Fund \$1,876,723



**Board of County Commissioners**  
**Board of County Commissioners**

**Performance Narrative Statement**

The Board of County Commissioners Program proposes a budget of \$1,876,723 for FY 2018-19. This represents a continuation of current service level. This budget will allow the program to continue to provide leadership and policy direction for Clackamas County government to ensure essential, efficient, and cost effective services for County residents, visitors and communities. Performance of this Program is embodied in the key measure of the percentage of Strategic Results in the County Strategic Plan that are achieved or on target annually; from an initial result of 80% in FY 2016-17, the Program is on target to achieve 85% in FY 2017-18 and is projected to achieve 90% in FY 2018-19.

**Key Performance Measures**

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% of Strategic Results in the adopted County Strategic Plan achieved or annual on target (Target: 100% by 2020)	80%	80%	85%	90%

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explanation of mandated services: As the governing body of Clackamas County, the Board is required to adopt an annual budget; approve contracts, IGAs, and grants; and issue Emergency Declarations among other activities.



Board of County Commissioners

Board of County Commissioners

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 2018-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	165	19,121	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>165</b>	<b>19,121</b>	-	-	-	-	<b>0%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>165</b>	<b>19,121</b>	-	-	-	-	<b>0.0%</b>
Personnel Services	676,921	660,116	718,653	718,653	785,804	67,151	9.3%
Materials & Services	166,339	179,047	185,529	176,100	201,631	16,102	8.7%
Cost Allocation Charges	646,339	782,908	898,163	898,163	889,288	(8,875)	-1.0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>1,489,599</b>	<b>1,622,071</b>	<b>1,802,345</b>	<b>1,792,916</b>	<b>1,876,723</b>	<b>74,378</b>	<b>4.1%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>1,489,599</b>	<b>1,622,071</b>	<b>1,802,345</b>	<b>1,792,916</b>	<b>1,876,723</b>	<b>74,378</b>	<b>4.1%</b>
<b>General Fund Support (if applicable)</b>	<b>1,489,434</b>	<b>1,602,950</b>	<b>1,802,345</b>	<b>1,792,916</b>	<b>1,876,723</b>	<b>74,378</b>	<b>4.1%</b>
Full Time Equiv Pos (FTE) Budgeted	5.00	6.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	6.00	-	5.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

This is the third year the Board of County Commissioners is budgeting in the Performance Clackamas format. Because this Line of Business has only one program, prior year numbers are available. The BCC budget has an increase in Material & Services of \$16,102 for anticipated BCC travel to China.



## **County Counsel**

**Stephen L Madkour, County Counsel**

**2051 Kaen Road  
Oregon City, Oregon 97045  
503-655-8362**

Website Address: <http://www.clackamas.us/counsel/>



# Office of County Counsel

## Department Mission

The Mission of the Office of County Counsel is to provide comprehensive legal services easily accessible to Clackamas County (and its special districts) through its elected officials and departments so that they can effectively implement their policy objectives, achieve success for their operations, and minimize risk and adverse results.

<b>County Counsel</b> Stephen L. Madkour, County Counsel FTE 12.5 Total Request \$2,859,569 <b>General Fund Support \$1,899,569</b>
---

<b>County Operations Legal Support</b> Stephen Madkour - FTE 3.75 Total Request \$754,067 <b>Gen Fund \$ 471,067</b>
---

<b>Litigation &amp; Labor</b> Stephen Madkour - Mgr FTE 6.75 Total Request \$1,673,797 <b>Gen Fund \$ 997,797</b>
--

<b>Office of the County Counsel</b> Stephen Madkour - Mgr FTE 2.0 Total Request \$431,705 <b>Gen Fund \$ 430,705</b>
---

<b>Advisory, Transactional &amp; Regulatory Program</b> Stephen Madkour - FTE 3.75 Total Request \$754,067 <b>Gen Fund \$ 471,067</b>
--

<b>Litigation, Labor &amp; Employment Program</b> Stephen Madkour - Mgr FTE 6.75 Total Request \$1,673,797 <b>Gen Fund \$ 997,797</b>
--

<b>Office of the County Counsel Program</b> Stephen Madkour - Mgr FTE 2.0 Total Request \$431,705 <b>Gen Fund \$ 430,705</b>
---



Department Budget Summary by Fund

<i>Line of Business</i>	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19
<i>Program</i>	FTE	General Fund					Total Adopted Budget	General Fund Subsidy Included in Adopted Budget**
County Operations Legal Support								
Advisory, Transactional & Regulatory	3.75	754,067					754,067	471,067
Litigation and Labor								
Litigation, Labor & Employment	6.75	1,673,797					1,673,797	997,797
Office of the County Counsel								
Office of the County Counsel	2.0	431,705					431,705	430,705
<b>TOTAL</b>	<b>12.5</b>	<b>2,859,569</b>					<b>2,859,569</b>	<b>1,899,569</b>
<b>FY 17/18 Budget</b>	12.5	2,763,617					2,763,617	1,818,617
<b>\$ Increase (Decrease)</b>	0.00	95,952					95,952	80,952
<b>% Increase ( Decrease)</b>	0.00%	3.47%					3.47%	4.45%

\*\* General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax  
 Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



# County Operations Legal Support

## Line of Business Purpose Statement

The purpose of the County Operations Legal Support Line of Business is to provide easy-to-access, easy-to-understand advisory, regulatory, and transactional legal services to Clackamas County and its special districts through its elected officials and department so that they can make well advised, timely, sound, legally informed decisions, and keep the delivery of services to the public moving.

### County Counsel

Stephen L. Madkour, County Counsel

FTE 12.50

Total Request \$ 2,859,569

General Fund Support \$ 1,899,569

#### County Operations Legal Support

Stephen Madkour - Mgr

FTE 3.75

Total Request

\$754,067

Gen Fund \$ 471,067

#### Advisory, Transactional & Regulatory Program

Stephen Madkour - Mgr

FTE 3.75

Total Request

\$754,067

Gen Fund \$ 471,067



# County Operations Legal Support

## Advisory, Transactional & Regulatory Program

### Performance Narrative Statement

The purpose of the Advisory, Transactional and Regulatory Program is to provide advice, consultation and training services, research, technical consultation, strategic drafting, regulatory strategy, negotiation, and composition services to Clackamas County and its special districts through its elected officials and departments so that they can implement and enforce their contractual arrangements, technical goals and objectives and conduct their operations in a manner that comports with local, state and federal regulations and laws.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% Contracts reviewed by County Counsel that meet the County's risk management and contract procurement standards and protect the County in the event of a breach, to be reviewed within 14 days of receipt	80%	100%	80%	100%
Result	% Formal client inquiries provided a response within 7 working days	80%	100%	80%	100%

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

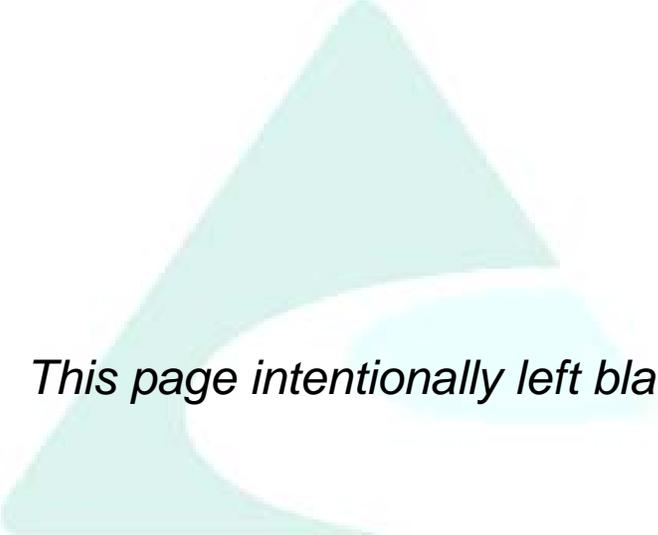


Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue		-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	268,000	294,500	283,000	15,000	5.6%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	<b>268,000</b>	<b>294,500</b>	<b>283,000</b>	<b>15,000</b>	<b>5.6%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	<b>268,000</b>	<b>294,500</b>	<b>283,000</b>	<b>15,000</b>	<b>5.6%</b>
Personnel Services	-	-	649,448	649,448	649,114	(334)	-0.1%
Materials & Services	-	-	91,444	67,367	60,590	(30,854)	-33.7%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	46,770	51,968	44,363	(2,407)	-5.1%
Capital Outlay	-	-	8,700	4,000	-	(8,700)	-100.0%
<b>Operating Expenditure</b>	-	-	<b>796,362</b>	<b>772,783</b>	<b>754,067</b>	<b>(33,595)</b>	<b>-5.3%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	-	<b>796,362</b>	<b>772,783</b>	<b>754,067</b>	<b>(33,595)</b>	<b>-5.3%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>528,362</b>	<b>478,283</b>	<b>471,067</b>	<b>-48,595</b>	<b>-10.8%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	3.75	3.75	3.75	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	3.75	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

**Significant Issues and Changes**

We have modified the way revenue and expenditures are separated across our three lines of business so that each item reflects the amount of FTE within each line of business. As a result of this modification, some numbers may be significantly different than last year. We have also requested \$10,000 extra in our Trial budget (to be split across all 3 programs) to cover the cost of trial software that was previously paid through a PLP.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Litigation and Labor

## Line of Business Purpose Statement

The purpose of the Litigation and Labor Line of Business is to provide advice and legal services to Clackamas County and its special districts through its elected officials and departments so that they can manage and minimize risk, be represented in lawsuits, and appropriately administer labor and employment laws. Activities include consultation, advice, representation and negotiation services, file pleadings, court appearance, negotiation, representation, and comprehensive legal services to the County, elected officials and employees when named in their official capacities, departments, and special districts so that they can be represented in all lawsuits and settle cases when appropriate.

### County Counsel

Stephen L. Madkour, County Counsel

FTE 12.50

\$ 2,859,569

General Fund Support \$ 1,899,569

#### Litigation & Labor

Stephen Madkour - Mgr

FTE 6.75

Total Request

\$1,673,797

Gen Fund \$ 997,797

#### Litigation, Labor & Employment Program

Stephen Madkour - Mgr

FTE 6.75

Total Request

\$1,673,797

Gen Fund \$ 997,797



Litigation, Labor & Employment Program

**Performance Narrative Statement**

The purpose of the Litigation, Labor & Employment Program is to provide pleadings, court appearance, negotiation, representation, and comprehensive legal services to the County, elected officials and employees when named in their official capacities, departments, and special districts so that they can be represented in all lawsuits and settle cases when appropriate.

**Key Performance Measures**

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	% Involuntary employment terminations and separations that result in a lawsuit or arbitration	50%	25%	50%	25%
Result	% Cases dismissed by the Court or dropped by complainants	50%	50%	50%	50%

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

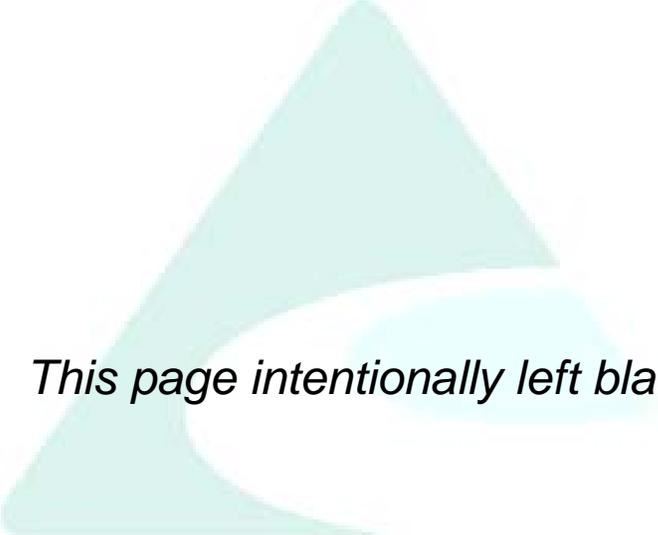


Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	1,000	1,000	1,000	-	0%
Charges for Service	-	-	625,000	650,000	675,000	50,000	8.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	<b>626,000</b>	<b>651,000</b>	<b>676,000</b>	<b>50,000</b>	<b>8.0%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	<b>626,000</b>	<b>651,000</b>	<b>676,000</b>	<b>50,000</b>	<b>8.0%</b>
Personnel Services	-	-	1,268,839	1,268,512	1,460,843	192,004	15.1%
Materials & Services	-	-	154,546	105,060	123,215	(31,331)	-20.3%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	84,186	51,968	89,739	5,553	6.6%
Capital Outlay	-	-	18,333	4,000	-	18,333	-100.0%
<b>Operating Expenditure</b>	-	-	<b>1,525,904</b>	<b>1,429,540</b>	<b>1,673,797</b>	<b>166,226</b>	<b>9.7%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	-	<b>1,525,904</b>	<b>1,429,540</b>	<b>1,673,797</b>	<b>166,226</b>	<b>9.7%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>896,904</b>	<b>778,540</b>	<b>997,797</b>	<b>116,226</b>	<b>11.2%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	6.75	6.75	6.75	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	6.75	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

We have modified the way revenue and expenditures are separated across our three lines of business so that each item reflects the amount of FTE within each line of business. As a result of this modification, some numbers may be significantly different than last year. We have also requested \$10,000 extra in our Trial budget (to be split across all 3 programs) to cover the cost of trial software that was previously paid through a PLP.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Office of the County Counsel

## Line of Business Purpose Statement

The purpose of the Office of the County Counsel is to provide leadership, oversight and legal consultation services to Clackamas County (and its special districts) through its elected officials and departments so that they can effectively implement their policy objectives, achieve success for County operations, and minimize risk and adverse results for the County.

### Office of County Counsel

Stephen L. Madkour, County Counsel

FTE 12.50

Total Request \$ 2,859,569

General Fund Support \$ 1,899,569

#### Office of the County Counsel

Stephen Madkour - Mgr

FTE 2.0

Total Request

\$431,705

Gen Fund \$ 430,705

#### Office of the County Counsel

Stephen Madkour - Mgr

FTE 2.0

Total Request

\$431,705

Gen Fund \$ 430,705



**Office of the County Counsel**  
**Office of County Counsel Program**

**Performance Narrative Statement**

The purpose of the Office of the County Counsel is to provide leadership, oversight and legal consultation services to Clackamas County (and its special districts) through its elected officials and departments so that they can effectively implement their policy objectives, achieve success for County operations, and minimize risk and adverse results for the County.

**Key Performance Measures**

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% contested issues settled through negotiation, IGA's and other means not involving litigation or appeals	75%	75%	75%	75%

Program includes:

- Mandated Services  N
- Shared Services  N
- Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Office of the County Counsel  
Office of the County Counsel Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	50,000	-	-	(50,000)	-100.0%
Charges for Service	-	-	1,000	800	1,000	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	<b>51,000</b>	<b>800</b>	<b>1,000</b>	<b>(50,000)</b>	<b>-98.0%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	<b>51,000</b>	<b>800</b>	<b>1,000</b>	<b>(50,000)</b>	<b>-98.0%</b>
Personnel Services	-	-	360,133	360,133	372,357	12,224	3.4%
Materials & Services	-	-	54,634	67,367	35,010	(19,624)	-35.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	24,944	51,968	24,338	(606)	-2.4%
Capital Outlay	-	-	4,640	4,000	-	(4,640)	-100.0%
<b>Operating Expenditure</b>	-	-	<b>441,351</b>	<b>483,468</b>	<b>431,705</b>	<b>(12,646)</b>	<b>-2.2%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	-	<b>441,351</b>	<b>483,468</b>	<b>431,705</b>	<b>(12,646)</b>	<b>-2.2%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>393,351</b>	<b>482,668</b>	<b>430,705</b>	<b>37,354</b>	<b>9.5%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	2.00	2.00	2.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	2.00	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

**Significant Issues and Changes**

We have modified the way revenue and expenditures are separated across our three lines of business so that each item reflects the amount of FTE within each line of business. As a result of this modification, some numbers may be significantly different than last year. We have also requested \$10,000 extra in our Trial budget (to be split across all 3 programs) to cover the cost of trial software that was previously paid through a PLP.



## **Assessor**

**Tami Little, County Assessor**

**Development Services Building  
150 Beaver Creek Road  
Oregon City, Oregon 97045  
503-655-8671**

Website Address: <http://www.clackamas.us/at/>



# Department of Assessment & Taxation

## Department Mission

The mission of the Assessment & Taxation Department is to administer State property tax laws, including Appraisal, Assessment, Tax Collection and Mapping services to property tax payers and taxing districts so they will have confidence in the tax system and receive the highest quality customer service.

<b>Department of Assessment &amp; Taxation</b>	
T. Little, County Assessor	
FTE 58.5	
Total Request \$ 8,203,895	
General Fund Support \$ 6,018,895	

<b>Administration</b> T. Little Total Request \$307,294 <hr style="border: 1px solid black;"/> Gen Fund \$ 259,431	<b>Valuation</b> L. Longfellow Total Request \$4,358,220 <hr style="border: 1px solid black;"/> Gen Fund \$ 3,019,203	<b>Tax Revenue</b> T. Little Total Request \$1,640,815 <hr style="border: 1px solid black;"/> Gen Fund \$ 1,260,601	<b>Property Records</b> T. Little Total Request \$1,897,566 <hr style="border: 1px solid black;"/> Gen Fund \$ 1,479,660
<b>Office of the Assessor</b>  T. Little FTE 2.0 Total Request \$307,294 <hr style="border: 1px solid black;"/> Gen Fund \$ 259,431	<b>Property Valuation</b>  J. Bonnet FTE 16.5 Total Request \$2,405,103 <hr style="border: 1px solid black;"/> Gen Fund \$ 1,389,163	<b>Tax Certification, Collections &amp; Distribution</b>  M. Coy FTE 10.5 Total Request \$1,640,815 <hr style="border: 1px solid black;"/> Gen Fund \$ 1,260,601	<b>Property Records &amp; Customer Service</b>  M. Nava FTE 17.0 Total Request \$1,897,566 <hr style="border: 1px solid black;"/> Gen Fund \$ 1,479,660
<b>Value Modification</b>  T. Cooper FTE 12.5 Total Request \$1,953,117 <hr style="border: 1px solid black;"/> Gen Fund \$ 1,630,040			



Department of Assessment & Taxation

Department Budget Summary by Fund

<i>Line of Business</i>	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19
<i>Program</i>	FTE	General Fund					Total Adopted Budget	General Fund Subsidy Included in Adopted Budget**
Administration								
Office of the Assessor	2.00	307,294					307,294	259,431
Valuation								
Property Valuation	16.50	2,405,103					2,405,103	1,389,163
Value Modification	12.50	1,953,117					1,953,117	1,630,040
Tax Revenue								
Tax Certification, Collection & Distribution	10.50	1,640,815					1,640,815	1,260,601
Property Records								
Property Records & Customer Service	17.00	1,897,566					1,897,566	1,479,660
<b>TOTAL</b>	<b>58.50</b>	<b>8,203,895</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,203,895</b>	<b>6,018,895</b>
<b>FY 17/18 Budget</b>	58.50	7,988,399					7,988,399	5,823,399
<b>\$ Increase (Decrease)</b>	0.00	215,496	0	0	0	0	215,496	195,496
<b>% Increase (Decrease)</b>	0.00%	2.70%					2.70%	3.36%

\*\* General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax  
 Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



# Administration Line of Business

## Line of Business Purpose Statement

The purpose of the Administration Line of Business is to provide leadership, planning, organization, decision making, training and support services for the Department of Assessment & Taxation programs and to provide information resources to the Board of County Commissioners, County Departments, other agencies, taxing districts and the public so they receive a high quality customer experience.

### Department of Assessment & Taxation

T. Little, County Assessor

FTE 58.5

Total Request \$ 8,203,895

General Fund Support \$ 6,018,895

#### Administration

T. Little

Total Request

\$307,294

Gen Fund \$ 259,431

#### Office of the Assessor

T. Little

FTE 2.0

Total Request

\$307,294

Gen Fund \$ 259,431



## Administration Line of Business Office of the Assessor Program

### Performance Narrative Statement

The Office of the Assessor Program has joined in the County Board of Commissioner's commitment to achieving positive results for our customers through an enterprise-wide commitment to accountability, transparency and credibility designed to build trust through good government. The Clackamas County Assessor's office has a long standing commitment to providing excellent customer service. We work to accomplish this through outreach to the public and business community in the form of town hall meetings, training opportunities, information and responsiveness to their concerns. Annual legislative sessions and the continually changing requirements of Oregon's property tax system provide a continual challenge to helping Oregonians understand our tax system and for us to effectively administer it. We continue to work hard to maintain a well-qualified, competent and adequately staffed organization that has clear goals and direction for meeting their performance objectives. We completed 13 recruitments representing 22% of our total staff positions. There are no policy level requests for this program but the Assessor remains committed to evaluating future opportunities to collaborate with other departments and jurisdictions to provide more effective and efficient services.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Department will operate within 95% of its annual adopted budget	92%	95%	95%	95%
Result	Development of an employee succession plan by 2016	N/A	100%	50%	75%
Efficiency	Total cost per account	\$39	\$42	\$44	\$44
Efficiency	Tax revenue generated per \$ of budgeted expenditure	\$100	\$99	\$102	\$104

Program includes:

- Mandated Services  Yes
- Shared Services  Yes
- Grant Funding  Yes

The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

- 1) Maintenance of constitutionally required real market value on all property
- 2) Creation of an Assessment Roll and a Tax Roll
- 3) Appraisal of all Measure 50 exceptions completed timely
- 4) Resolution of appeals in a timely manner
- 5) Calculation, collection, and distribution of taxes

The State reviews the adequacy of our program by looking at the following areas:

- 1) Assessment
- 2) Cartography and GIS Administration
- 3) Property Valuation
- 4) Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals
- 5) A&T Data Processing

The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the Department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



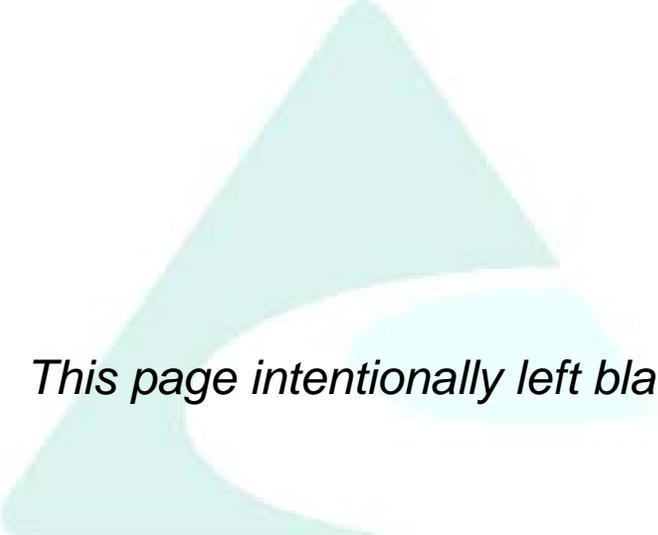
Administration Line of Business

Office of the Assessor Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	47,521	47,521	47,863	342	0.7%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	<b>47,521</b>	<b>47,521</b>	<b>47,863</b>	<b>342</b>	<b>0.7%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	<b>47,521</b>	<b>47,521</b>	<b>47,863</b>	<b>342</b>	<b>0.7%</b>
Personnel Services	-	-	256,496	256,496	262,576	6,080	2.4%
Materials & Services	-	-	35,872	35,872	19,454	(16,418)	-45.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	27,236	27,236	25,264	(1,972)	-7.2%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	<b>319,604</b>	<b>319,604</b>	<b>307,294</b>	<b>(12,310)</b>	<b>-3.9%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	-	<b>319,604</b>	<b>319,604</b>	<b>307,294</b>	<b>(12,310)</b>	<b>-3.9%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>272,083</b>	<b>272,083</b>	<b>259,431</b>	<b>(12,652)</b>	<b>-4.7%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	2.00	2.00	2.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	2.00	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Valuation Line of Business

## Line of Business Purpose Statement

The purpose of the Valuation Line of Business is to provide appraisal, statistical, analytical, special program eligibility, dispute resolution and correction services to property owners and taxpayers so they can have confidence that property is valued at 100% of real market value and they are paying the correct amount of tax.

### Department of Assessment & Taxation

T. Little, County Assessor

FTE 58.5

Total Request \$ 8,203,895

General Fund Support \$ 6,018,895

#### Valuation

L. Longfellow

Total Request

\$4,358,220

Gen Fund \$ 3,019,203

#### Property Valuation

J. Bonnet

FTE 16.5

Total Request

\$2,405,103

Gen Fund \$ 1,389,163

#### Value Modification

T. Cooper

FTE 12.5

Total Request

\$1,953,117

Gen Fund \$ 1,630,040



## Valuation Line of Business Property Valuation Program

### Performance Narrative Statement

There are no new policy level requests for this program. Our business process continues to focus support to the appraisal staff and we are transitioning to a strategic planning process designed to provide more openness, transparency and deliver more integrated and better services designed to build public trust that will result in the best allocation of resources. Our appraisers primarily complete field work, make and review value decisions and assist the public on valuation issues. Real estate sales activity, new construction and other exception events continue to show significant increases. Updates and enhancements to our automated appraisal database allow us to monitor our appraisal activity in real time and increase the efficiency of our business practices. This year's appraisal plan has appraisal capturing commercial/industrial/multi-family diagrams in our CAMA system. Resource limitations and increased real estate activity have impacted the ability to direct additional resources to populate our CAMA system with the multi-family property characteristic data and build income property valuation models to enable valuation and recalculation of these types of properties within our system. This remains a strategic goal and we have allocated a .75 FTE to continue moving this project forward. We also continue to actively explore the potential for developing collaborative projects with other jurisdictions that may contribute to more efficient and effective administration of the assessment and tax function.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	98% of neighborhood market areas valued at 100% of real market value and consistent with statutory requirement	97%	98%	97%	98%
Output	# of new construction/property change appraisals completed	7,066	7,705	8,104	8,032
Demand	# of real properties not physically appraised in the past six years	153,463	153,463	153,463	146,463

Program includes:

- Mandated Services  Yes
- Shared Services  Yes
- Grant Funding  Yes

The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

- 1) Maintenance of constitutionally required real market value on all property
- 2) Creation of an Assessment Roll and a Tax Roll
- 3) Appraisal of all Measure 50 exceptions completed timely
- 4) Resolution of appeals in a timely manner
- 5) Calculation, collection, and distribution of taxes

The State reviews the adequacy of our program by looking at the following areas:

- 1) Assessment
- 2) Cartography and GIS Administration
- 3) Property Valuation
- 4) Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals
- 5) A&T Data Processing

The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the Department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



Valuation Line of Business

Property Valuation Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	392,051	292,051	370,940	(21,111)	-5.4%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	600,000	730,000	635,000	35,000	5.8%
Interfund Transfers	-	-	-	-	10,000	10,000	0%
<b>Operating Revenue</b>	-	-	<b>992,051</b>	<b>1,022,051</b>	<b>1,015,940</b>	<b>23,889</b>	<b>2.4%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	<b>992,051</b>	<b>1,022,051</b>	<b>1,015,940</b>	<b>23,889</b>	<b>2.4%</b>
Personnel Services	-	-	1,793,553	1,692,790	1,785,790	(7,763)	-0.4%
Materials & Services	-	-	288,186	267,965	308,554	20,368	7.1%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	224,703	224,703	195,759	(28,944)	-12.9%
Capital Outlay	-	-	-	-	115,000	115,000	0%
<b>Operating Expenditure</b>	-	-	<b>2,306,442</b>	<b>2,185,458</b>	<b>2,405,103</b>	<b>98,661</b>	<b>4.3%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	-	<b>2,306,442</b>	<b>2,185,458</b>	<b>2,405,103</b>	<b>98,661</b>	<b>4.3%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>1,314,391</b>	<b>1,163,407</b>	<b>1,389,163</b>	<b>225,756</b>	<b>5.7%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	17.00	17.00	16.50	(0.50)	-2.9%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	15.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	2.00	-	-	-

Significant Issues and Changes



## Valuation Line of Business

### Value Modification Program

#### Performance Narrative Statement

There are no new policy level requests for this program. The still improving economy, low interest rates and a real estate market characterized by 22 consecutive months of inventory with less than two months of available homes on the market have resulted in increasing prices and a decline in levels of appeals at the Board of Property Tax Appeals. A consistent level of resources remain directed toward appeal management. The appeal process represents a significant outreach opportunity. The legal complexity of today's appeals and the complexity of properties under appeal often continue to require participation by County Counsel for representation for Magistrate, Regular Division Tax Court and Supreme Court cases. An increasing level of sales activity is helpful but continues to require significant appraisal resources to verify sales, research listings and field inspect property to support appeals, general market analysis and the ratio study. We also continue to prioritize resources to outlier sales analysis and are utilizing the online services available to more thoroughly research construction and remodeling activity with the goal of maintaining the accuracy and integrity of our property characteristic inventory. Outlier sales review, reappraisal and sale listing review have resulted in the discovery of 850 accounts with value not captured on the tax roll that will result in additional value and additional revenue to taxing districts. 1,075 new exemption and deferral eligibility determinations were reviewed as well as maintenance on the existing 21,000 accounts that have previously qualified so property owners can have confidence they are paying the correct tax consistent with the use of the property.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Board of Property Tax Appeals will remain below 1% annually	0.16%	<1%	0.17%	<1%
Output	# of Board of Property Tax Appeals	262	450	278	300
Output	# of real property accounts with tax roll corrections completed for omitted property	745	350	850	900

Program includes:

- Mandated Services  Yes
- Shared Services  Yes
- Grant Funding  Yes

The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

- 1) Maintenance of constitutionally required real market value on all property
- 2) Creation of an Assessment Roll and a Tax Roll
- 3) Appraisal of all Measure 50 exceptions completed timely
- 4) Resolution of appeals in a timely manner
- 5) Calculation, collection, and distribution of taxes

The State reviews the adequacy of our program by looking at the following areas:

- 1) Assessment
- 2) Cartography and GIS Administration
- 3) Property Valuation
- 4) Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals
- 5) A&T Data Processing

The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the Department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



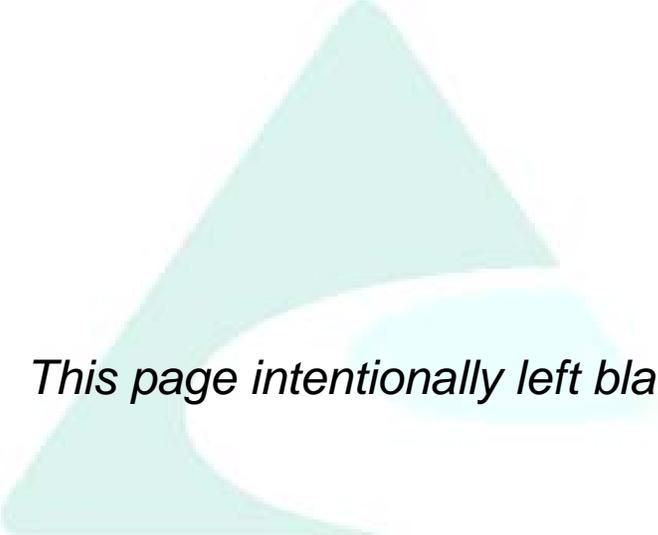
Valuation Line of Business

Value Modification Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Projected Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	297,009	297,009	323,077	26,068	8.8%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	<b>297,009</b>	<b>297,009</b>	<b>323,077</b>	<b>26,068</b>	<b>8.8%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	<b>297,009</b>	<b>297,009</b>	<b>323,077</b>	<b>26,068</b>	<b>8.8%</b>
Personnel Services	-	-	1,330,295	1,228,532	1,447,269	116,974	8.8%
Materials & Services	-	-	312,712	293,491	335,348	22,636	7.2%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	170,229	170,229	170,500	271	0.2%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	<b>1,813,236</b>	<b>1,692,252</b>	<b>1,953,117</b>	<b>139,881</b>	<b>7.7%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	-	<b>1,813,236</b>	<b>1,692,252</b>	<b>1,953,117</b>	<b>139,881</b>	<b>7.7%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>1,516,227</b>	<b>1,395,243</b>	<b>1,630,040</b>	<b>234,797</b>	<b>7.5%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	13.00	13.00	12.50	(0.50)	-3.8%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	13.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Tax Revenue Line of Business

## Line of Business Purpose Statement

The purpose of the Tax Revenue Line of Business is to provide tax certification, notification, collection and distribution services to property owners, taxpayers and taxing districts so they know the value of their property, how much to pay and pay timely, see a list of their taxing districts and fund services for local citizens.

### Department of Assessment & Taxation

T. Little, County Assessor

FTE 58.5

Total Request \$ 8,203,895

General Fund Support \$ 6,018,895

#### Tax Revenue

T. Little

Total Request

\$1,640,815

Gen Fund \$ 1,260,601

#### Tax Certification, Collection & Distribution

M. Coy

FTE 10.5

Total Request

\$1,640,815

Gen Fund \$ 1,260,601



## Tax Revenue Line of Business

### Tax Certification, Collection & Distribution Program

#### Performance Narrative Statement

There are no policy level funding requests for the Tax Certification, Collection & Distribution Program. Annexations and withdrawals were processed timely and accurately to be correctly reflected on the 2017/18 tax roll. The program successfully processed levy requirements for 133 taxing districts used to produce a total tax roll of \$811 million dollars. Tax notifications were mailed to 174,654 accounts by October 23, 2017. Collection and distribution was timely with taxing districts receiving funds equivalent to 88% of the total tax roll within 16 days of the November collection date.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	87% of tax dollars distributed by November 30th each year	87%	87%	88%	88%
Result	97% of tax dollars are collected by the end of the fiscal year	98%	97%	97%	97%
Output	# of credit, debit and 3-check online payment postings	9,740	9,700	10,513	11,250

Program includes:

Mandated Services  Yes

Shared Services  Yes

Grant Funding  Yes

The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

- 1) Maintenance of constitutionally required real market value on all property
- 2) Creation of an Assessment Roll and a Tax Roll
- 3) Appraisal of all Measure 50 exceptions completed timely
- 4) Resolution of appeals in a timely manner
- 5) Calculation, collection, and distribution of taxes

The State reviews the adequacy of our program by looking at the following areas:

- 1) Assessment
- 2) Cartography and GIS Administration
- 3) Property Valuation
- 4) Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals
- 5) A&T Data Processing

The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the Department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



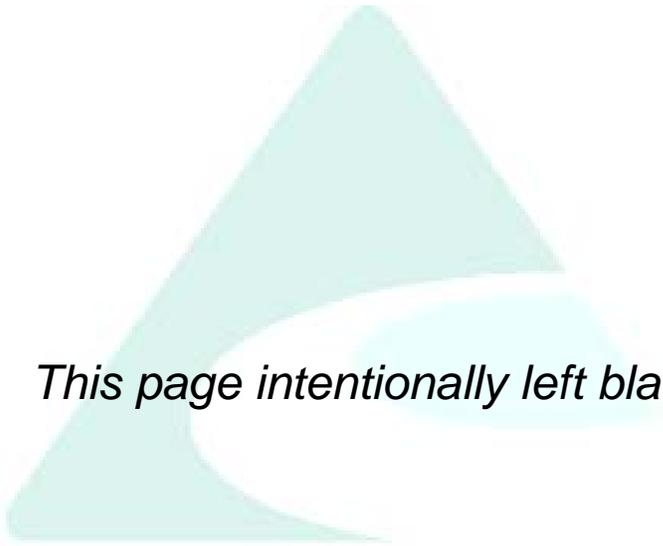
Tax Revenue Line of Business

Tax Certification, Collection & Distribution Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Projected Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	249,487	249,487	275,214	25,727	10.3%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	105,000	105,000	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	249,487	249,487	380,214	130,727	52.4%
<b>Total Rev - Including Beginning Bal</b>	-	-	249,487	249,487	380,214	130,727	52.4%
Personnel Services	-	-	1,079,323	977,560	1,115,234	35,911	3.3%
Materials & Services	-	-	290,494	271,273	380,341	89,847	30.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	142,993	142,993	145,240	2,247	1.6%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	1,512,810	1,391,826	1,640,815	128,005	8.5%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	-	1,512,810	1,391,826	1,640,815	128,005	8.5%
<b>General Fund Support (if applicable)</b>	0	0	1,263,323	1,142,339	1,260,601	118,262	-0.2%
Full Time Equiv Pos (FTE) Budgeted	-	-	10.50	10.50	10.50	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	10.50	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Property Records Line of Business

## Line of Business Purpose Statement

The purpose of the Property Records Line of Business is to provide current and historical property information services to property owners, taxpayers, other jurisdictions and the public so they can receive prompt and accurate property information, make informed property decisions and receive the highest quality customer experience.

### Department of Assessment & Taxation

T. Little, County Assessor

FTE 58.5

Total Request \$ 8,203,895

General Fund Support \$ 6,018,895

#### Property Records

T. Little

Total Request

\$1,897,566

Gen Fund \$ 1,479,660

#### Property Records & Customer Service

M. Nava

FTE 17.0

Total Request

\$1,897,566

Gen Fund \$ 1,479,660



## Property Records Line of Business

### Property Records & Customer Service Program

#### Performance Narrative Statement

There are no policy level funding requests for the Property Records & Customer Service Program. This program processed 18,859 deeds resulting in ownership, address, and/or boundary changes. Records were updated in a timely manner to accurately reflect owner names, mailing and situs address on the current assessment and tax rolls. The volume of real estate activity did require prioritization of staff in order to update and maintain records in a timely accurate manner and impacted the available resources for our ongoing digital map conversion project. Progress continues, having retired 2,115 out of 3,383 paper maps with digital maps. We continue to maintain a high response level for public records requests and customer inquiries.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	Deeds procesed resulting in ownership, address, and boundary changes	18,101	18,553	18,115	18,559
Result	>95% of phone messages returned within one business day	96%	95%	96%	95%
Result	% of Assessor's tax maps digitized	59%	64%	63%	67%

Program includes:

Mandated Services  Yes

Shared Services  Yes

Grant Funding  Yes

The Assessment & Taxation function is a State-mandated service and a shared-State-County service. The Department of Assessment & Taxation is partially funded by a State grant program.

The County Assessment Function Funding Assistance (CAFFA) Grant Program was created in 1989 to reverse a disintegration taking place in the property tax system and to recognize a shared responsibility for statewide uniformity and accuracy in property assessment and taxation. This is generally defined to include:

- 1) Maintenance of constitutionally required real market value on all property
- 2) Creation of an Assessment Roll and a Tax Roll
- 3) Appraisal of all Measure 50 exceptions completed timely
- 4) Resolution of appeals in a timely manner
- 5) Calculation, collection, and distribution of taxes

The State reviews the adequacy of our program by looking at the following areas:

- 1) Assessment
- 2) Cartography and GIS Administration
- 3) Property Valuation
- 4) Processing of the Board of Property Tax Appeals, Magistrate and Regular Division Tax Court Appeals
- 5) A&T Data Processing

The County submits an annual grant application. The budgeted expenditures identify the resources necessary to maintain minimum A&T adequacy. If the Department of Revenue determines a County's Assessment and Taxation budget is adequate, it certifies the County to participate in the grant. If the Department of Revenue finds the County's budget to be inadequate to meet program requirements, the County is denied the grant for that year.

There is no specific formula to determine program adequacy because the demographics of each County are different. Most recently the Department of Revenue has focused on A&T outcomes more than process looking at the effectiveness of our County's operations by function.



Property Records Line of Business

Property Records & Customer Service Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	403,932	403,932	382,906	(21,026)	-5.2%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	175,000	175,000	35,000	(140,000)	-80.0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	<b>578,932</b>	<b>578,932</b>	<b>417,906</b>	<b>(161,026)</b>	<b>-27.8%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	<b>578,932</b>	<b>578,932</b>	<b>417,906</b>	<b>(161,026)</b>	<b>-27.8%</b>
Personnel Services	-	-	1,562,789	1,468,021	1,490,070	(72,719)	-4.7%
Materials & Services	-	-	242,007	222,786	205,424	(36,583)	-15.1%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	231,511	231,511	202,072	(29,439)	-12.7%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	<b>2,036,307</b>	<b>1,922,318</b>	<b>1,897,566</b>	<b>(138,741)</b>	<b>-6.8%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	-	<b>2,036,307</b>	<b>1,922,318</b>	<b>1,897,566</b>	<b>(138,741)</b>	<b>-6.8%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>1,457,375</b>	<b>1,343,386</b>	<b>1,479,660</b>	<b>136,274</b>	<b>1.5%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	16.00	16.00	17.00	1.00	6.3%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	16.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes



## **Clerk**

**Sherry Hall, County Clerk**

**1710 Red Soils Ct**

**Suite 100**

**Oregon City, Oregon 97045**

**503-655-8698**

Website Address: <http://www.clackamas.us/clerk/>



**Department Mission**

The mission of the County Clerk is to provide elections, records management, property recording, property tax appeals, marriage and liquor licenses, and passport services to the general public, County departments and other government jurisdictions so they can exercise their right to vote, trust in the integrity of the process, and promptly conduct their business in a welcoming environment.

**County Clerk's Department**

Sherry Hall - County Clerk

FTE 19.00

Total Request \$ 4,177,571

General Fund Support \$0.00

**Office of the Clerk & BOPTA**

Sherry Hall Cty Clerk

Total Request

\$3,414,632

Gen Fund \$

**Records Management**

Carol Hopkins Mgr

Total Request

\$762,940

Gen Fund \$

**Office of the Clerk/BOPTA**

Sherry Hall Cty Clerk

FTE 2.0

Total Request

\$437,410

Gen Fund \$

**Records Management**

Carol Hopkins Mgr

FTE 5.0

Total Request

\$762,940

Gen Fund \$

**Elections**

Andrew Jones Mgr

FTE 5.0

Total Request

\$1,101,524

Gen Fund \$

**Recording**

Cindy Swick Mgr

FTE 7.0

Total Request

\$1,875,698

Gen Fund \$



County Clerk Department

Department Budget Summary by Fund

<i>Line of Business</i>	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19
<i>Program</i>	FTE	General Fund	Records Management Fund				Total Adopted Budget	General Fund Subsidy Included in Adopted Budget**
County Clerk								
Office of the Clerk	2.0	437,410					437,410	
Elections	5.0	1,101,524					1,101,524	
Recording	7.0	1,875,698					1,875,698	
							-	
Records Management							-	
Records Management	5.0		762,940				762,940	
							-	
<b>TOTAL</b>	<b>19.0</b>	<b>\$ 3,414,632</b>	<b>\$ 762,940</b>				<b>\$ 4,177,572</b>	<b>\$ (113,139)</b>
<b>FY 17/18 Budget</b>	19.0	\$ 2,957,528	\$ 767,433				\$ 3,724,961	\$ (1,515,689)
<b>\$ Increase (Decrease)</b>	0.0	\$ 457,104	\$ (4,493)				\$ 452,611	\$ 1,402,550
<b>% Increase (Decrease)</b>	0.0	15.46%	-0.59%				12.15%	-92.54%

\*\* General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax Recording Fees are accounted for in the Clerk's organization of the General Fund. These revenues generate more than the amount required to support the Clerk's operations in the General Fund. The excess revenue is available for other General Fund uses.



**County Clerk Purpose Statement**

The purpose of the Office of the Clerk is to provide leadership and policy services to the department so our members can professionally and effectively serve the public and other government agencies. The purpose of the Clackamas County Board of Property Tax Appeals is to provide real property, personal property, and late filing fee appeals services to tax payers, so they can have their tax appeal petition heard and receive a decision in a timely manner.

**Clerk Department**

Sherry Hall - County Clerk  
 FTE 19.00  
 Total Request \$4,177,571  
 General Fund Support \$0.00

**County Clerk**

**Sherry Hall**

Total Request  
 \$3,414,632

Gen Fund \$

**Office of the Clerk/BOPTA**

Sherry Hall Cty Clerk  
 FTE 2.0

Total Request  
 \$437,410

Gen Fund \$

**Elections**

Andrew Jones Mgr  
 FTE 5.0

Total Request  
 \$1,101,524

Gen Fund \$

**Recording**

Cindy Swick Mgr  
 FTE 7.0

Total Request  
 \$1,875,698

Gen Fund \$



# County Clerk's Office

## Office of the Clerk

### Performance Narrative Statement

The Office of the Clerk program proposes a budget of \$437,410, a continuation of current funding levels. These resources will support office materials and services, training, and administrative costs of supporting elections, records management, property recording, property tax appeals, marriage and liquor licenses, and passport services to the general public.

### Key Performance Measures

		2017/2018 Target	2018/2019 Target
Result	% of Petitioners whose appeal is heard by BOPTA	100%	100%
Result	% Petitioners who receive a decision from the Clerk's office within five business days of their hearing	100%	100%

\*first year of performance Clackamas no metrics to report yet

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>73,714</b>	<b>71,086</b>	<b>47,745</b>	<b>47,745</b>	<b>49,252</b>	<b>1,507</b>	<b>3.2%</b>
Prior Year Revenue	0	0	0	0	0	0	0%
Taxes	0	0	0	0	0	0	0%
Licenses & Permits	0	0	0	0	0	0	0%
Federal Grants & Revenues	0	0	0	0	0	0	0%
State Grants & Revenues	0	0	0	0	0	0	0%
Local Grants & Revenues	0	0	0	0	0	0	0%
Charges for Service	443,272	472,438	548,429	421,607	422,572	-125,857	-22.9%
Fines & Penalties	0	0	0	0	0	0	0%
Miscellaneous Revenue	0	0	0	0	0	0	0%
Other Revenue	8,758	47,331	42,857	59,489	32,143	-10,714	-25.0%
Interfund Transfers	0	0	0	0	0	0	0%
<b>Operating Revenue</b>	<b>452,030</b>	<b>519,769</b>	<b>591,286</b>	<b>481,096</b>	<b>454,715</b>	<b>-136,571</b>	<b>-23.1%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>525,744</b>	<b>590,855</b>	<b>639,031</b>	<b>528,841</b>	<b>503,967</b>	<b>-135,064</b>	<b>-21.1%</b>
Personnel Services	173,563	185,582	201,087	200,730	210,061	8,974	4.5%
Materials & Services	89,435	128,557	112,716	105,121	162,897	50,181	44.5%
Indirect Costs (Internal Dept Chgs)	0	0	0	0	0	0	0%
Cost Allocation Charges	43,906	46,878	69,298	69,298	64,452	-4,846	-7.0%
Capital Outlay	0	0	0	0	0	0	0%
<b>Operating Expenditure</b>	<b>306,904</b>	<b>361,017</b>	<b>383,101</b>	<b>375,149</b>	<b>437,410</b>	<b>54,309</b>	<b>14.2%</b>
Debt Service	0	0	0	0	0	0	0%
Special Payments	0	0	0	0	0	0	0%
Interfund Transfers	0	0	0	0	0	0	0%
Reserve for Future Expenditures	0	0	0	0	0	0	0%
<b>Total Exp - Including Special Categories</b>	<b>306,904</b>	<b>361,017</b>	<b>383,101</b>	<b>375,149</b>	<b>437,410</b>	<b>54,309</b>	<b>14.2%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	2.00	2.00	2.00	2.00	2.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	2.00	2.00	-	2.00	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

**Significant Issues and Changes**



# County Clerk's Office

## Elections Program

### Performance Narrative Statement

The Elections program proposes a \$1,101,524 operating budget, a slight increase in funding levels due to the upcoming general election that includes the Presidential election. These resources will serve all registered voters of Clackamas County, candidates for elected office, those who file measures, and allow local governments to hold elections.

### Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target
Result	Voter Notification cards sent within two weeks of receipt of the voter registration	100%	100%
Result	Voter registrations kept up to date on a daily basis as of the final mailing	100%	100%
Result	100% of boundary changes completed within five days	100%	100%
Result	All elections open to observation	100%	100%

\*first year of performance Clackamas no metrics to report yet

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>184,286</b>	<b>177,714</b>	<b>119,363</b>	<b>119,363</b>	<b>123,130</b>	<b>3,767</b>	<b>3.2%</b>
Prior Year Revenue	0	0	0	0	0	0	0%
Taxes	0	0	0	0	0	0	0%
Licenses & Permits	0	0	0	0	0	0	0%
Federal Grants & Revenues	0	0	0	0	0	0	0%
State Grants & Revenues	0	0	0	0	0	0	0%
Local Grants & Revenues	0	0	0	0	0	0	0%
Charges for Service	1,108,180	1,181,095	1,371,072	1,054,016	1,056,431	-314,641	-22.9%
Fines & Penalties	0	0	0	0	0	0	0%
Miscellaneous Revenue	21,894	118,329	107,143	148,723	80,357	-26,786	-25.0%
Other Revenue	0	0	0	0	0	0	0%
Interfund Transfers	0	0	0	0	0	0	0%
<b>Operating Revenue</b>	<b>1,130,074</b>	<b>1,299,424</b>	<b>1,478,215</b>	<b>1,202,739</b>	<b>1,136,788</b>	<b>-341,427</b>	<b>-23.1%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,314,360</b>	<b>1,477,138</b>	<b>1,597,578</b>	<b>1,322,102</b>	<b>1,259,918</b>	<b>-337,660</b>	<b>-21.1%</b>
Personnel Services	433,909	463,926	502,718	501,825	525,151	22,433	4.5%
Materials & Services	223,588	321,393	281,789	262,802	407,244	125,455	44.5%
Indirect Costs (Internal Dept Chgs)	0	0	0	0	0	0	0%
Cost Allocation Charges	109,764	117,195	173,245	173,245	161,129	-12,116	-7.0%
Capital Outlay	395,180	184,164	8,000	133	8,000	0	0%
<b>Operating Expenditure</b>	<b>1,162,441</b>	<b>1,086,678</b>	<b>965,752</b>	<b>938,005</b>	<b>1,101,524</b>	<b>135,772</b>	<b>14.1%</b>
Debt Service	0	0	0	0	0	0	0%
Special Payments	0	0	0	0	0	0	0%
Interfund Transfers	0	0	0	0	0	0	0%
Reserve for Future Expenditures	0	0	0	0	0	0	0%
<b>Total Exp - Including Special Categories</b>	<b>1,162,441</b>	<b>1,086,678</b>	<b>965,752</b>	<b>938,005</b>	<b>1,101,524</b>	<b>135,772</b>	<b>14.1%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00	-	5.00	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

**Significant Issues and Changes**

Materials & Services: In FY 18-19, Elections is planning to spend \$150,000 to update all permanently installed countywide ballot drop boxes with Vote Armor boxes. These boxes will provide drive up, weather proofing, increased capacity, better access, better security and many other benefits.



# County Clerk's Office

## Recording Program

### Performance Narrative Statement

The Recording program proposes a \$1,875,698 operating budget, a continuation of current funding levels. These resources will provide the public access so they can receive marriage licenses, certify ownerships, interest, and definitions of property within Clackamas County.

### Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target
	% Customers who find the recorded records they are looking for	98%	100%
	% Recordable documents that are recorded on the same day they are received	97%	100%
	Requests for certified documents fulfilled within 1 day	99%	100%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

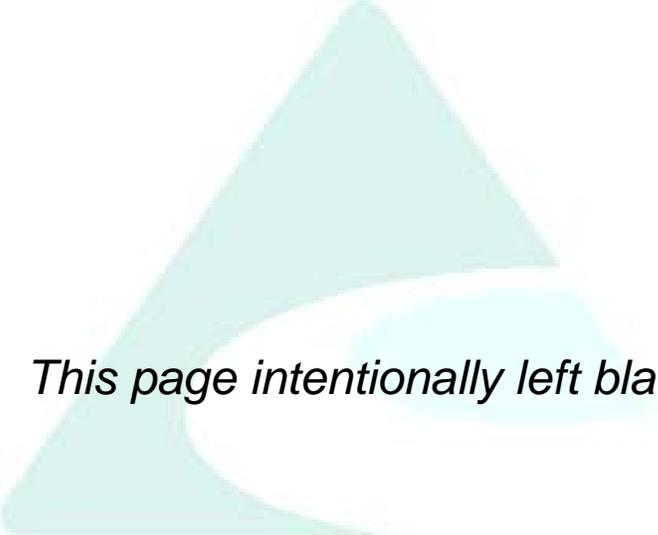
Explanation



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget		% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>258,000</b>	<b>248,800</b>	<b>167,109</b>	<b>167,109</b>	<b>172,382</b>	<b>5,273</b>	<b>3.2%</b>
Prior Year Revenue	0	0	0	0	0	0	0%
Taxes	0	0	0	0	0	0	0%
Licenses & Permits	0	0	0	0	0	0	0%
Federal Grants & Revenues	0	0	0	0	0	0	0%
State Grants & Revenues	0	0	0	0	0	0	0%
Local Grants & Revenues	0	0	0	0	0	0	0%
Charges for Service	1,551,452	1,653,534	1,919,500	1,475,623	1,479,003	-440,497	-22.9%
Fines & Penalties	0	0	0	0	0	0	0%
Miscellaneous Revenue	30,652	165,660	150,000	208,213	112,500	-37,500	-25.0%
Other Revenue	-403	-337	0	0	0	0	0%
Interfund Transfers	0	0	0	0	0	0	0%
<b>Operating Revenue</b>	<b>1,581,701</b>	<b>1,818,857</b>	<b>2,069,500</b>	<b>1,683,836</b>	<b>1,591,503</b>	<b>-477,997</b>	<b>-23.1%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,839,701</b>	<b>2,067,657</b>	<b>2,236,609</b>	<b>1,850,945</b>	<b>1,763,885</b>	<b>-472,724</b>	<b>-21.1%</b>
Personnel Services	607,472	649,568	703,806	702,556	735,212	31,406	4.5%
Materials & Services	313,023	449,949	394,505	367,923	570,141	175,636	44.5%
Indirect Costs (Internal Dept Chgs)	0	0	0	0	0	0	0%
Cost Allocation Charges	153,670	164,074	242,543	242,543	225,581	-16,962	-7.0%
Capital Outlay	0	0	0	0	0	0	0%
<b>Operating Expenditure</b>	<b>1,074,165</b>	<b>1,263,591</b>	<b>1,340,854</b>	<b>1,313,022</b>	<b>1,530,934</b>	<b>190,080</b>	<b>14.2%</b>
Debt Service	0	0	0	0	0	0	0%
Special Payments	0	0	0	0	0	0	0%
Interfund Transfers	0	0	0	0	0	0	0%
Reserve for Future Expenditures	0	0	267,821	0	344,764	76,943	28.7%
<b>Total Exp - Including Special Categories</b>	<b>1,074,165</b>	<b>1,263,591</b>	<b>1,608,675</b>	<b>1,313,022</b>	<b>1,875,698</b>	<b>267,023</b>	<b>16.6%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	7.00	7.00	7.00	7.00	7.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	7.00	7.00	-	7.00	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

**Significant Issues and Changes**



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# County Clerk's Office: Records Management

## Records Management Purpose Statement

The purpose of the Records Management line of business is to provide custodial storage, preservation, and access services to County Departments so they can be assured their records are secure, preserved, easily accessed, and retained in compliance with Oregon State rules and laws.

### Clerk Department

Sherry Hall - County Clerk

FTE 19.00

Total Request \$4,177,571

General Fund Support \$0

### Records Management

Carol Hopkins Mgr

Total Request

\$762,940

Gen Fund \$



# County Clerk's Office

## Records Management Program

### Performance Narrative Statement

Records Management proposes a \$762,940 operating budget to provide custodial storage, preservation, and archiving of County records to insure compliance with Oregon State rules and laws. The resources serve departments and the public concerning County records. The Passport Services program provides complete passport application services to the public so they can request a US Passport from the US Department of State.

### Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target
	Zero unauthorized access to records	100%	100%
	Department rush Records Requests delivered within one hour or less	100%	100%
	Records destroyed within 30 days of appearing on the Destruct List	60%	80%
	Applicants receive their passport within the stipulated time frame	95%	98%

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation                      Oregon State Rules and Laws require that any records with a retention of over 99 years be converted to archival microfilm per ORS Chapter 166.



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>100,422</b>	<b>8,664</b>	<b>105,746</b>	<b>105,746</b>	<b>77,832</b>	<b>-27,914</b>	<b>-26.4%</b>
Prior Year Revenue	0	0	0	0	0	0	0%
Taxes	0	0	0	0	0	0	0%
Licenses & Permits	0	0	0	0	0	0	0%
Federal Grants & Revenues	0	0	0	0	0	0	0%
State Grants & Revenues	0	0	0	0	0	0	0%
Local Grants & Revenues	0	0	0	0	0	0	0%
Charges for Service	540,660	689,019	661,687	658,970	685,108	23,421	3.5%
Fines & Penalties	0	0	0	0	0	0	0%
Miscellaneous Revenue	0	0	0	0	0	0	0%
Other Revenue	0	0	0	0	0	0	0%
Interfund Transfers	0	0	0	0	0	0	0%
<b>Operating Revenue</b>	<b>641,082</b>	<b>697,683</b>	<b>767,433</b>	<b>658,970</b>	<b>685,108</b>	<b>-82,325</b>	<b>-10.7%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>741,504</b>	<b>706,347</b>	<b>873,179</b>	<b>764,716</b>	<b>762,940</b>	<b>-110,239</b>	<b>-12.6%</b>
Personnel Services	442,637	387,221	447,024	447,040	458,095	11,071	2.5%
Materials & Services	74,488	86,681	107,502	98,145	100,483	-7,019	-6.5%
Indirect Costs (Internal Dept Chgs)	0	0	0	0	0	0	0%
Cost Allocation Charges	115,292	118,034	141,699	141,699	136,926	-4,773	-3.4%
Capital Outlay	0	0	0	0	0	0	0%
<b>Operating Expenditure</b>	<b>632,417</b>	<b>591,936</b>	<b>696,225</b>	<b>686,884</b>	<b>695,504</b>	<b>-721</b>	<b>-0.1%</b>
Debt Service	0	0	0	0	0	0	0%
Special Payments	0	0	0	0	0	0	0%
Interfund Transfers	0	0	0	0	0	0	0%
Reserve for Future Expenditures	0	0	0	0	0	0	0%
Contingency	0	0	71,208	0	67,436	-3,772	-5.3%
<b>Total Exp - Including Special Categories</b>	<b>632,417</b>	<b>591,936</b>	<b>767,433</b>	<b>686,884</b>	<b>762,940</b>	<b>-721</b>	<b>-0.6%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00	-	5.00	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

**Significant Issues and Changes**



# **Disaster Management**

**Nancy Bush, Director**

**2200 Kaen Road Suite A  
Oregon City, Oregon 97045  
503-655-8378**

Website Address: <http://www.clackamas.us/dm/>



# Disaster Management

## Department Mission

The Mission of the Disaster Management Department is to provide disaster planning, preparedness, response, recovery, mitigations, and Medical Examiner services to the Clackamas County community so they can equitably access services, survive a disaster, and recover as quickly as possible.

<b>Disaster Management</b> Nancy Bush - Director FTE 11.00 Total Request \$4,192,075 <b>General Fund Support \$2,171,183</b>
--

<b>Disaster Management</b> Nancy Bush-Mgr Total Request \$3,269,820 <b>Gen Fund \$1,282,643</b>	<b>Medical Examiner</b> Nancy Bush-Mgr Total Request \$922,255 <b>Gen Fund \$888,540</b>
---	--

<b>Disaster Mgt Operations</b> Nancy Bush/Sarah Eckman-Mgr FTE 6.00 Total Request \$3,269,820 <b>Gen Fund \$1,282,643</b>	<b>Medical Examiner Operations</b> Cathy Phelps-Mgr FTE 5.00 Total Request \$922,255 <b>Gen Fund \$888,540</b>
--	---



Disaster Management Department

Department Budget Summary by Fund

<i>Line of Business</i>	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 17/18
<i>Program</i>	FTE	Disaster Management Fund	Fund 2	Fund 3	Fund 4	Fund 5	Total Adopted Budget	General Fund Subsidy Included in Adopted Budget**
Disaster Management								
Disaster Management Operations	6.0	3,269,820					3,269,820	1,282,643
Medical Examiner								
Medical Examiner's Operations	5.0	922,255					922,255	888,540
<b>TOTAL</b>	<b>11.0</b>	<b>4,192,075</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,192,075</b>	<b>2,171,183</b>
<b>FY 17/18 Budget</b>	11.0	3,810,463					3,810,463	1,874,696
<b>\$ Increase (Decrease)</b>	0.0	381,612	0	0	0	0	381,612	296,487
<b>% Increase (Decrease)</b>	0.0	10.01%					10.01%	15.82%

\*\* General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax  
 Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



# Disaster Management

## Line of Business Purpose Statement

The purpose of the Disaster Management Line of Business is to provide planning and preparedness as well as response, recovery, and mitigation services to residents, businesses, and visitors in Clackamas County so they can be prepared to protect themselves, their families, neighbors and community, and animals, and can equitably access resources, and recover quickly.

<b>Disaster Management</b> Nancy Bush - Director FTE 11.00 Total Request \$4,192,075 <b>General Fund Support \$2,171,183</b>
--

<b>Disaster Management</b>  Nancy Bush-Mgr Total Request \$3,269,820 <b>Gen Fund \$ 1,282,643</b>
--

<b>Disaster Management Operations</b>  Nancy Bush/Sarah Eckman-Mgr FTE 6.00 Total Request \$3,269,820 <b>Gen Fund \$ 1,282,643</b>
---



**Performance Narrative Statement**

The Disaster Management Operations Program proposes a \$3,269,820 budget, a continuation of current funding levels and funding for buyout due to the federal declaration for the December 2015 storms for mitigation project(s) and increased funding in other grant funding applied for, such as Hazard Materials Emergency Preparedness Grant. The funding amount also includes anticipated Urban Area Security Initiative (UASI) funding, which is pass through dollars of approximately \$800,000. The Emergency Management Performance Grant (EMPG) is expected to be around \$100,000, which helps offset the cost of staff. This federal funding is unstable in future years. However, there has been an increase of general fund to help offset the shortfall that Disaster Management has been experiencing from decreased funding. These resources will provide coordination and integration of emergency planning and preparedness efforts for the residents and visitors of Clackamas County. Achieving these targets will provide a more resilient community before, during and after disasters.

**Key Performance Measures**

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	% of federally-required disaster management plans (all types) that are up-to-date and approved, allowing continued federal funding.	100%	100%	97%	100%
Result	% of federal and state required disaster management plans, exercises and actual events that are required and in need of planning, response and recovery.	100%	100%	100%	100%

Program includes:

Mandated Services	<input type="checkbox" value="Y"/>
Shared Services	<input type="checkbox" value="N"/>
Grant Funding	<input type="checkbox" value="Y"/>

Explain all "Yes" boxes below  
 For help with shared services, see AOC Shared State-County Services page on intranet  
 If grant funding, include length of grant and any match requirement (w/funding source)

Explanation **Mandated Services: Oregon Revised Statutes Section 401 requires the County to have an emergency management program, Emergency Operations Plan (EOP), and Emergency Operations Center (EOC) and a staff trained to manage critical incident tasks during an emergency or major incident. Grant Funding: The Emergency Management Performance Grant (EMPG) provides approximately \$100,000 for salaries for the Clackamas County Emergency Management Program Operations; federal mitigation dollars for a buyout from the 2015 storms and Urban Area Security Initiative (UASI) federal funding, which is pass-through to local programs.**



Disaster Management

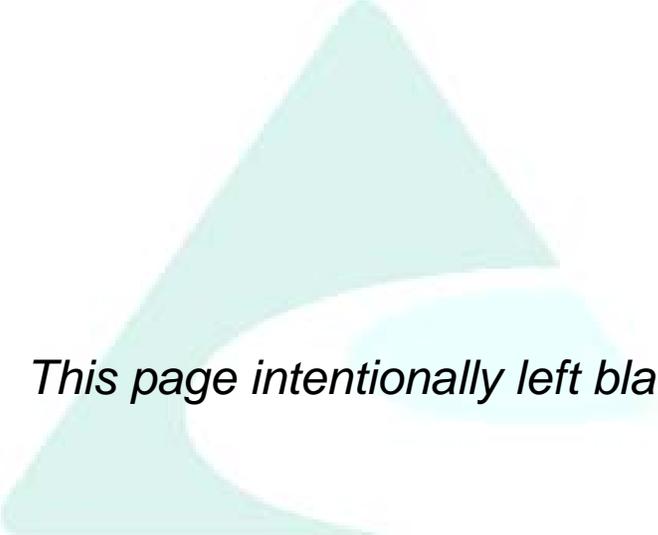
Disaster Management Operations

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 2018-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>902,220</b>	<b>820,185</b>	<b>827,468</b>	<b>820,468</b>	<b>532,045</b>	<b>(295,423)</b>	<b>-35.7%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	280,845	313,470	1,285,990	1,090,906	1,439,132	153,142	11.9%
State Grants & Revenues	-	-	21,000	8,000	16,000	(5,000)	-23.8%
Local Grants & Revenues	25,990	6,032	-	-	-	-	0%
Charges for Service	203	328	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	26,608	13,792	-	-	-	-	0%
Interfund Transfers	999,192	968,973	1,020,768	1,020,768	1,282,643	261,875	25.7%
<b>Operating Revenue</b>	<b>1,332,838</b>	<b>1,302,595</b>	<b>2,327,758</b>	<b>2,119,674</b>	<b>2,737,775</b>	<b>410,017</b>	<b>17.6%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>2,235,058</b>	<b>2,122,780</b>	<b>3,155,226</b>	<b>2,940,142</b>	<b>3,269,820</b>	<b>114,594</b>	<b>3.6%</b>
Personnel Services	822,226	843,394	928,559	924,359	967,971	39,412	4.2%
Materials & Services	369,344	168,167	515,640	298,865	588,217	72,577	14.1%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	223,303	193,049	217,647	217,647	196,518	(21,129)	-9.7%
Capital Outlay	-	-	565,000	564,063	1,058,955	493,955	87.4%
<b>Operating Expenditure</b>	<b>1,414,873</b>	<b>1,204,610</b>	<b>2,226,846</b>	<b>2,004,934</b>	<b>2,811,661</b>	<b>584,815</b>	<b>26.3%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	128,736	381,200	369,448	150,000	(231,200)	-60.7%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	540,180	-	308,159	(232,021)	-43.0%
<b>Total Exp - Including Special Categories</b>	<b>1,414,873</b>	<b>1,333,346</b>	<b>3,148,226</b>	<b>2,374,382</b>	<b>3,269,820</b>	<b>121,594</b>	<b>3.9%</b>
<b>General Fund Support (if applicable)</b>	<b>999,192</b>	<b>968,973</b>	<b>1,020,768</b>	<b>1,020,768</b>	<b>1,282,643</b>	<b>261,875</b>	<b>25.7%</b>
Full Time Equiv Pos (FTE) Budgeted	6.00	6.00	6.00	6.00	6.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	6.00	6.00	-	6.00	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes

Disaster Management traditionally receives the Emergency Management Performance Grant (EMPG), which support staff with a 50% match. Because the state is keeping more dollars there is less for local agencies. Clackamas County Disaster Management has been making up the difference over the past few years with fund balance. General funding has been obtained to help offset the loss of these federal funds. The increase in dollars in special payments and federal grants & revenues is due to \$1,339,132 in federal grant pass-through and mitigation project dollars.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Medical Examiner

## Line of Business Purpose Statement

The purpose of the Medical Examiner's Operations Program is to provide medicolegal death investigation service to decedents and their next-of-kin, and the medical and legal communities so they can receive scientific and legal determinations and respectful representations while communities effect resolutions, affix responsibility, and protect public health and safety.

### Emergency Management

Nancy Bush - Director

FTE 11.00

Total Request \$4,192,075

General Fund \$2,171,183

#### Medical Examiner

Nancy Bush-Mgr

Total Request

\$922,255

Gen Fund \$888,540

#### Medical Examiner Operations

Cathy Phelps-Mgr

FTE 5.00

Total Request

\$922,255

Gen Fund \$888,540



# Medical Examiner

## Medical Examiner Operations

### Performance Narrative Statement

The Medical Examiner proposes a \$922,255 budget, a continuation of current funding levels. These resources will provide approximately 375 on-scene death investigations and 650 legally reportable limited investigations death documentations. Achieving these results will provide medicolegal death investigations service to decedents and their next-of-kin, and the medical and legal communities so they can receive scientific and legal determinations and respectful representations.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	% of on-scene investigations with associated interviews and investigations where Quality Assurance Reviews are conducted.	n/a	4%	4%	4%
Result	% of the conducted Quality Assurance Reviews demonstrated to have no exceptions or non-compliance with protocols and established professional standards.	n/a	95%	95%	95%
Result	Total Number of Medical Examiner Cases	1,086	1,200	1,200	1,200
	Number of On-Scene Investigations	336	366	345	366
	Number of Reportable - Limited Investigations	750	834	855	834

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

**Mandated Services: Oregon Revised Statutes Section 146 states that each county shall have a medical examiner function for the purpose of investigating and certifying the cause and manner of deaths requiring investigation.**



Medical Examiner

Medical Examiner Operations

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 2018-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>56,699</b>	<b>76,453</b>	<b>26,099</b>	<b>33,099</b>	<b>33,715</b>	<b>7,616</b>	<b>29.2%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	794,719	773,145	853,928	853,928	888,540	34,612	4.1%
<b>Operating Revenue</b>	<b>794,719</b>	<b>773,145</b>	<b>853,928</b>	<b>853,928</b>	<b>888,540</b>	<b>34,612</b>	<b>4.1%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>851,418</b>	<b>849,598</b>	<b>880,027</b>	<b>887,027</b>	<b>922,255</b>	<b>42,228</b>	<b>4.8%</b>
Personnel Services	654,462	663,311	735,973	735,973	759,627	23,654	3.2%
Materials & Services	94,093	93,444	119,794	119,794	121,130	1,336	1.1%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	26,410	28,811	31,260	31,260	41,498	10,238	32.8%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>774,965</b>	<b>785,566</b>	<b>887,027</b>	<b>887,027</b>	<b>922,255</b>	<b>35,228</b>	<b>4.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>774,965</b>	<b>785,566</b>	<b>887,027</b>	<b>887,027</b>	<b>922,255</b>	<b>35,228</b>	<b>4.0%</b>
<b>General Fund Support (if applicable)</b>	<b>794,719</b>	<b>773,145</b>	<b>853,928</b>	<b>853,928</b>	<b>888,540</b>	<b>34,612</b>	<b>4.1%</b>
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00	-	5.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

The Medical Examiner's Office is a fairly stable office, which is 100% funded by general fund. For the fiscal year 2017-2018 we currently anticipate approximately a 9% increase in reported deaths. As the deaths increase there will be need for additional staff in the Medical Examiner's Office.



## **Technology Services**

**David Cummings, Chief Information Officer**

**121 Library Court  
Oregon City, Oregon 97045  
503-655-8322**

Website Address: <http://www.clackamas.us/ts/>



# Technology Services

## Department Mission

The mission of the Technology Services Department is to provide high quality, innovative and cost-effective technology to the public, County staff, and County Commissioners so they can provide and receive County services.

<b>Technology Services</b>	
Dave Cummings - Director	
FTE 55.5	
Total Request \$ 20,331,828	
General Fund Support \$ 4,669,042	

<b>Administration</b>	<b>Applications</b>	<b>Technical Services</b>	<b>Communication Services</b>	<b>Enterprise Business Systems</b>
Dave Cummings - Dir Total Request \$1,445,111	Eric Bohard - Mgr Total Request \$3,652,847	Chris Fricke - Mgr Total Request \$7,254,632	Ron Sandner - Mgr Total Request \$5,841,279	Katie Starrett - Mgr Total Request \$2,137,959
Gen Fund \$ -	Gen Fund \$ 2,421,891	Gen Fund \$ 315,192	Gen Fund \$ -	Gen Fund \$ 1,931,959

<b>Office of the Director</b>	<b>County Wide Applications</b>	<b>Technical Services</b>	<b>Telecomm Services</b>	<b>Business Systems</b>
FTE 5.00 Total Request \$1,445,111	FTE 9.0 Total Request \$1,875,735	FTE 16.00 Total Request \$6,114,849	FTE 6.00 Total Request \$3,416,895	FTE 6.00 Total Request \$2,137,959
Gen Fund \$ -	Gen Fund \$ 1,704,307	Gen Fund \$ 315,192	Gen Fund \$ -	Gen Fund \$ 1,931,959

<b>GIS</b>	<b>Network</b>	<b>CBX</b>
FTE 5.50 Total Request \$1,279,716	FTE 3.00 Total Request \$1,139,783	FTE 2.00 Total Request \$2,424,384
Gen Fund \$ 717,584	Gen Fund \$ -	Gen Fund \$ -

<b>Department Applications</b>
FTE 3.00 Total Request \$497,396
Gen Fund \$ -



## Technology Services

### Department Budget Summary by Fund

<i>Line of Business</i>	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19
<i>Program</i>	FTE	Technology Services Fund 747	Telecomm Services Fund 746	CBX Fund 602	Total Adopted Budget	General Fund Subsidy Included in Adopted Budget **
Administration						
Office of the Director	5.0	1,445,111			1,445,111	-
Applications						
County Wide Applications	9.0	1,875,735			1,875,735	1,704,307
GIS	5.5	1,279,716			1,279,716	717,584
Department Applications	3.0	497,396			497,396	-
Technical Services						
Technical Services	16.0	6,114,849			6,114,849	315,192
Network Services	3.0	1,139,783			1,139,783	
Communication Services						
Telecommunication Services	6.0		3,416,895		3,416,895	-
CBX	2.0			2,424,384	2,424,384	-
Enterprise Business Systems						
Business Systems	6.0	2,137,959			2,137,959	1,931,959
<b>TOTAL</b>	<b>55.5</b>	<b>\$ 14,490,549</b>	<b>\$ 3,416,895</b>	<b>\$ 2,424,384</b>	<b>\$ 20,331,828</b>	<b>\$ 4,669,042</b>
<b>FY 17/18 Budget (Amended)</b>	55.5	\$ 15,748,736	\$ 3,607,463	\$ 2,497,065	\$ 21,853,264	\$ 3,961,883
<b>\$ Increase (Decrease)</b>		\$ (1,258,187)	\$ (190,568)	\$ (72,681)	\$ (1,521,436)	\$ 707,159
<b>% Increase (Decrease)</b>		-7.99%	-5.28%	-2.91%	-6.96%	17.85%
<b>FY 16/17 FTE</b>	55.5	47.5	6.0	2.0	0.0%	

\*\* General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



**Line of Business Purpose Statement**

The purpose of the Administration Line of Business is to provide management and business direction to Technology Services Department staff so they can effectively perform required services in support of County technology requirements.

<p><b>Technology Services</b>          Dave Cummings - Director          FTE 55.5          Total Request \$ 20,331,828          General Fund Support \$ 4,669,042</p>
---

<p><b>Administration</b>          Dave Cummings - Dir          Total Request          \$1,445,111</p>
<p>Gen Fund \$ -</p>
<p><b>Office of the Director</b>          FTE 5.00          Total Request          \$1,445,111</p>
<p>Gen Fund \$ -</p>



**Performance Narrative Statement**

The purpose of the Technology Services Office of the Director Program is to provide administrative, leadership, finance, budget, policy and planning services to Technology Services staff so they can make well informed and cost effective strategic decisions.

The Office of the Director Program proposes a budget of \$1,445,111, a decrease of \$281,427 from current funding levels (mainly due to a one time supplemental adjustment in FY17-18 that is not carried forward into FY18-19). These resources will provide a continuation of management oversight and direction in the utilization of technology and technical resources for the County. This results in providing efficient and reliable technical solutions and support to meet the business needs of the County.

**Key Performance Measures**

		FY 17-18 Actual	FY 18-19 Target	FY 18-19 Projected Performance	FY 19-20 Target
 <b>Result</b>	Technology Services will develop, and maintain, a County Technology Strategic Plan that covers Technology Services and Initiatives.	~10 %	~ 75%	~ 75%	100%
<b>Result</b>	% of staff with documented professional and technical training plan	~ 70%	100%	100%	100%
<b>Efficiency</b>	Total estimated annual donated actual value for Technology for Teaching	\$26,305	\$26,000	\$30,000	\$28,000

Program includes:

Mandated Services  No

Shared Services  No

Grant Funding  No

Explanation

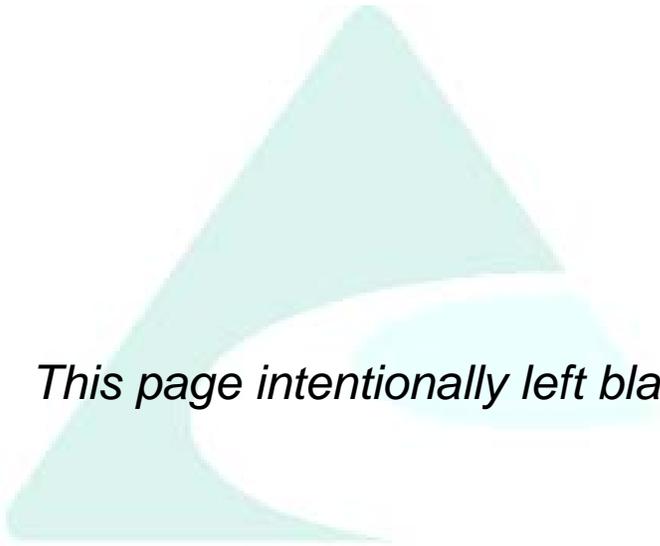


Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>149,379</b>	<b>150,300</b>	<b>466,583</b>	<b>246,583</b>	<b>157,000</b>	<b>(309,583)</b>	<b>-66.4%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	1,259,882	1,223,282	1,259,955	1,259,955	1,288,111	28,156	2.2%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	12,538	68,618	-	9,641	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>1,272,420</b>	<b>1,291,900</b>	<b>1,259,955</b>	<b>1,269,596</b>	<b>1,288,111</b>	<b>28,156</b>	<b>2.2%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,421,799</b>	<b>1,442,200</b>	<b>1,726,538</b>	<b>1,516,179</b>	<b>1,445,111</b>	<b>(281,427)</b>	<b>-16.3%</b>
Personnel Services	760,708	806,704	886,877	853,586	867,400	(19,477)	-2.2%
Materials & Services	151,841	132,645	454,555	260,487	212,390	(242,165)	-53.3%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	314,341	216,000	245,106	245,106	235,321	(9,785)	-4.0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>1,226,890</b>	<b>1,155,349</b>	<b>1,586,538</b>	<b>1,359,179</b>	<b>1,315,111</b>	<b>(271,427)</b>	<b>-17.1%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	130,000	-	130,000	-	0%
<b>Total Exp - Including Special Categories</b>	<b>1,226,890</b>	<b>1,155,349</b>	<b>1,716,538</b>	<b>1,359,179</b>	<b>1,445,111</b>	<b>(271,427)</b>	<b>-15.8%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	4.00	5.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	4.00	5.00	-	5.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

> In FY 17-18, this program had a supplemental budget adjust increase of \$203,000. This was a one time increase to assist in the Operations Center remodel and to help balance the fund FTE adjustments. This was not part of the FY18-19 budget request.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



**Line of Business Purpose Statement**

The purpose of the Applications Line of Business is the design, development and lifecycle support of County applications for County staff and public so they can effectively utilize the applications to perform business functions.

<p><b>Technology Services</b>          Dave Cummings - Director          FTE 55.5          Total Request \$ 20,331,828          General Fund Support \$ 4,669,042</p>
---

<p><b>Applications</b>          Eric Bohard - Mgr          Total Request          \$3,652,847          Gen Fund \$ 2,421,891</p>
--

<p><b>County Wide Applications</b>           FTE 9.0          Total Request          \$1,875,735          Gen Fund \$ 1,704,307</p>
---

<p><b>GIS</b>           FTE 5.50          Total Request          \$1,279,716          Gen Fund \$ 717,584</p>
---

<p><b>Department Applications</b>           FTE 3.00          Total Request          \$497,396          Gen Fund \$ -</p>
---



# Applications

## County Wide Applications

### Performance Narrative Statement

The purpose of the County Wide Applications Program is to provide database, document management, business analysis, web and application development, integration and applications management services to County staff, the public, businesses and other public agencies so they can enhance services, utilize web and mobile delivery, share information, maximize the use of evolving technologies and achieve their business requirements.

The County Wide Applications Program proposes a budget of \$1,875,735, a decrease of \$174,307 from current funding levels (primarily due to an one time supplemental budget addition that is partially carried forward into FY18-19) These resources will provide a continuation of analysis, development and support of applications to meet the business requirements of the County staff. This results in providing the public and businesses the important services they require in an efficient, accessible and reliable format (especially mobile).

### Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 18-19 Projected Performance	FY 19-20 Target
<b>Result</b>	% of developed applications that meet customer requirements	N/A	95%	99.07% (survey)	95%
<b>Result</b>	% of applications accessible in a mobile environment (if part of the design scope)	~ 60%	~ 60%	~ 90%	~ 95 %
<b>Output</b>	# of online workflow solutions for enhanced services (Internet & Intranet)	~16	~16	~16	~18

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>5,484</b>	<b>85,000</b>	<b>395,194</b>	<b>333,194</b>	<b>2,000</b>	<b>(393,194)</b>	<b>-99.5%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	1,609,984	1,576,257	1,654,848	1,654,848	1,873,735	218,887	13.2%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	20,829	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>1,609,984</b>	<b>1,597,086</b>	<b>1,654,848</b>	<b>1,654,848</b>	<b>1,873,735</b>	<b>218,887</b>	<b>13.2%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,615,468</b>	<b>1,682,086</b>	<b>2,050,042</b>	<b>1,988,042</b>	<b>1,875,735</b>	<b>(174,307)</b>	<b>-8.5%</b>
Personnel Services	1,217,333	1,320,252	1,494,169	1,455,000	1,457,069	(37,100)	-2.5%
Materials & Services	155,943	143,228	316,810	273,979	163,381	(153,429)	-48.4%
Indirect Costs (Internal Dept Chgs)	212,191	227,000	229,083	229,083	229,564	481	0.2%
Cost Allocation Charges	-	24,255	27,980	27,980	25,721	(2,259)	0.0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>1,585,467</b>	<b>1,714,735</b>	<b>2,068,042</b>	<b>1,986,042</b>	<b>1,875,735</b>	<b>(192,307)</b>	<b>-9.3%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>1,585,467</b>	<b>1,714,735</b>	<b>2,068,042</b>	<b>1,986,042</b>	<b>1,875,735</b>	<b>(192,307)</b>	<b>-9.3%</b>
<b>General Fund Support ( Non-Dept )</b>	<b>1,545,766</b>	<b>1,699,036</b>	<b>1,523,369</b>	<b>1,523,369</b>	<b>1,704,307</b>	<b>180,938</b>	<b>11.9%</b>
Full Time Equiv Pos (FTE) Budgeted	8.00	9.00	9.00	9.00	9.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	8.00	9.00	-	9.00	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

**Significant Issues and Changes**

> As part of a change in the support of the Web Content for the County, 1 FTE was transferred to the Public & Government Affairs department in FY17/18.

> In FY16-17 a major initiative to move the County website to a new Content Management System (Drupal) was started, during the FY17-18 a large percentage of developer resources were diverted to this project which resulted in a reduction of other planned projects. This impacted some of the Key Performance Measures for this program. The initial conversion is planned to be completed by the end of FY17-18 allowing resources to be re-allocated back to the projects and initiatives that were delayed. Drupal should provide additional capability for these projects.

> In FY17/18 a new Drupal Developer position was created in TS out from primarily internal resources to work on the new Web content project with PGA. The Drupal Maintenance Contract was also added to 0225 for a total of \$85,000 along with an additional \$150,000 to assist in the Drupal migration. This, along with the Drupal Professional Services, will go down more in FY19-20.

> Due to the priority of the Drupal project, many other projects in FY17-18 are on hold until the migration is complete. This has impacted the performance goals for some of the metrics - we expect to get caught up on projects / goals in FY18-19.



**Performance Narrative Statement**

The Purpose of the Geographic Information System (GIS) Program is to provide spatially integrated data and mapping services to residents, businesses, County staff and other public agencies so they can make informed, location-based decisions using necessary geographic information.

The GIS Program proposes a budget of \$1,279,716, an increase of \$50,824 from current funding levels. These resources will provide a continuation of analysis, development and support of GIS data and mapping applications to meet the business requirements of the County staff and public while maintaining flat rates on printed maps.

**Key Performance Measures**

		FY 17-18 Actual	FY 18-19 Target	FY 18-19 Projected Performance	FY 19-20 Target
<b>Result</b>	% of GIS projects completed on time	99%	99%	100% (Survey)	99%
 <b>Result</b>	% of GIS projects completed that meet customer requirements	N/A	90%	100% (Survey)	99%
<b>Efficiency</b>	\$ Cost per printed map (Large Aerial)	\$35	\$35	\$35	\$35

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>(27,285)</b>	<b>179,000</b>	<b>33,805</b>	<b>119,805</b>	<b>55,000</b>	<b>21,195</b>	<b>62.7%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	69,649	84,000	35,000	42,000	35,000	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	1,146,176	1,188,898	1,092,087	1,093,668	1,121,716	29,629	2.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	86,573	34,231	33,000	33,000	33,000	-	0%
Interfund Transfers	35,000	35,000	35,000	35,000	35,000	-	0%
<b>Operating Revenue</b>	<b>1,337,398</b>	<b>1,342,129</b>	<b>1,195,087</b>	<b>1,203,668</b>	<b>1,224,716</b>	<b>29,629</b>	<b>2.5%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,310,113</b>	<b>1,521,129</b>	<b>1,228,892</b>	<b>1,323,473</b>	<b>1,279,716</b>	<b>50,824</b>	<b>4.1%</b>
Personnel Services	879,637	938,545	970,231	935,440	887,945	(82,286)	-8.5%
Materials & Services	39,618	53,581	121,550	67,922	129,015	7,465	6.1%
Indirect Costs (Internal Dept Chgs)	172,405	138,723	139,995	139,995	140,289	294	0.2%
Cost Allocation Charges	-	19,624	25,116	25,116	22,467	(2,649)	0.0%
Capital Outlay	40,109	100,000	100,000	100,000	100,000	-	0%
<b>Operating Expenditure</b>	<b>1,131,769</b>	<b>1,250,473</b>	<b>1,356,892</b>	<b>1,268,473</b>	<b>1,279,716</b>	<b>(77,176)</b>	<b>-5.7%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>1,131,769</b>	<b>1,250,473</b>	<b>1,356,892</b>	<b>1,268,473</b>	<b>1,279,716</b>	<b>(77,176)</b>	<b>-5.7%</b>
<b>General Fund Support ( Non-Dept )</b>	<b>635,351</b>	<b>644,557</b>	<b>693,423</b>	<b>693,423</b>	<b>717,584</b>	<b>24,161</b>	<b>3.5%</b>
Full Time Equiv Pos (FTE) Budgeted	6.50	5.50	5.50	5.50	5.50	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	6.50	5.50	5.50	5.50	5.50		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

**Significant Issues and Changes**



# Applications

## Department Applications

### Performance Narrative Statement

The Purpose of the Department Applications Program is to provide specialized business analysis, application development, maintenance, integration, customizations, and support services to County departments so they can have timely, reliable and cost effective use of their department business systems in support of their customers.

The Department Applications Program proposes a budget of \$497,396, a slight increase of \$14,259 from current funding levels. These resources will continue to provide analysis, development and support of critical department data and applications to meet the business requirements of the County departments.

### Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 18-19 Projected Performance	FY 19-20 Target
<b>Result</b>	% of major department projects where approved business and service improvements are achieved	N/A	95%	~ 95% (Survey In-Progress)	95%
<b>Result</b>	% of department applications accessible in a mobile environment	~50%	~50%	~ 60%	~ 80%
<b>Output</b>	Average response time to develop solution for reporting / Immediate request	N/A	10 hours	~ 10 hours	10 Hours

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation



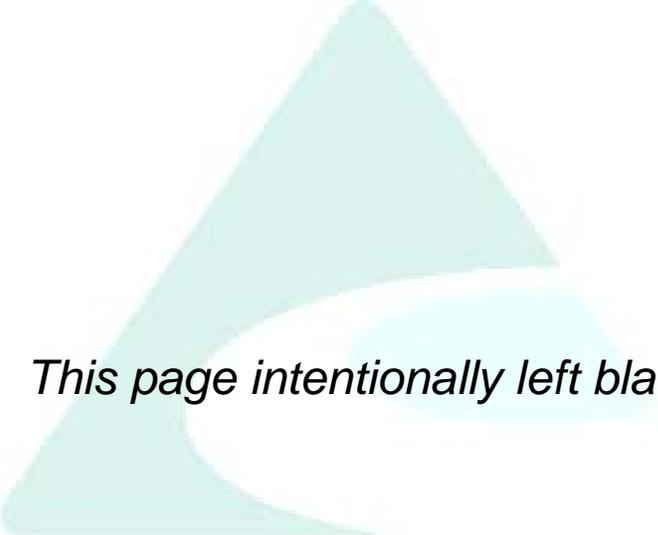
Applications

Department Applications

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>259,286</b>	-	<b>1,464</b>	<b>11,464</b>	<b>1,000</b>	<b>(464)</b>	<b>0.0%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	338,176	344,297	359,117	359,117	359,320	203	0.1%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	110,279	118,427	122,556	122,556	137,076	14,520	11.8%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>448,455</b>	<b>462,724</b>	<b>481,673</b>	<b>481,673</b>	<b>496,396</b>	<b>14,723</b>	<b>3.1%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>707,741</b>	<b>462,724</b>	<b>483,137</b>	<b>493,137</b>	<b>497,396</b>	<b>14,259</b>	<b>3.0%</b>
Personnel Services	418,608	320,881	389,554	389,000	395,680	6,126	1.6%
Materials & Services	7,900	10,014	25,313	14,867	17,009	(8,304)	-32.8%
Indirect Costs (Internal Dept Chgs)	132,619	75,667	76,361	76,361	76,521	160	0.2%
Cost Allocation Charges	-	13,411	11,909	11,909	8,186	(3,723)	0.0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>559,127</b>	<b>419,973</b>	<b>503,137</b>	<b>492,137</b>	<b>497,396</b>	<b>(5,741)</b>	<b>-1.1%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>559,127</b>	<b>419,973</b>	<b>503,137</b>	<b>492,137</b>	<b>497,396</b>	<b>(5,741)</b>	<b>-1.1%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	4.00	3.00	3.00	3.00	3.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.00	3.00	-	3.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	-	-	-	-	-	-

Significant Issues and Changes



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Technical Services

## Line of Business Purpose Statement

The purpose of the Technical Services Line of Business is to provide technology support, system and storage administration, technology procurement and call center services to County staff so they can effectively utilize County technology in support of their business requirements and services.

### Technology Services

Dave Cummings - Director

FTE 55.5

Total Request \$ 20,331,828

General Fund Support \$ 4,669,042

#### Technical Services

Chris Fricke - Mgr

Total Request

\$7,254,632

Gen Fund \$ 315,192

#### Technical Services

FTE 16.00

Total Request

\$6,114,849

Gen Fund \$ 315,192

#### Network

FTE 3.00

Total Request

\$1,139,783

Gen Fund \$ -



# Technical Services

## Technical Services

### Performance Narrative Statement

The purpose of the Technical Services Line of Business is to provide technology support, system and storage administration, technology procurement and call center services to County staff so they can effectively utilize County technology in support of their business requirements and services.

The Technical Services Program proposes a budget of \$6,114,849, an decrease of \$1,297,179 from current funding levels. This is a decrease in funding due to additional funding added to Capital Replacement projects / reserve carried over from FY16-17 into FY17-18 which included planned major upgrades to the County infrastructure, remodeling of the TS1 Operations Center and some new software packages. These resources will continue to provide design, procurement, implementation and support of expanding critical technical services to meet the business requirements of the County departments while containing allocation growth to an annual average of 5% or less. (not including FY carry over of capital reserves or projects that are not completed within the initial budgeted fiscal year)

### Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 18-19 Projected Performance	FY 19-20 Target
	<b>Result</b> % of County Departments and / or other agencies who rate TS call center support as "Good" or "Excellent"	94.30%	95%	98.72% (survey)	98%
	<b>Result</b> % of critical system issues resolved within 4 hrs	95%	99%	98.03% (survey)	99%
	<b>Efficiency</b> \$ allocated costs per PC (tier 1) ( Goal <= 5% )	\$2,111.30 3.38 %	<= 5%	\$2,147.43 1.71 %	<= 5%

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation



Technical Services

Technical Services

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>846,618</b>	<b>1,460,990</b>	<b>2,329,028</b>	<b>2,554,028</b>	<b>726,958</b>	<b>-1,602,070</b>	<b>-68.8%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	4,533,297	4,982,409	5,083,000	5,083,000	5,387,891	304,891	6.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	391	-	-	250	-	-	0%
Interfund Transfers	15,453	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>4,549,141</b>	<b>4,982,409</b>	<b>5,083,000</b>	<b>5,083,250</b>	<b>5,387,891</b>	<b>304,891</b>	<b>6.0%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>5,395,759</b>	<b>6,443,399</b>	<b>7,412,028</b>	<b>7,637,278</b>	<b>6,114,849</b>	<b>(1,297,179)</b>	<b>-17.5%</b>
Personnel Services	2,439,669	2,405,356	2,917,579	2,940,200	2,725,281	(192,298)	-6.6%
Materials & Services	1,137,252	893,194	1,645,093	1,570,722	1,453,003	(192,090)	-11.7%
Indirect Costs (Internal Dept Chgs)	371,334	403,557	407,258	407,258	408,114	856	0.2%
Cost Allocation Charges	-	50,410	48,343	48,343	47,493	(850)	0.0%
Capital Outlay	127,820	476,439	1,628,797	1,943,797	874,000	(754,797)	-46.3%
<b>Operating Expenditure</b>	<b>4,076,075</b>	<b>4,228,956</b>	<b>6,647,070</b>	<b>6,910,320</b>	<b>5,507,891</b>	<b>(1,139,179)</b>	<b>-17.1%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	306,958	-	306,958	-	0%
Contingency	-	-	300,000	-	300,000	-	0%
<b>Total Exp - Including Special Categories</b>	<b>4,076,075</b>	<b>4,228,956</b>	<b>7,254,028</b>	<b>6,910,320</b>	<b>6,114,849</b>	<b>(1,139,179)</b>	<b>-15.7%</b>
<b>General Fund Support (if applicable)</b>	<b>224,900</b>	<b>301,958</b>	<b>351,319</b>	<b>351,319</b>	<b>315,192</b>	<b>-36,127</b>	<b>-10.3%</b>
Full Time Equiv Pos (FTE) Budgeted	15.00	16.00	16.00	16.00	16.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	14.00	16.00	-	16.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	-	-	-	-	-	-

**Significant Issues and Changes**

- > Starting in FY14-15, Technical Support implemented a new Capital Replacement Program that allowed projected capital expenses for large infrastructure items (such as network, servers, storage etc.) to be built into the allocation and "reserved" each year as part of the fund balance roll to build up capital until required for large equipment replacement. This allowed funds to be built up to maintain / expand County infrastructure without potential failure of aging equipment nor the need to request large general fund infusions and/or unstable allocation rates.
- > Starting in FY16-17, a 3 year major equipment replacement project began. In FY17-18 a large amount of Server & Storage Equipment was procured and installed. This will continue into FY18-19 then reduce for a couple of years.
- > In FY17-18, a supplemental increase of \$1,413,103 was added to this budget primarily as capital carry over from FY16-17 for the OPS Remodel, Network replacement reserve, Various Software Package procurement and other FY carry over projects
- > Starting in FY18-19, a budgeted, major upgrade of County networking equipment will begin and complete in FY19-20. This will also result in a drop in capital for a few years as the reserve rebuilds at a slower rate. TS will also be remodeling the TS1 Data Center to meet support and COOP requirements.



# Technical Services

## Network Services

### Performance Narrative Statement

The purpose of the Network Services program is to provide network architecture, infrastructure, wireless, internet and networking related support services to staff, outside agencies and visitors so they can conduct business and achieve their business results utilizing a reliable, high performance, 24/7 secure network infrastructure.

The Network Services Program proposes a budget of \$1,139,783, a decrease of \$131,182 from current funding levels. These resources will continue to provide analysis, installation and reliable support of critical County network communications and security to efficiently meet the business requirements of the County departments while containing annual allocations rate to an average of 5%.

### Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 18-19 Projected Performance	FY 19-20 Target
<b>Result</b>	% of days where all core networking infrastructure is operational (excluding scheduled maintenance)	99.97%	99.90%	99.99%	99.90%
<b>Result</b>	% of customer support request responses that meet approved delivery scope and timeline	~90%	~90%	97.36% (Survey)	99%
<b>Output</b>	Number of supported networked devices (Not including Mobile Phones)	~4500	~4560	4902	~4800

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation



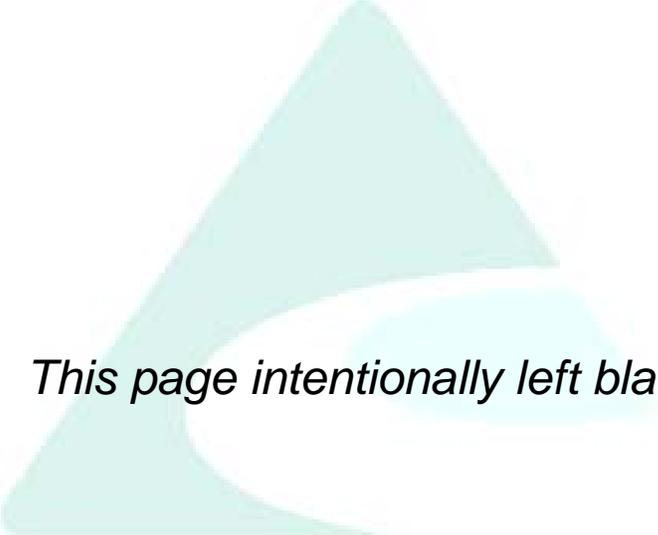
Technical Services

Network Services

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>82,453</b>	<b>167,000</b>	<b>102,300</b>	<b>78,300</b>	<b>65,000</b>	<b>(37,300)</b>	<b>-36.5%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	893,672	1,084,827	1,118,665	1,118,665	1,024,783	(93,882)	-8.4%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	100,000	50,000	50,000	50,000	50,000	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>993,672</b>	<b>1,134,827</b>	<b>1,168,665</b>	<b>1,168,665</b>	<b>1,074,783</b>	<b>(93,882)</b>	<b>-8.0%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,076,125</b>	<b>1,301,827</b>	<b>1,270,965</b>	<b>1,246,965</b>	<b>1,139,783</b>	<b>(131,182)</b>	<b>-10.3%</b>
Personnel Services	588,481	566,315	622,131	621,000	597,858	(24,273)	-3.9%
Materials & Services	248,090	259,919	593,561	473,692	453,614	(139,947)	-23.6%
Indirect Costs (Internal Dept Chgs)	79,571	75,667	76,361	76,361	76,522	161	0.2%
Cost Allocation Charges	-	9,973	10,912	10,912	11,789	877	0.0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>916,142</b>	<b>911,874</b>	<b>1,302,965</b>	<b>1,181,965</b>	<b>1,139,783</b>	<b>(163,182)</b>	<b>-12.5%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>916,142</b>	<b>911,874</b>	<b>1,302,965</b>	<b>1,181,965</b>	<b>1,139,783</b>	<b>(163,182)</b>	<b>-12.5%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	3.00	3.00	3.00	3.00	3.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.00	3.00	-	3.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Communication Services

## Line of Business Purpose Statement

The purpose of the Communication Services Line of Business is to provide telecommunications, network and broadband services to County staff and external agencies so they can meet their business requirements.

<h3>Technology Services</h3> <p>Dave Cummings - Director FTE 55.5 Total Request \$ 20,331,828 General Fund Support \$ 4,669,042</p>
---

<h4>Communication Services</h4> <p>Ron Sandner - Mgr Total Request \$5,841,279</p>
Gen Fund \$ -

<h4>Telecomm Services</h4> <p>FTE 6.00 Total Request \$3,416,895</p>
Gen Fund \$ -

<h4>CBX</h4> <p>FTE 2.00 Total Request \$2,424,384</p>
Gen Fund \$ -



# Communication Services

## Telecommunication Services

### Performance Narrative Statement

The purpose of Telecommunication Services is to provide phone, radio, security systems, audio visual, wiring and communications technical support services to County staff and other agencies so they can be secure in the work place and communicate reliably across unified leading edge systems with 24/7 support.

The Telecommunications Services Program proposes a budget of \$3,416,895, a decrease of \$190,568 from current funding levels. This reduction is due to an adjustment in CCTV Reserves in FY17-18 that increased capital reserves carried over from FY16-17. These resources will continue to provide analysis, installation and reliable support of critical County communications and securely to efficiently meet the business requirements of the County departments while maintaining flat rates.

### Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 18-19 Projected Performance	FY 19-20 Target
<b>Result</b>	% of days where there are no service interruptions to core telecomm services (excluding scheduled maintenance)	100.00%	99.50%	100.00%	99.50%
<b>Result</b>	% of work orders with response times within 2 hours of submissions (during scheduled business hours)	99+% (1.75 hr Average)	99%	99.19%	99%
<b>Efficiency</b>	\$ average cost to install desktop telecommunications devices	\$150	\$150	\$150	\$150

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation



Communications Services

Telecommunication Services

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>810,219</b>	<b>744,588</b>	<b>1,114,437</b>	<b>1,114,437</b>	<b>868,272</b>	<b>(246,165)</b>	<b>-22.1%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	2,556,883	2,695,849	2,493,026	2,549,901	2,548,623	55,597	2.2%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	4,900	5,627	-	2,825	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>2,561,783</b>	<b>2,701,476</b>	<b>2,493,026</b>	<b>2,552,726</b>	<b>2,548,623</b>	<b>55,597</b>	<b>2.2%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>3,372,002</b>	<b>3,446,064</b>	<b>3,607,463</b>	<b>3,667,163</b>	<b>3,416,895</b>	<b>(190,568)</b>	<b>-5.3%</b>
Personnel Services	718,096	760,088	920,864	882,326	985,564	64,700	7.0%
Materials & Services	1,244,030	1,279,584	1,655,164	1,509,164	1,518,800	(136,364)	-8.2%
Indirect Costs (Internal Dept Chgs)	132,619	126,112	127,268	127,268	153,043	25,775	20.3%
Cost Allocation Charges	42,433	54,289	59,388	59,388	62,802	3,414	5.7%
Capital Outlay	490,236	111,554	844,779	220,745	696,686	(148,093)	-17.5%
<b>Operating Expenditure</b>	<b>2,627,414</b>	<b>2,331,627</b>	<b>3,607,463</b>	<b>2,798,891</b>	<b>3,416,895</b>	<b>(190,568)</b>	<b>-5.3%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>2,627,414</b>	<b>2,331,627</b>	<b>3,607,463</b>	<b>2,798,891</b>	<b>3,416,895</b>	<b>(190,568)</b>	<b>-5.3%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	6.00	6.00	6.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00	-	5.00	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.00	-	-	

Significant Issues and Changes

> As part of the phone systems infrastructure for the County, Telecommunications operates 4 large phone servers. These are replaced or upgraded on average 1 every 2 years for a 8 year rotation. In order to keep rates flat, and have sufficient capital for maintaining the equipment, Telecommunications maintains an equipment replacement program that builds a capital replacement fund. Every other year a new server is procured / upgraded reducing this fund while the following year the fund is built back up and rolled into the next year. This results in sufficient funding to maintain the infrastructure without impacting rates but does cause a cyclic balance in Fund Balance and Capital Outlay.

> Starting in FY13-14 Telecommunications began supporting the County CCTV Security Camera Systems including the large storage arrays for the video. As with the Phone Servers, a capital replacement program was established to replace the storage arrays and other related equipment as required. This replaces equipment based on established schedules, or as equipment fails, with funds rolled into the next year to maintain the fund. A large number of cameras are scheduled for replacement in FY18-19 and a major storage upgrade in FY19-20.



# Communication Services

CBX

## Performance Narrative Statement

The purpose of the Clackamas Broadband eXchange (CBX) program is to provide fiber optic design, allocation, installation and maintenance services to County departments, public institutions, bandwidth intensive businesses and ISP Providers so they can experience fast, reliable connectivity at a low cost while also providing business opportunities.

The CBX Program proposes a budget of \$2,424,384 a decrease of \$72,681 from current funding levels. These resources will continue to provide design, construction and reliable support of the fiber infrastructure to efficiently provide connectivity to public and private customers, maintain self sufficiency and managed growth while containing annual rate increases to an average of 5% or less. Continued expansion via construction to new customers is expected to continue. This program is fully self supportive.

### Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 18-19 Projected Performance	FY 19-20 Target
 <b>Result</b>	\$ Annual estimated savings for public institutions utilizing CBX	\$575,000	\$600,000	\$625,000	\$650,000
<b>Result</b>	% Days (24/7) where no interruptions occur due to problems or issues with the fiber network. (Excludes maintenance or emergency repairs)	99.45% (1 site 2 days)	99.90%	99.73% (3 sites, total 24 hrs )	99.90%
<b>Efficiency</b>	\$ base cost per fiber connection per public institution / monthly	\$255	\$255	\$255	\$255

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation

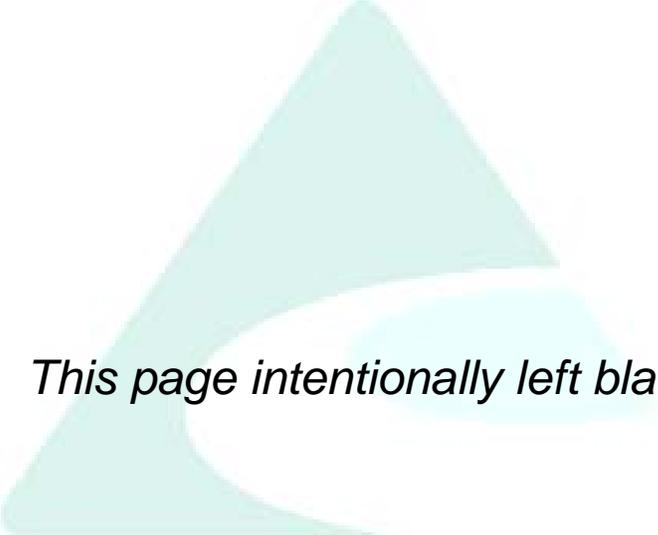


Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>427,636</b>	<b>144,699</b>	<b>270,865</b>	<b>270,865</b>	<b>30,184</b>	<b>(240,681)</b>	<b>-88.9%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	13,897	26,872	36,000	34,427	36,000	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	1,302,388	2,564,145	2,190,000	1,963,274	2,358,000	<b>168,000</b>	<b>7.7%</b>
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	37,411	13,806	200	-	200	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>1,353,696</b>	<b>2,604,823</b>	<b>2,226,200</b>	<b>1,997,701</b>	<b>2,394,200</b>	<b>168,000</b>	<b>7.5%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,781,332</b>	<b>2,749,522</b>	<b>2,497,065</b>	<b>2,268,566</b>	<b>2,424,384</b>	<b>(72,681)</b>	<b>-2.9%</b>
Personnel Services	163,677	248,720	353,843	344,800	342,353	<b>(11,490)</b>	<b>-3.2%</b>
Materials & Services	187,868	135,471	371,453	293,105	363,600	<b>(7,853)</b>	<b>-2.1%</b>
Indirect Costs (Internal Dept Chgs)	26,524	50,445	50,907	50,907	51,014	<b>107</b>	<b>0.2%</b>
Cost Allocation Charges	39,663	21,297	28,570	28,570	40,859	<b>12,289</b>	<b>43.0%</b>
Capital Outlay	1,200,853	1,991,617	1,656,292	1,485,000	1,590,558	<b>(65,734)</b>	<b>-4.0%</b>
<b>Operating Expenditure</b>	<b>1,618,585</b>	<b>2,447,550</b>	<b>2,461,065</b>	<b>2,202,382</b>	<b>2,388,384</b>	<b>(72,681)</b>	<b>-3.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	18,048	31,106	36,000	36,000	36,000	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>1,636,633</b>	<b>2,478,656</b>	<b>2,497,065</b>	<b>2,238,382</b>	<b>2,424,384</b>	<b>(72,681)</b>	<b>-2.9%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	1.00	2.00	2.00	2.00	2.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	1.00	2.00	-	2.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

- > Since FY13-14, CBX has been operating independently of the NTIA grant as a self-sustaining, self funded program.
- > A new network position was added to the proposed FY16-17 budget to help assist in the networking support of the program.
- > Many of the new fiber construction projects to extend the fiber plant out to new locations are actually funded by the customer being connected with CBX managing the project and after completion, assuming ownership and maintenance of the new fiber. The funding for these additional fiber projects is initially provided by CBX and then reimbursed back to CBX. This requires additional budget authority for CBX to both fund and receive reimbursement - this requires periodic supplemental budget adjustments to increase both the Charges for Services and Capital Outlay (Construction) budgets. This causes an "artificial" increase in expenses and revenues even though the projects are a net zero. This will occur through out the fiscal year as new projects are introduced and completed.
- > In FY16-17, the Amended budget includes a supplemental budget increase of \$2,300,000 for the construction / reimbursement of several large fiber projects including Lake Oswego School District. In FY17-18 the fund was amended by ~ \$1,100,000 to complete Lake Oswego and West Linn City. If FY18-19 the proposed budget includes ~ \$1,000,000 of expected new construction.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Enterprise Business Systems

## Line of Business Purpose Statement

The purpose of the Enterprise Business Systems Line of Business is to provide technical and professional support services for County Business Management Systems to County staff so they can effectively manage their resources.

### Technology Services

Dave Cummings - Director

FTE 55.5

Total Request \$ 20,331,828

General Fund Support \$ 4,669,042

#### Enterprise Business Systems

Katie Starrett - Mgr

Total Request

\$2,137,959

Gen Fund \$ 1,931,959

#### Business Systems

FTE 6.00

Total Request

\$2,137,959

Gen Fund \$ 1,931,959



# Enterprise Business Systems

## Business Systems

### Performance Narrative Statement

The purpose of the Business Systems Program is to provide development, maintenance, integration, and support services for County human resources management, finance, payroll, and budget systems to Board of County Commissioners, County leadership and County staff so they can plan and manage their financial and human resource assets.

The Business Services Program proposes a budget of \$2,137,959 an increase of \$590,825 from current funding levels. This increase is due to a FY18-19 increase in PeopleSoft Licensing of \$552,000. These resources will continue to provide analysis, upgrades and reliable support of the County business systems to efficiently meet the business and operational requirements of the County departments.

### Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 18-19 Projected Performance	FY 19-20 Target
 <b>Result</b>	% of County departments who rate business systems' services as good or excellent	87.50%	95%	100% (Survey)	99%
<b>Result</b>	% of days where core systems are operational (during normal business hours / excluding scheduled maintenance)	N/A	100%	99.93%	99+%
<b>Efficiency</b>	% of projects where approved timelines are achieved	~90%	99%	100% (Survey)	99%

Program includes:

Mandated Services  **No**

Shared Services  **No**

Grant Funding  **No**

Explanation



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	(40,542)	2,000	15,000	-	1,000	(14,000)	-93.3%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	1,320,670	1,363,211	1,562,134	1,562,134	2,136,959	574,825	36.8%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0.0%
Interfund Transfers	-	38,000	-	-	-	-	0%
<b>Operating Revenue</b>	<b>1,320,670</b>	<b>1,401,211</b>	<b>1,562,134</b>	<b>1,562,134</b>	<b>2,136,959</b>	<b>574,825</b>	<b>36.8%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,280,128</b>	<b>1,403,211</b>	<b>1,577,134</b>	<b>1,562,134</b>	<b>2,137,959</b>	<b>560,825</b>	<b>35.6%</b>
Personnel Services	739,418	675,668	924,316	883,000	948,216	23,900	2.6%
Materials & Services	395,335	415,718	454,835	510,151	1,013,871	559,036	122.9%
Indirect Costs (Internal Dept Chgs)	132,619	126,112	152,722	152,722	153,043	321	0.2%
Cost Allocation Charges	-	14,344	15,261	15,261	16,829	1,568	10.3%
Capital Outlay	-	-	-	-	6,000	6,000	0.0%
<b>Operating Expenditure</b>	<b>1,267,372</b>	<b>1,231,842</b>	<b>1,547,134</b>	<b>1,561,134</b>	<b>2,137,959</b>	<b>590,825</b>	<b>38.2%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0.0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>1,267,372</b>	<b>1,231,842</b>	<b>1,547,134</b>	<b>1,561,134</b>	<b>2,137,959</b>	<b>590,825</b>	<b>38.2%</b>
<b>General Fund Support (if applicable)</b>	<b>1,115,670</b>	<b>1,188,340</b>	<b>1,393,772</b>	<b>1,393,772</b>	<b>1,931,959</b>	<b>538,187</b>	<b>38.6%</b>
Full Time Equiv Pos (FTE) Budgeted	5.00	6.00	6.00	6.00	6.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	4.00	5.00	-	6.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.00	-	-	-	-	-

**Significant Issues and Changes**

> A new FTE was added as part of the budget process in FY16-17, hired near the end of the FY. This position is an Analyst in support of Performance Clackamas analytics and data processing.

> In FY18-19, Oracle is adjusting the PeopleSoft Maintenance by an additional \$552,000 which accounts for the majority of the General Fund increase for 0228 in FY18-19.



## **Public and Government Affairs**

**Gary Schmidt, Director**

**2051 Kaen Road  
Oregon City, Oregon 97045  
503-655-8751**

Website Address: <http://www.clackamas.us/pgs/>



# Public and Government Affairs Department

## Department Mission

The mission of the Department of Public and Government Affairs is to provide public engagement, intergovernmental and legislative relations, and consultation and communication services to the public, the Board of County Commissioners and all departments so they can build connections and trust between people and their government.

<b>Public and Government Affairs Department</b>	
Gary Schmidt - Director	
FTE 22.00	
Total Request \$ 5,884,652	
General Fund Support \$ -	

<b>Administration</b>
Kellie Lute - Mgr
Total Request
\$1,286,646
Gen Fund \$0

<b>Communications, Engagement &amp; Advocacy</b>
Tim Heider - Mgr
Amy Kyle - Mgr
Chris Lyons - Coordinator
Total Request
\$4,598,006
Gen Fund \$ -

<b>Office of the Director</b>
Kellie Lute - Mgr
FTE 5.0
Total Request
\$844,208
Gen Fund \$0

<b>Communications &amp; Engagement</b>
Tim Heider - Mgr
Amy Kyle - Mgr
FTE 15.00
Total Request
\$3,522,005
Gen Fund \$ -

<b>Public, Educational &amp; Government Access Channels</b>
Kellie Lute - Mgr
FTE 0.0
Total Request
\$442,438
Gen Fund \$0

<b>Government Affairs</b>
Chris Lyons - Coordinator
FTE 2.0
Total Request
\$1,076,001
Gen Fund \$0



Public and Government Affairs

Department Budget Summary by Fund

<i>Line of Business</i>	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19
<i>Program</i>	FTE	Public and Government Affairs				Total Adopted Budget	General Fund Subsidy Included in Adopted Budget**
Administration							
Office of the Director	5.00	844,208				844,208	
Public, Educational and Government Access Channels	0.00	442,438				442,438	
Communications, Engagement & Advocacy						-	
Communications & Engagement	15.00	3,522,005				3,522,005	-
Government Affairs	2.00	1,076,001				1,076,001	
						-	
<b>TOTAL</b>	<b>22.00</b>	<b>5,884,652</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,884,652</b>	<b>0</b>
<b>FY 17/18 Budget</b>	<b>21.00</b>	<b>5,390,094</b>				<b>5,390,094</b>	
<b>\$ Increase (Decrease)</b>	<b>1.00</b>	<b>494,558</b>				<b>494,558</b>	
<b>% Increase ( Decrease)</b>	<b>4.76%</b>	<b>9.18%</b>				<b>9.18%</b>	

\*\* General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax  
 Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



**Line of Business Purpose Statement**

The purpose of the PGA Administration line of business is to provide operations and support services to the Public & Government Affairs team so they can achieve strategic and operational results for county elected officials, county administration and departments.

<p><b>Public and Government Affairs Department</b></p> <p>Gary Schmidt - Director          FTE 22.00          Total Request \$ 5,884,652          General Fund Support \$ -</p>
---

<p><b>Administration</b></p> <p>Kellie Lute - Mgr</p> <p>Total Request          \$1,286,646</p> <p>Gen Fund \$0</p>
---

<p><b>Office of the Director</b></p> <p>Kellie Lute - Mgr          FTE 5.0</p> <p>Total Request          \$844,208</p> <p>Gen Fund \$0</p>
--

<p><b>Public, Educational &amp; Government Access Channels</b></p> <p>Kellie Lute - Mgr          FTE 0.0</p> <p>Total Request          \$442,438</p> <p>Gen Fund \$0</p>
--



# Administration Line of Business

## Office of the Director Program

### Performance Narrative Statement

The Office of Director Program proposes a budget of \$844,208, a continuation of current funding levels. These resources support office materials and services, training, and operations and support services to achieve strategic and operational results for county elected officials, county administration and departments.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% of employees receive annual performance evaluations	100%	90%	100%	90%
 Result	% of departments rate PGA services as good or excellent	90%	85%	91%	85%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Administration Line of Business

Office of the Director Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	720,466	780,960	780,960	844,208	63,248	8.1%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	<b>720,466</b>	<b>780,960</b>	<b>780,960</b>	<b>844,208</b>	<b>63,248</b>	<b>8.1%</b>
<b>Total Rev - Including Beginning Bal</b>	-	<b>720,466</b>	<b>780,960</b>	<b>780,960</b>	<b>844,208</b>	<b>63,248</b>	<b>8.1%</b>
Personnel Services	-	506,556	701,207	704,332	741,047	39,840	5.7%
Materials & Services	-	40,314	37,605	33,721	45,543	7,938	21.1%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	48,319	42,148	42,148	57,618	15,470	36.7%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	<b>595,189</b>	<b>780,960</b>	<b>780,201</b>	<b>844,208</b>	<b>63,248</b>	<b>8.1%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	<b>595,189</b>	<b>780,960</b>	<b>780,201</b>	<b>844,208</b>	<b>63,248</b>	<b>8.1%</b>
<b>General Fund Support / (Returned to Gen Fund)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	5.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	5.00	-	5.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

Under Expenditures, an increase in Materials and Services and Cost Allocation Charges are the result of restructuring funding between PGA's four programs due to adjustments from Cable Franchise Fee revenue collected.



Public, Educational & Government (PEG) Access Channels Program

Performance Narrative Statement

The Public, Educational & Government (PEG) Access Channels Program proposes a budget of \$442,438, a continuation of current funding levels. These resources provide capital and institutional network funding for facilities and equipment to the cable access channels in the County so they may deliver high quality and timely communications to the public.

Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% of PEG access centers rate PGA's customer service as timely, responsive and effective	83%	90%	90%	90%

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation **Grant Funding:** PEG funding is collected from the customers of cable providers in unincorporated Clackamas County and distributed to the County per language in the franchise agreements. The PEG fund is a dedicated fund that can only be used by PEG access centers for equipment and facilities. This fund supports the equipment and facility needs for the following five access centers: Willamette Falls Media Center for the Public access channel; Clackamas County for the Government access channel; Clackamas Community College for the higher education channel; North Clackamas School District Sabin-Schellenberg Center, and Oregon City School District for the K-12 education channels. Clackamas County has intergovernmental agreements with each access center.



Administration Line of Business

Public, Educational & Government (PEG) Access Channels Program

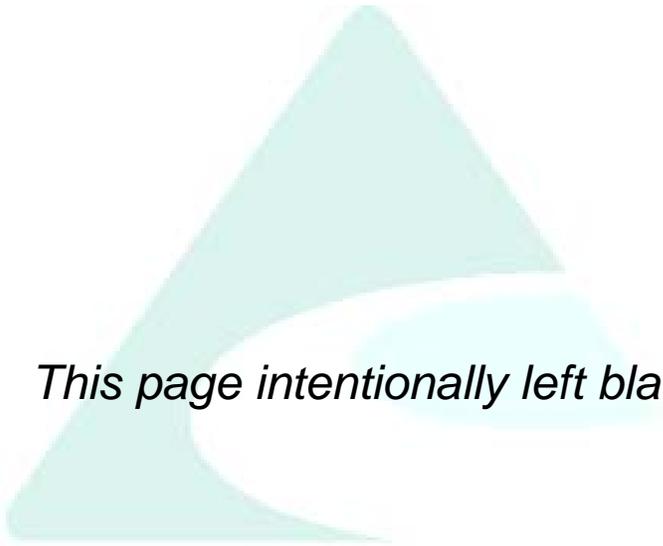
Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	85,600	85,600	63,132	(22,468)	-26.2%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	339,476	332,565	332,565	319,306	(13,259)	-4.0%
Charges for Service	-	-	-	-	60,000	60,000	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	147,807	-	-	-	-	0%
<b>Operating Revenue</b>	-	<b>487,283</b>	<b>332,565</b>	<b>332,565</b>	<b>379,306</b>	<b>46,741</b>	<b>14.1%</b>
<b>Total Rev - Including Beginning Bal</b>	-	<b>487,283</b>	<b>418,165</b>	<b>418,165</b>	<b>442,438</b>	<b>24,273</b>	<b>5.8%</b>
Personnel Services	-	-	-	-	-	-	0%
Materials & Services	-	319,698	355,033	324,108	442,438	87,405	24.6%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	-	81,984	-	30,925	-	-	0%
<b>Operating Expenditure</b>	-	<b>401,683</b>	<b>355,033</b>	<b>355,033</b>	<b>442,438</b>	<b>87,405</b>	<b>24.6%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	63,132	-	-	(63,132)	-100.0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	<b>401,683</b>	<b>418,165</b>	<b>355,033</b>	<b>442,438</b>	<b>24,273</b>	<b>5.8%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

**Significant Issues and Changes**

PEG funds are dedicated and can only be used by PEG access centers for equipment and facilities.

In FY 15-16, \$63,132 was put in Reserve for Future Expenditures. The reserve funds have not been spent and are being carried forward to FY 18-19. In addition, the County's Technology Services Department will reimburse PEG approximately \$60,000 in FY 18-19 for funding of the Clackamas Broadband Exchange (CBX).



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Communications, Engagement & Advocacy

## Line of Business Purpose Statement

The purpose of the Communications, Engagement & Advocacy line of business is to provide strategic outreach and communications, intergovernmental and legislative support, and consultation services to county elected officials, departments and community organizations so they can make effective decisions, achieve policy goals, build public trust and awareness and achieve their operational and strategic results.

### Public and Government Affairs Department

Gary Schmidt - Director

FTE 22.00

Total Request \$ 5,884,652

General Fund Support \$ -

#### Communications, Engagement & Advocacy

Tim Heider - Mgr

Amy Kyle - Mgr

Chris Lyons - Coordinator

Total Request

\$4,598,006

Gen Fund \$ -

#### Communications & Engagement

Tim Heider - Mgr

Amy Kyle - Mgr

FTE 15.00

Total Request

\$3,522,005

Gen Fund \$ -

#### Government Affairs

Chris Lyons - Coordinator

FTE 2.0

Total Request

\$1,076,001

Gen Fund \$0



# Communications, Engagement & Advocacy Line of Business

## Communications & Engagement Program

### Performance Narrative Statement

The Communications & Engagement Program proposes a budget of \$3,522,005, a continuation of current funding levels. These resources provide strategic outreach and information, engagement, consultation and coordination services to county elected officials, departments, employees and community organizations so they can build public trust and awareness, deliver high quality services, and achieve their strategic and operational results.

A new Community Relations Specialist position (one FTE) will be funded by Health, Housing and Human Services (H3S) and Business and Community Services (BCS) to provide strategic communications support.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
	Result	% of residents surveyed report that they are engaged with county government			
		37%	50%	28%	50%
	Result	% of residents surveyed report that they are aware of services provided by the county			
		56%	60%	60%	60%
	Result	% increase in social media followers (e.g., Facebook and Twitter)			
		29%	50%	15%	50%
	Result	% of press releases result in external coverage			
		38%	50%	33%	50%
	Output	# videos requested and provided			
		298	125	138	125

Program includes:

Mandated Services  No

Shared Services  No

Grant Funding  No

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Communications, Engagement & Advocacy Line of Business

Communications and Engagement Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	93,283	93,283	1,247,471	1,154,188	1237.3%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	884,523	814,543	814,543	688,123	(126,420)	-15.5%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service (cost alloc shortfall)	-	1,282,560	1,541,850	1,582,010	626,399	(915,451)	-59.4%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	613,910	637,390	672,046	960,012	322,622	50.6%
Interfund/Intrafund Transfer	-	195,720	-	-	-	-	0%
<b>Operating Revenue</b>	-	<b>2,976,714</b>	<b>2,993,783</b>	<b>3,068,599</b>	<b>2,274,534</b>	<b>(719,249)</b>	<b>-24.0%</b>
<b>Total Rev - Including Beginning Bal</b>	-	<b>2,976,714</b>	<b>3,087,066</b>	<b>3,161,882</b>	<b>3,522,005</b>	<b>434,939</b>	<b>14.1%</b>
Personnel Services	-	1,664,084	1,907,288	1,891,125	2,270,589	363,301	19.0%
Materials & Services	-	673,898	871,417	763,866	947,241	75,824	8.7%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	120,798	134,871	134,871	132,175	(2,696)	-2.0%
Capital Outlay	-	96,327	173,490	40,000	172,000	(1,490)	-0.9%
<b>Operating Expenditure</b>	-	<b>2,555,108</b>	<b>3,087,066</b>	<b>2,829,862</b>	<b>3,522,005</b>	<b>434,939</b>	<b>14.1%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	<b>2,555,108</b>	<b>3,087,066</b>	<b>2,829,862</b>	<b>3,522,005</b>	<b>434,939</b>	<b>14.1%</b>
<b>General Fund Support / (Returned to Gen Fund)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	14.00	14.00	14.00	15.00	1.00	7.1%
Full Time Equiv Pos (FTE) Filled at Yr End	-	13.00	-	14.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	-	-	-	-

Significant Issues and Changes

Under Revenue, Beginning Balance includes provision for a web content development contractor and construction and furniture for a remodel of PGA's space to accommodate staff. It also includes carryover from prior year to compensate for 1 year anomaly in allocated costs.



# Communications, Engagement & Advocacy Line of Business

## Government Affairs Program

### Performance Narrative Statement

The Government Affairs Program proposes a budget of \$1,076,001, a continuation of current funding levels. These resources provide intergovernmental connections and relationship building, strategic policy development and messaging, legislative, advocacy and outreach services to county elected officials and departments to they can build key partnerships to achieve policy goals important to Clackamas County, with special emphasis on the strategic results in the BCC Strategic Plan.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
 Result	% of state legislative goals achieved or on target	75%	70%	94%	70%
 Result	% of federal legislative goals achieved or on target	20%	50%	40%	50%

Program includes:

- Mandated Services  No
- Shared Services  No
- Grant Funding  Yes

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

**Explanation**      **Grant Funding:** In 2016, the Oregon State Legislature awarded \$500,000 to Clackamas County for the Willamette Falls Locks. This funding was earmarked for repairs of the Locks and an economic benefits study. In 2017, the Oregon State Legislature reallocated funds to be spent to support the Willamette Falls Locks State Commission. As of this date, \$245,680 has been spent. The remainder, \$254,320 will be carried over into FY 18-19.

The Tourism Department contributed \$100,000 and the Business and Community Services Department contributed \$120,000 to the Willamette Falls Locks during FY 17-18 which will be carried over.

Total carry over will be \$474,320.



Communications, Engagement & Advocacy Line of Business

Government Affairs Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	6,500	500,000	500,000	474,320	(25,680)	-5.1%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	354,557	383,903	383,903	433,181	49,278	12.8%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	52,000	-	-	60,000	60,000	0%
Charges for Service	-	-	220,000	220,000	-	(220,000)	-100.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	3,460	108,500	108,500	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	406,557	603,903	607,363	601,681	(2,222)	-0.4%
<b>Total Rev - Including Beginning Bal</b>	-	413,057	1,103,903	1,107,363	1,076,001	(27,902)	-2.5%
Personnel Services	-	211,846	303,630	305,678	326,439	22,809	7.5%
Materials & Services	-	99,038	783,416	298,034	735,268	(48,148)	-6.1%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	16,726	16,857	16,857	14,294	(2,563)	-15.2%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	327,610	1,103,903	620,569	1,076,001	(27,902)	-2.5%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	327,610	1,103,903	620,569	1,076,001	(27,902)	-2.5%
<b>General Fund Support / (Returned to Gen Fund)</b>	0	0	0	0	0	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	2.00	2.00	2.00	2.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	2.00	-	2.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes

Under Revenue, Beginning Balance is for the Willamette Falls Locks (WFL). This funding is earmarked to support the Willamette Falls Locks State Commission and an economic benefits study, per the Oregon Legislature in 2016 and 2017. Additional WFL funds totaling \$220,000 are from BCS and Tourism.

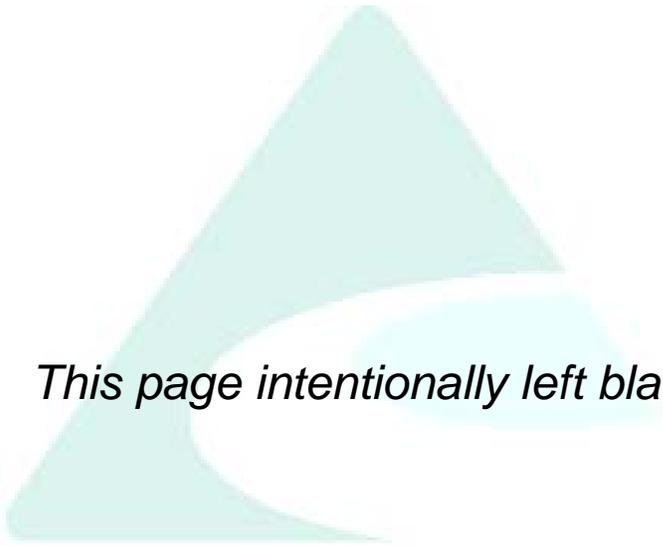


## **Health, Housing, and Human Services**

**Richard Swift, Director**

**2051 Kaen Road  
Room 239  
Oregon City, Oregon 97045  
503-650-5697**

Website Address: <http://www.clackamas.us/h3s/>



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Health, Housing and Human Services Department

## Department Mission

The mission of the Health, Housing and Human Services Department is to remove barriers for vulnerable individuals and families on their path to improved health, wellness, prosperity and inclusion.

<h3>Health, Housing and Human Services Department</h3> <p>Richard Swift - Director          Jill Smith - Deputy Director          FTE 535.11          Total Request \$ 144,984,532</p>
<b>General Fund Support \$ 10,965,226</b>

<b>Administration</b>  Richard Swift - Department Director Total Request \$3,181,669 <hr/> Gen Fund \$ 1,818,632	<b>Behavioral Health Division</b>  Mary Rumbaugh - Division Director Total Request \$31,213,009 <hr/> Gen Fund \$ 954,437	<b>Children, Youth &amp; Families / Community Solutions</b>  Rod Cook - Division Director  Total Request \$10,342,583 <hr/> Gen Fund \$ 2,349,428	<b>Health Centers</b>  Deborah Cockrell - Division Director Total Request \$51,595,429 <hr/> Gen Fund \$ 567,643
<b>Director's Office</b>  FTE 8 Total Request \$3,181,669 <hr/> Gen Fund \$ 1,818,632	<b>Safety Net Services</b>  FTE 31.54 Total Request \$6,842,283 <hr/> Gen Fund \$ 824,482	<b>Children, Youth &amp; Families</b>  FTE 9.6 Total Request \$4,999,992 <hr/> Gen Fund \$ 1,382,482	<b>Primary Care</b>  FTE 90.83 Total Request \$14,127,471 <hr/> Gen Fund \$ -
	<b>Behavioral Health System of Care</b>  FTE 22.4 Total Request \$15,263,029 <hr/> Gen Fund \$ -	<b>Weatherization</b>  FTE 12 Total Request \$2,958,566 <hr/> Gen Fund \$ -	<b>Dental</b>  FTE 24 Total Request \$4,299,417 <hr/> Gen Fund \$ -
	<b>Prevention and Stigma Reduction</b>  FTE 5 Total Request \$878,114 <hr/> Gen Fund \$ -	<b>Workforce</b>  FTE 14 Total Request \$2,384,025 <hr/> Gen Fund \$ 966,946	<b>Behavioral Health Clinics</b>  FTE 78.51 Total Request \$12,727,115 <hr/> Gen Fund \$ -
	<b>Peer Delivered</b>  FTE 1.25 Total Request \$2,276,741 <hr/> Gen Fund \$ -		<b>Administration</b>  FTE 32.75 Total Request \$20,441,426 <hr/> Gen Fund \$ 567,643
	<b>Administration</b>  FTE 19.35 Total Request \$5,952,842 <hr/> Gen Fund \$ 129,955		



# Health, Housing and Human Services Department

## Department Mission

The mission of the Health, Housing and Human Services Department is to remove barriers for vulnerable individuals and families on their path to improved health, wellness, prosperity and inclusion.

<b>Health, Housing and Human Services Department</b>	
Richard Swift - Director	
Jill Smith - Deputy Director	
FTE 535.11	
Total Request \$ 144,984,532	
General Fund Support \$ 10,965,226	

<b>Housing &amp; Community Development</b>
Chuck Robbins - Division Director
Total Request \$6,676,585
Gen Fund \$ 77,905

<b>Public Health Division</b>
Dawn Emerick - Division Director
Total Request \$10,728,584
Gen Fund \$ 2,141,696

<b>Social Services Division</b>
Brenda Durbin - Division Director
Total Request \$31,246,673
Gen Fund \$ 3,055,485

<b>Housing &amp; Community Development</b>
FTE 9.53
Total Request \$6,676,585
Gen Fund \$ 77,905

<b>Administration</b>
FTE 8
Total Request \$1,168,668
Gen Fund \$ 181,204

<b>The Center for Public Health Advancement</b>
FTE 6.58
Total Request \$2,451,179
Gen Fund \$ 612,428

<b>Administration</b>
FTE 14
Total Request \$4,998,329
Gen Fund \$ 1,462,596

<b>Housing Support</b>
FTE 14.73
Total Request \$5,275,717
Gen Fund \$ 851,442

<b>Environmental Health</b>
FTE 9.6
Total Request \$1,347,526
Gen Fund \$ -

<b>Infectious Disease Control and Prevention</b>
FTE 7.75
Total Request \$1,444,091
Gen Fund \$ 72,911

<b>Developmental Disabilities</b>
FTE 59.7
Total Request \$10,000,142
Gen Fund \$ -

<b>Oregon Project Independence</b>
FTE 3.5
Total Request \$552,080
Gen Fund \$ -

<b>Healthy, Clean, and Safe Places</b>
FTE 5.42
Total Request \$929,232
Gen Fund \$ 372,088

<b>Vital Statistics</b>
FTE 3.05
Total Request \$471,992
Gen Fund \$ -

<b>Volunteer Connection</b>
FTE 9.6
Total Request \$2,036,530
Gen Fund \$ 118,396

<b>Aging and Disability Resource Connection</b>
FTE 4.5
Total Request \$2,458,398
Gen Fund \$ 124,965

<b>Access to Care</b>
FTE 15.65
Total Request \$2,915,896
Gen Fund \$ 903,065

<b>Veterans Services</b>
FTE 5.27
Total Request \$779,766
Gen Fund \$ 498,086

<b>Energy Assistance</b>
FTE 9
Total Request \$5,145,711
Gen Fund \$ -



Health, Housing and Human Services Department

Department Budget Summary by Fund

Division	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19
Program	FTE	H3S Administration Fund	Clackamas Behavioral Health Fund	Children, Youth & Families Fund	Community Solutions Fund	Clackamas Health Centers Fund	Housing & Community Development Fund	Public Health Fund	Social Services Fund	Total Adopted Budget	General Fund Subsidy Included in Adopted Budget**	
Administration												
Director's Office	8.00	3,181,669								3,181,669	1,818,632	
Behavioral Health												
Safety Net Services	31.54		6,842,283							6,842,283	824,482	
System of Care	22.40		15,263,029							15,263,029	-	
Prevention and Stigma Reduction	5.00		878,114							878,114	-	
Peer Delivered	1.25		2,276,741							2,276,741	-	
Administration	19.35		5,952,842							5,952,842	129,955	
Children, Youth & Families / Community Solutions												
Children, Youth & Families	9.60			4,999,992						4,999,992	1,382,482	
Weatherization	12.00			2,643,057	315,509					2,958,566	-	
Workforce	14.00			2,073,024	311,001					2,384,025	966,946	
Health Centers												
Administration	32.75					20,441,426				20,441,426	567,643	
Primary Care	90.83					14,127,471				14,127,471	-	
Dental	24.00					4,299,417				4,299,417	-	
Behavioral Health Clinics	78.51					12,727,115				12,727,115	-	
Housing & Community Development												
Housing & Community Development	9.53						6,676,585			6,676,585	77,905	
Public Health												
Administration	8.00							1,168,668		1,168,668	181,204	
Environmental Health	9.60							1,347,526		1,347,526	-	
Healthy, Clean and Safe Places	5.42							929,232		929,232	372,088	
Access to Care	15.65							2,915,896		2,915,896	903,065	
The Center for Public Health Advancement	6.58							2,451,179		2,451,179	612,428	
Infectious Disease Control and Prevention	7.75							1,444,091		1,444,091	72,911	
Vital Statistics	3.05							471,992		471,992	-	
Social Services												
Administration	14.00								4,998,329	4,998,329	1,462,596	
Developmental Disabilities	59.70								10,000,142	10,000,142	-	
Volunteer Connection	9.60								2,036,530	2,036,530	118,396	
Veterans Service	5.27								779,766	779,766	498,086	
Housing Support	14.73								5,275,717	5,275,717	851,442	
Oregon Project Independence	3.50								552,080	552,080	-	
Aging and Disability Resource Connection	4.50								2,458,398	2,458,398	124,965	
Energy Assistance	9.00								5,145,711	5,145,711	-	
<b>TOTAL</b>	<b>535.11</b>	<b>3,181,669</b>	<b>31,213,009</b>	<b>9,716,073</b>	<b>626,510</b>	<b>51,595,429</b>	<b>6,676,585</b>	<b>10,728,584</b>	<b>31,246,673</b>	<b>144,984,532</b>	<b>10,965,226</b>	
<b>FY 17/18 Budget</b>	<b>530.26</b>	<b>2,326,634</b>	<b>33,022,836</b>	<b>8,045,813</b>	<b>5,428,177</b>	<b>49,427,983</b>	<b>7,055,007</b>	<b>10,323,225</b>	<b>29,016,770</b>	<b>144,646,445</b>	<b>9,273,426</b>	
<b>\$ Increase (Decrease)</b>	<b>4.85</b>	<b>855,035</b>	<b>-1,809,827</b>	<b>1,670,260</b>	<b>-4,801,667</b>	<b>2,167,446</b>	<b>-378,422</b>	<b>405,359</b>	<b>2,229,903</b>	<b>338,087</b>	<b>1,691,800</b>	
<b>% Increase (Decrease)</b>	<b>0.91%</b>	<b>36.75%</b>	<b>-5.48%</b>	<b>20.76%</b>	<b>-88.46%</b>	<b>4.39%</b>	<b>-5.36%</b>	<b>3.93%</b>	<b>7.68%</b>	<b>0.23%</b>	<b>18.24%</b>	

\*\* General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



# H3S Administration

## Director's Office Purpose Statement

The purpose of the Director's Office is to provide leadership, guidance, and support services to the H3S Divisions and key (internal and external) stakeholders so they can meet service and program goals at a high level, have confidence in H3S, and seek out H3S for resources and guidance.

### Health, Housing and Human Services Department

Richard Swift - Director  
 Jill Smith - Deputy Director  
 FTE 535.11  
 Total Request \$ 144,984,532  
 General Fund Support \$ 10,965,226

<b>Administration</b>	
Richard Swift - Department Director	
Total Request	
\$3,181,669	
Gen Fund	\$ 1,818,632

<b>Director's Office</b>	
FTE 8	
Total Request	
\$3,181,669	
Gen Fund	\$ 1,818,632



**Performance Narrative Statement**

The H3S Director's Office proposes a budget of \$3,181,669. The purpose of the Director's Office is to provide leadership, guidance, and support services to the H3S Divisions and key (internal and external) stakeholders so they can meet service and program goals at a high level, have confidence in H3S, and seek out H3S for resources and guidance. The Office serves as the central administration for all of H3S, and tracks several measures across divisions (or lines of business).

**Key Performance Measures**

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	Percentage of Performance Clackamas strategic results that are met by H3S divisions	NA	70%	NA	70%
 STRATEGIC RESULT	By 2019, 90% of H3S Employee Satisfaction Surveys will indicate that employees are showing each other respect and support.	85.3%	88%	82.2%	89%
 STRATEGIC RESULT	BY 2020, 90% of H3S Employee Satisfaction Surveys will indicate that employees are kept informed about issues that affect their job.	72.8%	82%	74.0%	82%

Program includes:

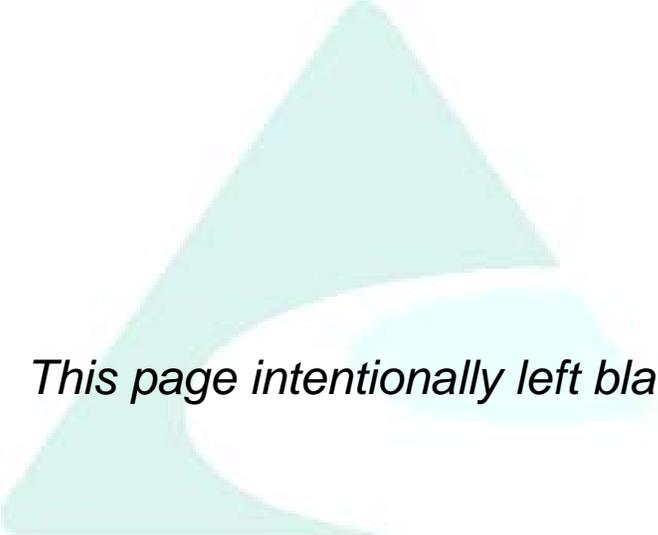
- Mandated Services  N
- Shared Services  N
- Grant Funding  N



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>658,011</b>	<b>961,947</b>	<b>801,016</b>	<b>801,016</b>	<b>247,873</b>	<b>(553,143)</b>	<b>-69.1%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Charges for Services	840,181	870,845	912,096	861,225	1,115,164	203,068	22.3%
Miscellaneous Revenue	9,408	10,263	-	8,038	-	-	0%
I/F Transfer from General Fund	539,950	596,493	613,522	613,522	1,818,632	1,205,110	196.4%
<b>Operating Revenue</b>	<b>1,389,539</b>	<b>1,477,601</b>	<b>1,525,618</b>	<b>1,482,785</b>	<b>2,933,796</b>	<b>1,408,178</b>	<b>92.3%</b>
							0%
<b>Total Rev - Including Beginning Bal</b>	<b>2,047,550</b>	<b>2,439,548</b>	<b>2,326,634</b>	<b>2,283,801</b>	<b>3,181,669</b>	<b>855,035</b>	<b>36.7%</b>
Personnel Services	671,772	972,215	1,196,567	1,109,316	1,228,536	31,969	2.7%
Materials & Services	289,118	346,886	494,985	315,764	1,799,184	1,304,199	263.5%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	77,320	85,546	82,921	82,921	88,591	5,670	6.8%
<b>Operating Expenditure</b>	<b>1,038,210</b>	<b>1,404,647</b>	<b>1,774,473</b>	<b>1,508,001</b>	<b>3,116,311</b>	<b>1,341,838</b>	<b>75.6%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	47,392	233,886	522,161	527,927	65,358	(456,803)	-87.5%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	30,000	-	-	(30,000)	-100.0%
<b>Total Exp - Including Special Categories</b>	<b>1,085,602</b>	<b>1,638,533</b>	<b>2,326,634</b>	<b>2,035,928</b>	<b>3,181,669</b>	<b>855,035</b>	<b>36.7%</b>
<b>General Fund Support (if applicable)</b>	<b>539,950</b>	<b>596,493</b>	<b>613,522</b>	<b>613,522</b>	<b>1,818,632</b>	<b>1,205,110</b>	<b>196.4%</b>
Full Time Equiv Pos (FTE) Budgeted	8.00	8.00	8.00	8.00	8.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	6.00	8.00	-	7.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	-	-	1.00	-	-	-

Significant Issues and Changes



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Behavioral Health Division

## Division Purpose Statement

The purpose of the Behavioral Health Division is to provide coordination, assessment, outreach, and recovery services to Clackamas County residents experiencing mental health and addiction distress so they can achieve their own recovery goals.

### Health, Housing and Human Services Department

Richard Swift - Director  
 Jill Smith - Deputy Director  
 FTE 535.11  
 Total Request \$ 144,984,532  
 General Fund Support \$ 10,965,226

#### Behavioral Health Division

Mary Rumbaugh -  
 Division Director  
 Total Request  
 \$31,213,009

Gen Fund \$ 954,437

#### Safety Net Services

FTE 31.54  
 Total Request  
 \$6,842,283

Gen Fund \$ 824,482

#### Behavioral Health System of Care

FTE 22.4  
 Total Request  
 \$15,263,029

Gen Fund \$ -

#### Prevention and Stigma Reduction

FTE 5  
 Total Request  
 \$878,114

Gen Fund \$ -

#### Peer Delivered

FTE 1.25  
 Total Request  
 \$2,276,741

Gen Fund \$ -

#### Administration

FTE 19.35  
 Total Request  
 \$5,952,842

Gen Fund \$ 129,955



## Behavioral Health Division Safety Net Services Program

### Performance Narrative Statement

The purpose of the Safety Net Services Program is to provide low barrier and timely trauma informed crisis, safety net and monitoring services to individuals with a high level of behavioral health need and risk so they can connect with community supports and services, reduce their reliance on higher levels of care, and remain safely in the community. The Safety Net Services program has a Adopted budget of \$6,842,283. This is a maintenance level budget. Funding allows for FTE to provide discharge planning from the county jail, an intensive treatment team to provide discharge planning from an inpatient hospital and a community outreach team to address individuals in the community coming to the attention of law enforcement prior to arrest. All of these interventions are resulting in a reduction of rearrest and readmissions.

### Key Performance Measures

		FY 16-17 Actuals	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	Less than 30% of safety net clients get re-arrested in Clackamas County within 90 days or less.	28%	30%	23%	23%
RESULT	Less than 15% of Medicaid and uninsured patients get readmitted to a hospital within 30 days or less.	17%	15%	13%	15%

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet  
If grant funding, include length of grant and any match requirement (w/funding source)

Explanation      The Safety Net programs are partially funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement. Changes from last years budget are due to reorganization of Program Support staff to Administration.



**Behavioral Health Division**  
**Safety Net Services Program**

**Budget Summary**

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>(195,631)</b>	<b>(40,987)</b>	<b>562,307</b>	<b>562,307</b>	<b>968,756</b>	<b>406,449</b>	<b>72.3%</b>
Prior Year Revenue	143,058		158,241	368,486	-	(158,241)	-100.0%
Taxes	-					-	0%
Licenses & Permits	-					-	0%
Federal Grants & Revenues	40,000					-	0%
State Grants & Revenues	3,711,323	3,301,575	4,262,882	4,361,324	4,534,996	272,114	6.4%
Local Grants & Revenues	344,937	313,848	430,274	476,849	265,000	(165,274)	-38.4%
Charges for Service	222,143	258,419	239,252	178,298	246,089	6,837	2.9%
Fines & Penalties	7,117					-	0%
Other Revenues	2,943	1,816	1,660	2,174	2,960	1,300	78.3%
Interfund Transfers	368,458	823,389	874,482	874,482	824,482	(50,000)	-5.7%
<b>Operating Revenue</b>	<b>4,839,979</b>	<b>4,699,047</b>	<b>5,966,791</b>	<b>6,261,613</b>	<b>5,873,527</b>	<b>(93,264)</b>	<b>-1.6%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>4,644,348</b>	<b>4,658,060</b>	<b>6,529,098</b>	<b>6,823,920</b>	<b>6,842,283</b>	<b>313,185</b>	<b>4.8%</b>
Personnel Services	3,274,157	3,599,890	4,206,934	4,077,234	4,393,331	186,397	4.4%
Materials & Services	815,981	812,101	736,587	821,619	1,012,569	275,982	37.5%
Indirect Costs (Internal Dept Chgs)	314,002	344,756	574,645	486,234	509,807	(64,838)	-11.3%
Cost Allocation Charges	372,667	426,354	420,608	470,076	381,663	(38,945)	-9.3%
Capital Outlay	-	1				-	0%
<b>Operating Expenditure</b>	<b>4,776,807</b>	<b>5,183,102</b>	<b>5,938,774</b>	<b>5,855,163</b>	<b>6,297,370</b>	<b>358,596</b>	<b>6.0%</b>
Debt Service	-					-	0%
Special Payments	-					-	0%
Interfund Transfers	-					-	0%
Reserve for Future Expenditures	-					-	0%
Contingency	-		2,004,349		544,913	(1,459,436)	-72.8%
<b>Total Exp - Including Special Categories</b>	<b>4,776,807</b>	<b>5,183,102</b>	<b>7,943,123</b>	<b>5,855,163</b>	<b>6,842,283</b>	<b>(1,100,840)</b>	<b>-13.9%</b>
<b>General Fund Support (if applicable)</b>	<b>368,458</b>	<b>773,389</b>	<b>824,482</b>	<b>824,482</b>	<b>824,482</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	31.54	31.54	31.54	31.54	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	31.54	-	28.54			
Full Time Equiv Pos (FTE) Vacant at Yr End			-	3.00			

**Significant Issues and Changes**

Support Staff from Crisis moved to Administrative program.



# Behavioral Health Division

## Behavioral Health System of Care Program

### Performance Narrative Statement

The purpose of the Behavioral Health System of Care Program is to provide coordination, assessment and referral services to Health Share-Clackamas Medicaid members and uninsured Clackamas County residents so they can access behavioral health resources that match their needs. The Behavioral Health System of Care has a Adopted budget of \$15,263,029. This represent a slight decrease due from previous years due to reorganization of how our Administrative support functions are reported. We continue to have a high response to individuals calling the customer service line seeking assistance with most individuals receiving assistance when they call. We are expanding our capacity to respond to calls on Fridays when administrative offices are closed but the county crisis clinic is open so the customer service staff at the clinic will be answering the main customer service line.

### Key Performance Measures

		FY 16-17 Actuals	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target		
	<b>RESULT</b>	By 2022, 95% of all residents seeking Behavioral Health services will receive a response within one business day of expressing need.		65%	65%	85%	85%

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation                    The System of Care programs are funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement. Changes in budget from previous year are due to Program Support staff reorganized to Administration.



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>5,264,187</b>	<b>1,950,379</b>	<b>2,121,399</b>	<b>2,093,344</b>	<b>4,575,692</b>	<b>2,454,293</b>	<b>115.7%</b> <b>0%</b>
Prior Year Revenue	1,408,771	1,453,065	1,643,625	3,048,453	-	(1,643,625)	-100.0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	514,220	354,946	172,657	1,148,193	793,247	223.5%
State Grants & Revenues	21,403,177	11,055,478	12,195,584	10,930,021	9,526,144	(2,669,440)	-21.9%
Local Grants & Revenues	-	-	35,755	-	-	(35,755)	-100.0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	31,793	221,479	94,929	210,948	13,000	(81,929)	-86.3%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>22,843,741</b>	<b>13,244,242</b>	<b>14,324,839</b>	<b>14,362,079</b>	<b>10,687,337</b>	<b>(3,637,502)</b>	<b>-25.4%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>28,107,928</b>	<b>15,194,621</b>	<b>16,446,238</b>	<b>16,455,423</b>	<b>15,263,029</b>	<b>(1,183,209)</b>	<b>-7.2%</b>
Personnel Services	2,268,446	2,258,882	2,825,477	2,446,734	2,637,392	(188,085)	-6.7%
Materials & Services	23,208,322	8,663,327	9,256,846	8,118,262	9,948,301	691,455	7.5%
Indirect Costs (Internal Dept Chgs)	216,762	216,314	415,626	270,702	359,365	(56,261)	-13.5%
Cost Allocation Charges	264,320	245,993	312,884	267,729	263,768	(49,116)	-15.7%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>25,957,850</b>	<b>11,384,516</b>	<b>12,810,833</b>	<b>11,103,427</b>	<b>13,208,826</b>	<b>397,993</b>	<b>3.1%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	259,573	227,574	730,903	573,829	349,568	(381,335)	-52.2%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	1,439,563	-	1,704,635	265,072	18.4%
<b>Total Exp - Including Special Categories</b>	<b>26,217,423</b>	<b>11,612,090</b>	<b>14,981,299</b>	<b>11,677,256</b>	<b>15,263,029</b>	<b>281,730</b>	<b>1.9%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	24.00	21.40	21.40	21.40	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	24.00	-	20.40	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.00	-	-	-

Significant Issues and Changes



## Behavioral Health Division Prevention and Stigma Reduction Program

### Performance Narrative Statement

The purpose of the Prevention and Stigma Reduction Program is to provide consultation and education services to the people of Clackamas County so they can participate in and foster a state of positive behavioral health in their lives and in the community. The Prevention and Stigma Reduction Program has a budget of \$878,114. This budget is slightly higher than previous due to additional supervision. However, the increase stays within the maintenance level budget for the division. This program continues to focus on community-based training to help address mental health stigma and provide community members basic tools to help an individual who may be experiencing mental health distress.

### Key Performance Measures

		FY 16-17 Actuals	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	% who say prevention training led them to take action(s) they could have not otherwise taken.			new measure	40%

Program includes:

- Mandated Services  N
- Shared Services  N
- Grant Funding  Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation      The Prevention program is partially funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement. We are currently in the process of developing the survey questions that each participant of a class will receive 30-60 days after taking a class through Get Trained to Help.



Prevention and Stigma Reduction Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	40,987			174,815	174,815	0%
Prior Year Revenue	144,143	235,821	166,941	306,743	-	(166,941)	-100.0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	34,340	1,392	-	-	84,289	84,289	0%
State Grants & Revenues	225,107	245,080	404,141	355,075	619,010	214,869	53.2%
Local Grants & Revenues	37,547	25,871	25,000	33,000	-	(25,000)	-100.0%
Charges for Service	59,975	5,660	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	6,700	3,950	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>507,812</b>	<b>517,774</b>	<b>596,082</b>	<b>694,818</b>	<b>703,299</b>	<b>107,217</b>	<b>18.0%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>507,812</b>	<b>558,761</b>	<b>596,082</b>	<b>694,818</b>	<b>878,114</b>	<b>282,032</b>	<b>47.3%</b>
Personnel Services	202,469	308,540	303,973	329,197	512,956	208,983	68.8%
Materials & Services	181,433	76,861	156,319	226,956	249,978	93,659	59.9%
Indirect Costs (Internal Dept Chgs)	20,430	29,546	37,460	36,630	67,042	29,582	79.0%
Cost Allocation Charges	16,277	61,850	27,776	40,694	48,138	20,362	73.3%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>420,609</b>	<b>476,797</b>	<b>525,528</b>	<b>633,477</b>	<b>878,114</b>	<b>352,586</b>	<b>67.1%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	70,554	-	-	(70,554)	-100.0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>420,609</b>	<b>476,797</b>	<b>596,082</b>	<b>633,477</b>	<b>878,114</b>	<b>282,032</b>	<b>47.3%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	5.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	5.00	-	5.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes



**Behavioral Health Division**  
**Peer Delivered Services Program**

**Performance Narrative Statement**

The purpose of the Peer Delivered Services Program is to provide peer outreach, support, and recovery services to residents of Clackamas County experiencing mental health or addiction issues so they can partner with someone with a similar life experience to advocate for themselves and define and achieve their own recovery goals that lead to an increased quality of life. The Peer Delivered Services Program has a budget of \$2,276,741. This is a maintenance level budget for this program. Through contracted peer organizations, who assist individuals with mental health and substance use challenges, move through and to recovery, those individuals will be positively impacted by the role of peer support specialists and peer recovery mentors.

**Key Performance Measures**

		FY 16-17 Actuals	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	% of customers who achieve their recovery goals.	48%	48%	48%	50%

Program includes:

Mandated Services  Y

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation      The Peer program is partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement.



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>61,415</b>		-	<b>77,672</b>	<b>430,943</b>	<b>430,943</b>	<b>0%</b>
Prior Year Revenue	88,045	285,758	674,027	832,087	-	(674,027)	-100.0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	291,283	152,528	702,341	523,343	578,133	(124,208)	-17.7%
State Grants & Revenues	1,038,969	1,351,045	1,327,817	1,094,331	1,267,665	(60,152)	-4.5%
Local Grants & Revenues	5,830	-	116,031	-	-	(116,031)	-100.0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	60,000	-	-	-	-	-	0%
Interfund Transfers	-	25,000	-	-	-	-	0%
<b>Operating Revenue</b>	<b>1,484,127</b>	<b>1,814,331</b>	<b>2,820,216</b>	<b>2,449,761</b>	<b>1,845,798</b>	<b>(974,418)</b>	<b>-34.6%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,545,542</b>	<b>1,814,331</b>	<b>2,820,216</b>	<b>2,527,433</b>	<b>2,276,741</b>	<b>(543,475)</b>	<b>-19.3%</b>
Personnel Services	101,870	105,164	112,991	111,734	144,463	31,472	27.9%
Materials & Services	955,148	1,369,699	954,276	792,410	1,458,518	504,242	52.8%
Indirect Costs (Internal Dept Chgs)	9,770	10,071	16,952	13,514	18,877	1,925	11.4%
Cost Allocation Charges	13,540	12,545	12,512	13,422	13,997	1,485	11.9%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>1,080,328</b>	<b>1,497,479</b>	<b>1,096,731</b>	<b>931,080</b>	<b>1,635,855</b>	<b>539,124</b>	<b>49.2%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	465,214	517,783	1,260,045	1,254,412	640,886	(619,159)	-49.1%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	463,440	-	-	(463,440)	-100.0%
<b>Total Exp - Including Special Categories</b>	<b>1,545,542</b>	<b>2,015,262</b>	<b>2,820,216</b>	<b>2,185,492</b>	<b>2,276,741</b>	<b>(543,475)</b>	<b>-19.3%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	1.00	1.00	1.25	1.25	1.25	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	1.00	1.00	-	1.25	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes



# Behavioral Health Division

## Administration Program

### Performance Narrative Statement

The purpose of the Behavioral Health Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, personnel support services, and program support to Behavioral Health management and staff and other key internal and external stakeholders so they can provide continual access to behavioral health care that matches clients' needs. The Behavioral Health Administration Program has a budget of \$5,952,842. This is a slight decrease from previous year. Administrative services is focused on high quality customer service, both internally and externally. By meeting results, they ensure that critical mental health and substance services are not disrupted due to lapse in contract and ensure providers can continue to provide services because of timely revenue.

### Key Performance Measures

		FY 16-17 Actuals	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	% of contracts (new and renewal) processed by Behavioral Health Division on or before their effective date	38%	65%	71%	85%
RESULT	% of vouchers/invoices processed within 30 days.	95%	95%	95%	98%

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation      The Administration programs are partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement.



Behavioral Health Division

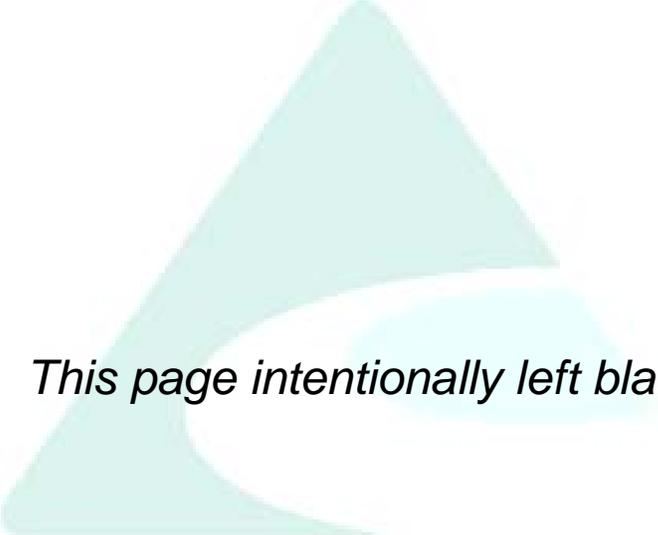
Administration Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>388,014</b>	-	-	<b>28,056</b>	<b>1,831,688</b>	<b>1,831,688</b>	<b>0%</b>
Prior Year Revenue	-		2,973,072	1,270,688	-	(2,973,072)	-100.0%
Taxes	-			-		-	0%
Licenses & Permits	-			-		-	0%
Federal Grants & Revenues	-			-		-	0%
State Grants & Revenues	300,000	829,101	2,367,866	2,384,400	3,006,981	639,115	27.0%
Local Grants & Revenues	26,421		93,411	-		(93,411)	-100.0%
Charges for Service	537,517	541,543	1,046,853	780,837	984,218	(62,635)	-6.0%
Fines & Penalties	-			-		-	0%
Other Revenues	54	5		-		-	0%
Interfund Transfers	500,000	150,000	150,000	150,000	129,955	(20,045)	-13.4%
<b>Operating Revenue</b>	<b>1,363,992</b>	<b>1,520,649</b>	<b>6,631,202</b>	<b>4,585,925</b>	<b>4,121,154</b>	<b>(2,510,048)</b>	<b>-37.9%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,752,006</b>	<b>1,520,649</b>	<b>6,631,202</b>	<b>4,613,981</b>	<b>5,952,842</b>	<b>(678,360)</b>	<b>-10.2%</b>
Personnel Services	1,160,461	1,143,688	1,595,052	1,154,401	2,013,362	418,310	26.2%
Materials & Services	312,466	364,938	1,737,001	1,393,259	1,901,547	164,546	9.5%
Indirect Costs (Internal Dept Chgs)	54,132	56,814	134,743	78,639	185,656	50,913	37.8%
Cost Allocation Charges	119,818	132,354	174,134	155,994	195,519	21,385	12.3%
Capital Outlay	-					-	0%
<b>Operating Expenditure</b>	<b>1,646,877</b>	<b>1,697,794</b>	<b>3,640,930</b>	<b>2,782,293</b>	<b>4,296,084</b>	<b>655,154</b>	<b>18.0%</b>
Debt Service	-					-	0%
Special Payments	-					-	0%
Interfund Transfers	-					-	0%
Reserve for Future Expenditures	-					-	0%
Contingency	-		3,041,186		1,656,758	(1,384,428)	-45.5%
<b>Total Exp - Including Special Categories</b>	<b>1,646,877</b>	<b>1,697,794</b>	<b>6,682,116</b>	<b>2,782,293</b>	<b>5,952,842</b>	<b>(729,274)</b>	<b>-10.9%</b>
<b>General Fund Support (if applicable)</b>	<b>500,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>129,955</b>	<b>(20,045)</b>	<b>-13.4%</b>
Full Time Equiv Pos (FTE) Budgeted	-	15.85	17.85	17.85	20.35	2.50	14.0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	15.85	-	12.85			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	3.00			

**Significant Issues and Changes**

Centralize Program Support staff to better serve the Division



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Children, Youth & Families / Community Solutions Division

## Division Purpose Statements

The purpose of the Children, Youth & Families Division is to provide equitable prevention, early intervention and system coordination services to the most vulnerable children, youth and families in Clackamas County so they can experience safe and stable home environments and academic progress.

The purpose of the Community Solutions Division is to provide access to assessment, education, weatherization, and employment services to lower income county residents so they can experience decreased energy costs and can obtain and retain meaningful employment.

*(These two H3S Divisions are merging operations.)*

### Health, Housing and Human Services Department

Richard Swift - Director  
Jill Smith - Deputy Director  
FTE 535.11

Total Request \$ 144,984,532

General Fund Support \$ 10,965,226

#### CYF / CS Division

Rod Cook -  
Division Director  
Total Request  
\$10,342,583

Gen Fund \$ 2,349,428

#### Children, Youth & Families

FTE 9.55  
Total Request  
\$4,999,992

Gen Fund \$ 1,382,482

#### Weatherization

FTE 12.0  
Total Request  
\$2,958,566

Gen Fund \$ -

#### Workforce

FTE 14.0  
Total Request  
\$2,384,025

Gen Fund \$ 966,946



# Children, Youth and Families and Community Solutions Division

## Children, Youth & Families

### Performance Narrative Statement

The purpose of the Children, Youth, and Families Prevention & Intervention Services program is to prevent drug/alcohol abuse, family violence and school dropout. Total program budget for FY18-19 is \$4,999,992. FY16-17 actual performance rates exceeded their target rate by 5%, obtaining a 75% success rate and 85% success rate in the performance metrics of healthy, stable & attached families and domestic violence clients with a safety plan respectively.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	% of families that are healthy, stable & attached	75%	80%	96%	85%
RESULT	% of clients with a domestic violence safety plan	85%	90%	90%	90%

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation Oregon Department of Education (ODE) Early Learning Division  
 Agreement term: October 1, 2017 to September 30, 2019. No match requirement.



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	179,831	143,414	959,232	<b>959,232</b>	<b>285,399</b>	<b>(673,833)</b>	<b>-70.2%</b>
Prior Year Revenue	973,151	601,830	-	199,961	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	586,229	523,267	411,405	253,446	116,778	<b>(294,627)</b>	<b>-71.6%</b>
State Grants & Revenues	1,713,844	4,003,891	4,741,115	4,652,510	3,001,153	<b>(1,739,962)</b>	<b>-36.7%</b>
Local Grants & Revenues	153,589	95,000	80,000	-	85,000	<b>5,000</b>	<b>6.3%</b>
Charges for Service	113,768	409,159	305,892	185,000	95,610	<b>(210,282)</b>	<b>-68.7%</b>
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	61,861	1,788	570	2,121	570	-	0%
Interfund Transfers	1,175,203	1,314,461	1,547,599	1,547,599	1,415,482	<b>(132,117)</b>	<b>-8.5%</b>
<b>Operating Revenue</b>	<b>4,777,645</b>	<b>6,949,396</b>	<b>7,086,581</b>	<b>6,840,637</b>	<b>4,714,593</b>	<b>(2,371,988)</b>	<b>-33.5%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>4,957,476</b>	<b>7,092,810</b>	<b>8,045,813</b>	<b>7,799,869</b>	<b>4,999,992</b>	<b>(3,045,821)</b>	<b>-37.86%</b>
Personnel Services	738,662	986,700	1,518,244	978,529	1,253,147	<b>(265,097)</b>	<b>-17.46%</b>
Materials & Services	2,409,900	2,475,970	4,522,832	667,748	2,304,374	<b>(2,218,458)</b>	<b>-49.05%</b>
Special Payments	1,080,883	2,498,730	1,699,776	5,563,232	1,220,545	<b>(479,231)</b>	<b>-28.19%</b>
Indirect Costs (Internal Dept Chgs)	-	15,536	15,000	15,000	18,828	<b>3,828</b>	<b>25.52%</b>
Cost Allocation Charges	149,988	156,642	289,961	289,961	203,098	<b>(86,863)</b>	<b>-29.96%</b>
Capital Outlay	20,717	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>4,400,150</b>	<b>6,133,578</b>	<b>8,045,813</b>	<b>7,514,470</b>	<b>4,999,992</b>	<b>(3,045,821)</b>	<b>-37.86%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>4,400,150</b>	<b>6,133,578</b>	<b>8,045,813</b>	<b>7,514,470</b>	<b>4,999,992</b>	<b>(3,045,821)</b>	<b>-37.86%</b>
<b>General Fund Support (if applicable)</b>	<b>1,326,607</b>	<b>1,276,663</b>	<b>1,278,438</b>	<b>1,278,438</b>	<b>1,382,482</b>	<b>104,044</b>	<b>8.1%</b>
Full Time Equiv Pos (FTE) Budgeted	10.75	8.75	9.60	9.60	9.60	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	8.00	8.75	-	7.75	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	2.75	-	-	1.85	-	-	-

**Significant Issues and Changes**

**REVENUE**

The FY18-19 budget reflects a decrease (-\$294,627) in federal grant revenue. Oregon Dept of Education reduced the level of funding for six YDC - Prevent-Net programs.

State revenue reflects a decrease (-\$1,739,962). Oregon Dept of Education reduced the level of funding for the second year of the biennium revenue contract. State funds (Unrestricted) from prior year expired DHS contract have reduced.

Charges for services has decreased (-\$210,282). As we contract directly with Oregon Health Authority in FY18-19 and no longer receiving revenue via Behavioral Health

**EXPENSES**

Personal Services reflects a decrease (-\$265,097). Temporary workers funding level reduced and reduced hours for 1 FTE

Special payments reflects a decrease (-\$479,231). Determination to Vendor from Sub Recipient

Materials & Service decreased (\$2,218,458) based on finance changing the contract

Cost allocation charges reduced (-\$86,863) from FY17-18



# Children, Youth and Families and Community Solutions Division

## Weatherization Program

### Performance Narrative Statement

The purpose of the Weatherization Program is to provide energy education, dwelling assessment, and energy efficiency services to lower-income county residents so they can experience decreased energy costs and increased comfort, health, and safety in their homes. Total program budget for FY18-19 is \$2,958,566, which includes the process of closing this program out of Fund 245 and adding it to Fund 246. For FY16-17, the Weatherization Program saved Clackamas County residents a projected first year energy savings of over \$513 on average and 754 County residents received energy education services. Customer feedback for the same time period gave the program a 98% for Satisfaction with Service and 98% for Staff Interaction.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	Decreased energy costs by an average of 12% or more	N/A	12%	20%	12%

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

#### Grant Funds:

Bonneville Power Administration (BPA) - October 1st, 2018 to September 30th, 2019 - \$19,500 (No Match Requirement)

Department of Energy (DOE) - July 1st, 2018 to June 30th, 2019 - \$160,000 (No Match Requirement)

Energy Conservation Helping Oregonians (ECHO) - July 1st, 2018 to June 30th, 2019 - \$1,631,700 (No Match Requirement)

Low-Income Home Energy Assistance Program (LIHEAP) - October 1st, 2018 to December 31, 2019 - \$288,348 (No Match Requirement)

Community Development Block Grant (CDBG) - July 1st, 2018 to June 30th, 2019 - \$70,000 (No Match Requirement)

Children, Youth and Families and Community Solutions



Weatherization Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>279,673</b>	<b>349,150</b>	<b>373,840</b>	<b>373,841</b>	<b>315,509</b>	<b>(58,331)</b>	<b>-15.6%</b>
Prior Year Revenue	-	448	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	568,363	498,504	537,003	431,186	467,848	(69,155)	-12.9%
State Grants & Revenues	1,205,267	1,570,165	1,757,782	1,804,005	1,641,700	(116,082)	-6.6%
Local Grants & Revenues	163,898	163,196	82,506	111,340	108,000	25,494	30.9%
Charges for Service	246,411	200,705	115,000	125,772	110,000	(5,000)	-4.3%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	982	1,297	-	-	-	-	0%
Interfund Transfers	-	-	-	-	315,509	315,509	0%
<b>Operating Revenue</b>	<b>2,184,921</b>	<b>2,434,315</b>	<b>2,492,291</b>	<b>2,472,303</b>	<b>2,643,057</b>	<b>150,766</b>	<b>6.0%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>2,464,594</b>	<b>2,783,465</b>	<b>2,866,131</b>	<b>2,846,144</b>	<b>2,958,566</b>	<b>92,435</b>	<b>3.2%</b>
Personnel Services	884,289	947,671	1,127,478	997,480	1,177,495	50,017	4.4%
Materials & Services	1,125,214	1,330,412	1,738,653	1,372,855	1,465,562	(273,091)	-15.7%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	85,284	131,541	-	160,300	-	-	0%
Capital Outlay	20,657	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>2,115,444</b>	<b>2,409,624</b>	<b>2,866,131</b>	<b>2,530,635</b>	<b>2,643,057</b>	<b>(223,074)</b>	<b>-7.8%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	315,509	315,509	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>2,115,444</b>	<b>2,409,624</b>	<b>2,866,131</b>	<b>2,530,635</b>	<b>2,958,566</b>	<b>92,435</b>	<b>3.2%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	10.00	13.00	12.00	12.00	12.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	9.00	10.00	-	9.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	3.00	-	3.00	-	-	-

**Significant Issues and Changes**

**REVENUE**

The FY18-19 budget reflects a decrease (-\$53,331) in carry forward fund balance. Policy changes in the Northwest Natural Gas program align it more like the other grant programs as opposed to rebate / leveraged funds which is how it was treated in the past.

Federal Revenue reflects a decrease (-\$69,155). Potential cuts at the federal level in Dept of Energy (DOE) funds.

State Revenue reflects a decrease (-116,082). FY17-18 amended budget included carry over of encumbered Energy Conservation Helping Oregonians (ECHO) funds from FY16-17 which caused a larger than normal program budget for the year. FY18-19 is budgeted at the normal annual allocation.

**EXPENSES**

Materials & Services reflects a decrease (-\$273,091). Reduction in Contracted Labor costs due to the revenue decreases listed above

Materials and Services reflects a decrease (-273,091). This is a reduction in Contracted Weatherization Services as a result of the reductions in revenues that are listed above.

Interfund Transfer (FY18-19) includes \$315,509 to close Community Solutions Fund (245) into Children, Youth & Families Fund (246)



# Children, Youth and Families and Community Solutions Division

## Workforce Program

### Performance Narrative Statement

The purpose of the Community Solutions Workforce Program is to provide customized employment services to individuals with barriers to employment, and business partners, so they can obtain and retain meaningful employment through a successful job placement. The program also works closely with business partners to develop relationships, customize services, and foster successful placements. The program budget for FY18-19 is \$2,384,025, which includes the process of closing this program out of Fund 245 and adding it to Fund 246. For FY16-17, 258 participants obtained employment through County-funded programs, including 28 participants in the Corrections Advancement program where the average hourly wage was \$13.89, 24 participants in the Veterans Workforce program where the average hourly wage was \$14.04, and 21 participants in the Employment Investment program where the average hourly wage was \$14.52. In FY16-17, 65% of those who obtained employment through County-funded programs were still employed after 90 days. Customer feedback for the same period gave the program a 94% for Satisfaction with Service and 97% for Staff Interaction.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	Number of jobseekers in County-funded programs who retain employment for 90 days out of the number who obtained employment	N/A	65%	64%	55%

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

#### Grant Funds:

Community Development Block Grant (CDBG) - July 1st, 2018 to June 30th, 2019 - \$45,000 (No Match Requirement)

Children, Youth and Families and Community Solutions

Workforce Program



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>197,815</b>	<b>186,429</b>	<b>244,295</b>	<b>244,295</b>	<b>311,001</b>	<b>66,706</b>	<b>27.3%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	108,616	-	-	-	-	-	0%
State Grants & Revenues	968,406	698,207	1,109,805	708,989	553,077	(556,728)	-50.2%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	204,668	247,685	178,000	179,848	179,000	1,000	0.6%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	8,416	6,970	-	(1,000)	-	-	0%
Interfund Transfers	854,367	966,077	1,029,946	1,029,946	1,340,947	311,001	30.2%
<b>Operating Revenue</b>	<b>2,144,473</b>	<b>1,918,939</b>	<b>2,317,751</b>	<b>1,917,783</b>	<b>2,073,024</b>	<b>(244,727)</b>	<b>-10.6%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>2,342,288</b>	<b>2,105,368</b>	<b>2,562,046</b>	<b>2,162,078</b>	<b>2,384,025</b>	<b>(178,021)</b>	<b>-6.9%</b>
Personnel Services	1,510,281	1,259,678	1,814,409	1,384,492	1,380,884	(433,525)	-23.9%
Materials & Services	273,046	252,702	320,816	207,485	284,960	(35,856)	-11.2%
Indirect Costs (Internal Dept Chgs)	37,069	34,387	43,421	36,000	40,000	(3,421)	-7.9%
Cost Allocation Charges	335,462	314,306	383,400	223,100	367,180	(16,220)	-4.2%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>2,155,858</b>	<b>1,861,073</b>	<b>2,562,046</b>	<b>1,851,077</b>	<b>2,073,024</b>	<b>(489,022)</b>	<b>-19.1%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	311,001	311,001	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>2,155,858</b>	<b>1,861,073</b>	<b>2,562,046</b>	<b>1,851,077</b>	<b>2,384,025</b>	<b>(178,021)</b>	<b>-6.9%</b>
<b>General Fund Support (if applicable)</b>	<b>791,367</b>	<b>903,077</b>	<b>966,946</b>	<b>966,946</b>	<b>966,946</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	19.50	18.50	18.00	18.00	14.00	-4.00	-22.2%
Full Time Equiv Pos (FTE) Filled at Yr End	16.50	15.00	-	12.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	3.00	3.50	-	6.00	-	-	-

Significant Issues and Changes

REVENUE

The FY18-19 budget reflects a decrease (-\$556,728) in State Revenue. State DHS Able Bodied Adults Without Dependents (ABAWD) program ended on 9/30/17 and the State made the decision statewide to contract these services with the Oregon Employment Dept.

EXPENSES

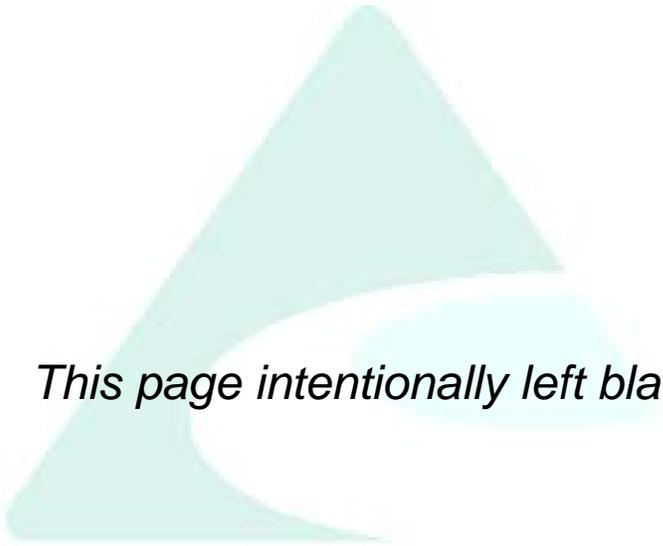
Personnel Services reflects a decrease (-\$433,525). Reduction of 4.0 FTE due to the loss of the ABAWD funding

Materials & Services reflects a decrease (-\$35,856). Reduction in materials and service expenses from the loss of the ABAWD funding

H3S Indirect Costs reflects a decrease (-\$3,421). Reduction in total FTE leads to a reduction in total Indirect charges

Cost Allocation Charges reflects a decrease (-\$16,220). Reduction in total FTE leads to a reduction in total cost allocation charges

Interfund Transfer (FY18-19) includes \$311,001 to close Community Solutions Fund (245) into Children, Youth & Families Fund (246)



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Health Centers Division

## Division Purpose Statement

The purpose of the Health Centers is to provide patient-centered health care services to vulnerable populations so they can experience improved physical, dental, and behavioral health wellness.

### Health, Housing and Human Services Department

Richard Swift - Director  
 Jill Smith - Deputy Director  
 FTE 535.11  
 Total Request \$ 144,984,532  
 General Fund Support \$ 10,965,226

#### Health Centers

Deborah Cockrell - Division Director  
 Total Request  
 \$51,595,429

Gen Fund \$ 567,643

#### Administration

FTE 32.75  
 Total Request  
 \$20,441,426

Gen Fund \$ 567,643

#### Primary Care

FTE 90.83  
 Total Request  
 \$14,127,471

Gen Fund \$ -

#### Dental

FTE 24  
 Total Request  
 \$4,299,417

Gen Fund \$ -

#### Behavioral Health Clinics

FTE 78.51  
 Total Request  
 \$12,727,115

Gen Fund \$ -



**Health Centers Division**  
**Administrative Services Program**

**Performance Narrative Statement**

The Administrative Program proposes a budget of \$20,441,426. The purpose of the Administration Program is to provide leadership and direction, policy development, contract and grant coordination, quality management, budget control, fiscal oversight, medical billing, medical records management, and personnel support services to Health Center's management, staff and other key internal and external stakeholders so they can provide high quality and affordable health care to the County's most vulnerable residents.

**Key Performance Measures**

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Expected Performance	FY 18-19 Target
RESULT	% of contracts/amendments process within 45 days	54%	60%	55%	60%

Program includes:

- Mandated Services  N
- Shared Services  N
- Grant Funding  Y

Explain all "Yes" boxes below  
 For help with shared services, see AOC Shared State-County Services page on intranet  
 If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

HRSA330-GY17: 05/01/2018-04/30/2019 = \$2,054,745 (Health Resources and Service Administration)



	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>7,450,077</b>	<b>12,792,935</b>	<b>14,633,861</b>	<b>14,242,734</b>	<b>15,882,156</b>	<b>1,248,295</b>	<b>8.5%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	1,755,737	2,085,239	2,021,447	1,968,089	2,054,745	33,298	1.6%
State Grants & Revenues	243,754	-	-	-	-	-	0%
Local Grants & Revenues	485,830	332,470	156,000	290,073	-	(156,000)	-100.0%
Charges for Service	1,627,292	924,825	1,458,080	1,210,913	1,051,148	(406,932)	-27.9%
Fines & Penalties	-	-	-	-	12,000	12,000	0%
Other Revenues	69,302	93,326	12,000	109,763	-	(12,000)	-100.0%
Interfund Transfers	503,346	522,976	543,188	543,188	567,643	24,455	4.5%
<b>Operating Revenue</b>	<b>4,685,261</b>	<b>3,958,836</b>	<b>4,190,715</b>	<b>4,122,026</b>	<b>3,685,536</b>	<b>(505,179)</b>	<b>-12.1%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>12,135,338</b>	<b>16,751,771</b>	<b>18,824,576</b>	<b>18,364,760</b>	<b>19,567,692</b>	<b>743,116</b>	<b>3.9%</b>
Personnel Services	3,074,309	2,831,941	3,815,150	3,720,069	3,673,293	(141,857)	-3.7%
Materials & Services	770,537	952,447	1,171,428	1,589,590	755,698	(415,730)	-35.5%
Indirect Costs (Internal Dept Chgs)	31,809	42,945	60,601	60,601	70,388	9,787	16.1%
Cost Allocation Charges	208,465	129,124	146,030	146,030	59,891	(86,139)	-59.0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>4,085,120</b>	<b>3,956,457</b>	<b>5,193,209</b>	<b>5,516,290</b>	<b>4,559,270</b>	<b>(633,939)</b>	<b>-12.2%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	310,000	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	8,083,656	-	8,795,657	712,001	8.8%
Contingency	-	-	6,850,205	-	7,086,499	236,294	3.4%
<b>Total Exp - Including Special Categories</b>	<b>4,395,120</b>	<b>3,956,457</b>	<b>20,127,070</b>	<b>5,516,290</b>	<b>20,441,426</b>	<b>314,356</b>	<b>1.6%</b>
<b>General Fund Support (if applicable)</b>	<b>606,589</b>	<b>522,976</b>	<b>543,188</b>	<b>543,188</b>	<b>567,643</b>	<b>24,455</b>	<b>4.5%</b>
Full Time Equiv Pos (FTE) Budgeted	20.25	37.50	34.00	34.00	32.75	(1.25)	-3.7%
Full Time Equiv Pos (FTE) Filled at Yr End	17.25	36.00	-	33.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	3.00	1.50	-	1.00	-	-	-

**Significant Issues and Changes**



**Health Centers Division**  
**Primary Care Program**

**Performance Narrative Statement**

The Primary Care Program proposes a budget of \$14,127,471. The purpose of the Primary Care Program is to provide patient-centered health care services to vulnerable populations so they can experience improved health. The Primary Care Program provides comprehensive health services at four primary care clinics and two school based health centers.

**Key Performance Measures**

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Expected Performance	FY 18-19 Target
RESULT	% of patients with controlled chronic disease. (% = controlled CD / total CD; with the goal of increasing the rate of controlled by 3% per year).	71%	75%	72%	74%

Program includes:

- Mandated Services  N
- Shared Services  N
- Grant Funding  Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

- HRSA330-GY17: 05/01/2018-04/30/2019 = \$19,271 (Health Resources and Service Administration)
- HRSA330-AIMS: 07/01/2018-10/31/2018 = \$83,200 (Health Resources and Service Administration)
- OSOW: 01/01/2018-12/31/2018 = \$277,709 (State of Oregon)
- SBHC Operations: 07/1/2018-6/30/2019 = \$99,430 (State Pass thru funding from PHD)
- SBHC Mental Health Capacity Building: 07/01/2018-06/30/2019=\$144,000 (State Pass thru funding from PHD)



Health Centers Division

Primary Care Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	300,000	300,000	-	(300,000)	-100.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	226,653	42,500	148,950	85,200	104,471	(44,479)	-29.9%
State Grants & Revenues	1,691,000	1,069,399	1,285,313	1,045,281	984,852	(300,461)	-23.4%
Local Grants & Revenues	1,014,037	704,604	695,093	326,264	125,046	(570,047)	-82.0%
Charges for Service	10,803,019	9,498,451	13,026,743	9,335,732	10,421,622	(2,605,121)	-20.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	399,343	22,321	7,140	9,281	12,140	5,000	70.0%
Interfund Transfers	103,243	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>14,237,295</b>	<b>11,337,275</b>	<b>15,163,239</b>	<b>10,801,758</b>	<b>11,648,131</b>	<b>(3,515,108)</b>	<b>-23.2%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>14,237,295</b>	<b>11,337,275</b>	<b>15,463,239</b>	<b>11,101,758</b>	<b>11,648,131</b>	<b>(3,815,108)</b>	<b>-24.7%</b>
Personnel Services	8,283,323	8,858,874	12,988,602	8,787,342	11,133,265	(1,855,337)	-14.3%
Materials & Services	2,269,375	1,978,360	2,454,195	2,075,955	1,621,652	(832,543)	-33.9%
Indirect Costs (Internal Dept Chgs)	156,313	142,006	177,688	143,822	174,835	(2,853)	-1.6%
Cost Allocation Charges	1,069,270	1,196,339	1,401,660	1,135,919	1,197,719	(203,941)	-14.5%
Capital Outlay	13,306	17,810	90,000	90,000	-	(90,000)	-100.0%
<b>Operating Expenditure</b>	<b>11,791,587</b>	<b>12,193,389</b>	<b>17,112,145</b>	<b>12,233,038</b>	<b>14,127,471</b>	<b>(2,984,674)</b>	<b>-17.4%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	406	8,668	-	-	-	-	0%
Interfund Transfers	1,666,667	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>13,458,660</b>	<b>12,202,057</b>	<b>17,112,145</b>	<b>12,233,038</b>	<b>14,127,471</b>	<b>(2,984,674)</b>	<b>-17.4%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	96.80	85.65	87.39	87.39	90.83	3.44	3.9%
Full Time Equiv Pos (FTE) Filled at Yr End	93.30	81.45	-	85.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	3.50	4.20	-	2.39	-	-	-

Significant Issues and Changes



**Health Centers Division**

**Dental Program**

**Performance Narrative Statement**

The Dental Program proposes a budget of \$4,299,417. The purpose of the Dental Program is to provide dental health care services to people with limited access to dental services so they can experience a transition from urgent care to restoring oral wellness and improved dental health. The Dental Program provides comprehensive dental services at two dental clinics.

**Key Performance Measures**

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Expected Performance	FY 18-19 Target
RESULT	% of patients who complete treatment plan within 12 months	Unknown	20%	20%	30%

Program includes:

- Mandated Services  N
- Shared Services  N
- Grant Funding  Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet  
 If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

HRSA330-GY17: 05/01/2018-04/30/2019 = \$19,231 (Health Resources and Service Administration)



	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	65,544	-	391,127	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	41,149	447,551	-	230,333	19,231	19,231	0%
State Grants & Revenues	268,627	121,964	-	-	-	-	0%
Local Grants & Revenues	61,190	290,565	-	-	-	-	0%
Charges for Service	2,820,315	2,725,404	3,377,466	2,963,369	3,785,800	408,334	12.1%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	17	-	70	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>3,191,281</b>	<b>3,585,501</b>	<b>3,377,466</b>	<b>3,193,772</b>	<b>3,805,031</b>	<b>427,565</b>	<b>12.7%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>3,191,281</b>	<b>3,651,045</b>	<b>3,377,466</b>	<b>3,584,899</b>	<b>3,805,031</b>	<b>427,565</b>	<b>12.7%</b>
Personnel Services	1,588,528	2,263,704	3,092,549	2,308,127	3,234,502	141,953	4.6%
Materials & Services	644,518	673,459	581,572	937,082	652,749	71,177	12.2%
Indirect Costs (Internal Dept Chgs)	21,396	33,274	33,866	33,866	50,054	16,188	47.8%
Cost Allocation Charges	135,857	264,804	265,741	265,741	362,112	96,371	36.3%
Capital Outlay	25,352	16,792	-	6,800	-	-	0%
<b>Operating Expenditure</b>	<b>2,415,651</b>	<b>3,252,033</b>	<b>3,973,728</b>	<b>3,551,616</b>	<b>4,299,417</b>	<b>325,689</b>	<b>8.2%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>2,415,651</b>	<b>3,252,033</b>	<b>3,973,728</b>	<b>3,551,616</b>	<b>4,299,417</b>	<b>325,689</b>	<b>8.2%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	11.60	18.90	23.75	23.75	24.00	0.25	1.1%
Full Time Equiv Pos (FTE) Filled at Yr End	8.60	17.90	-	23.75	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	3.00	1.00	-	-	-	-	-

**Significant Issues and Changes**



**Health Centers Division**  
**Behavioral Health Clinic Program**

**Performance Narrative Statement**

The Behavioral Health Program proposes a budget of \$12,727,115. The purpose of the Behavioral Health Clinic Program is to provide specialty behavioral health services to clients and prospective clients diagnosed with mental health or substance use disorders so they can experience reduced mental distress and achieve their individual goals. The Behavioral Health Program provides comprehensive health services at three behavioral health clinics.

**Key Performance Measures**

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Expected Performance	FY 18-19 Target
RESULT	% of clients showing improvement in the measurement of their global distress	Unknown	65%	64%	65%

Program includes:

- Mandated Services  N
- Shared Services  N
- Grant Funding  Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

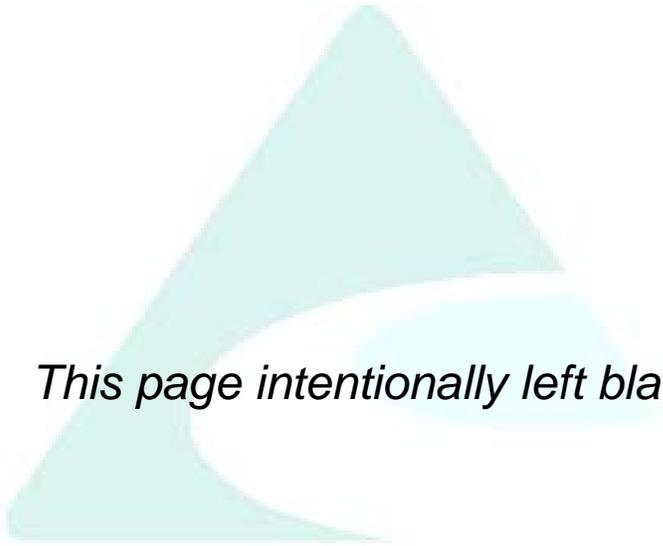
Explanation

HRSA330-GY17: 05/01/2018-04/30/2019 = \$80,670 (Health Resources and Service Administration)  
 SAMHSA: 07/01/2018-09/30/2018 = \$57,639 (Substance Abuse and Mental Health Services Administration)  
 OR CJC: 07/01/2018-06/30/2019 = \$313,900 (Adult Drug Court and Mental Health Court)



	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>36,693</b>	<b>88,083</b>	-	-	-	-	<b>0%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	402,531	521,549	171,500	386,834	138,309	(33,191)	-19.4%
State Grants & Revenues	-	-	-	313,900	313,900	313,900	0%
Local Grants & Revenues	482,212	156,259	90,000	97,011	75,000	(15,000)	-16.7%
Charges for Service	14,826,239	13,321,940	14,878,668	15,904,387	16,042,366	1,163,698	7.8%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	606	7,773	-	1,668	5,000	5,000	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>15,711,588</b>	<b>14,007,521</b>	<b>15,140,168</b>	<b>16,703,800</b>	<b>16,574,575</b>	<b>1,434,407</b>	<b>9.5%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>15,748,281</b>	<b>14,095,604</b>	<b>15,140,168</b>	<b>16,703,800</b>	<b>16,574,575</b>	<b>1,434,407</b>	<b>9.5%</b>
Personnel Services	8,144,229	8,744,086	9,638,458	9,528,729	10,041,923	403,465	4.2%
Materials & Services	2,896,042	1,217,455	1,155,477	1,648,553	1,230,719	75,242	6.5%
Indirect Costs (Internal Dept Chgs)	121,799	136,767	139,206	139,206	163,739	24,533	17.6%
Cost Allocation Charges	918,663	884,591	1,255,627	1,255,627	1,290,734	35,107	2.8%
Capital Outlay	15,469	12,343	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>12,096,202</b>	<b>10,995,242</b>	<b>12,188,768</b>	<b>12,572,115</b>	<b>12,727,115</b>	<b>538,347</b>	<b>4.4%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	496,044	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>12,096,202</b>	<b>11,491,286</b>	<b>12,188,768</b>	<b>12,572,115</b>	<b>12,727,115</b>	<b>538,347</b>	<b>4.4%</b>
<b>General Fund Support (if applicable)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	80.94	79.89	78.60	78.60	78.51	(0.09)	-0.1%
Full Time Equiv Pos (FTE) Filled at Yr End	74.94	75.89	-	67.27	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	6.00	4.00	-	11.33	-	-	-

**Significant Issues and Changes**



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Housing & Community Development Division

## Division Purpose Statement

The purpose of the Housing & Community Development Division is to provide public services, homeless and affordable housing, housing rehabilitation, and neighborhood revitalization services to low and moderate income individuals and families so they can feel secure in healthy, safe, stable housing and live in neighborhoods where they have improved access to services.

### Health, Housing, and Human Services Department

Richard Swift - Director  
 Jill Smith - Deputy Director  
 FTE 535.11  
 Total Request \$ 144,984,532  
 General Fund Support \$ 10,965,226

<b>Housing &amp; Community Development</b>	
Chuck Robbins - Division Director	
Total Request \$6,676,585	
Gen Fund	\$ 77,905

<b>Housing &amp; Community Development</b>	
FTE 9.53	
Total Request \$6,676,585	
Gen Fund	\$ 77,905



# Housing & Community Development Division

## Performance Narrative Statement

The Housing & Community Development (HCD) Division proposes a budget of \$6,676,585. The purpose of the HCD is to provide decent affordable housing to low and moderate-income people, and to improve the living environment of communities throughout Clackamas County. Utilizing funds primarily from the U.S. Department of Housing and Urban Development (HUD), HCD undertakes a variety of affordable housing, housing rehabilitation, neighborhood improvement, community facility, public works, public services and historic preservation projects. HCD has three general functions: Grant Planning and Administration, Housing Development and Rehabilitation, and Community Development Projects. The measures below are related to the work Housing & Community Development Division performs in the areas of public services, homeless prevention and affordable housing.

The Continuum of Care (CoC) is a group of individuals and organizations which strives to prevent and end homelessness in Clackamas County by strategically planning and implementing housing programs and services for families and individuals that are homeless or at risk of becoming homeless. With funds provided by HUD the CoC supports: 4 Rapid Rehousing programs that provide short-term housing subsidy and case management for homeless families with children; 2 transitional housing programs that work with homeless youth; 7 Permanent Supportive Housing programs that provide on-going housing subsidy and case management for individuals and families with long homeless histories and disabilities; and 3 grants for data collection, program planning and operation of the HUD-required Coordinated Housing Access system.

The Affordable Housing measure is met through the combined efforts of Community Development and the Housing Authority of Clackamas County. Using a combination of CDBG, Home, State funding, Low Income Housing Tax Credit and Private Activity Bond funds the 18-19 Target is comprised of the following projects: (1) Molalla Gardens - 47 units of family housing in Molalla (20 renovated and 27 new units); (2) Oregon City Vet's Housing – 24 units of housing for vet's and their families; and (3) Rosewood Terrace – 212 units of family housing in Clackamas. We expect the Molalla and Oregon City projects, and about a 100 units of Rosewood Terrace to be completed by June 30, 2019.

## Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	% of houseless individuals served by CoC programs who move to or maintain stable housing	84%	87%	93%	90%
 OUTPUT	# of new affordable units completed	60	100	27	150

Program includes:

Mandated Services	<input type="checkbox"/> N
Shared Services	<input type="checkbox"/> N
Grant Funding	<input type="checkbox"/> Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation	These measures are funded from the following sources: (1) Houseless Programs - Continuum of Care funding from the U.S. Department of Housing and Urban Development (HUD). These are renewable funds. There is a 25% match requirement. HCD uses Emergency Solutions Grant funds as match; (2) Affordable Housing - Primarily from a combination of HUD HOME and Community Development Block Grant funds, and Low Income Housing Tax Credit (LIHTC) funds. The HOME and CDBG funds are part of an annual allocation the County receives from HUD. The HOME program has a 25% match requirement. The match is provided by the housing developer that has applied to the County for these funds. LIHTC funds are granted by the State for a specific housing development. There is no match requirement.
-------------	---



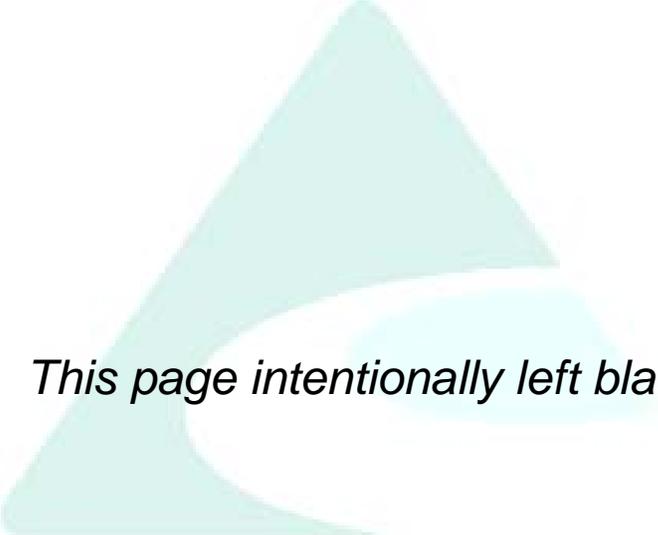
Housing & Community Development Division

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	620,035	646,034	644,914	1,472,420	684,554	39,640	6.1%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	2,253,405	3,304,550	4,900,453	4,351,564	4,554,126	(346,327)	-7.1%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	729,889	127,044	700,000	700,000	700,000	-	0%
Charges for Service	297,950	209,552	210,000	180,000	185,000	(25,000)	-11.9%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	840,987	424,578	550,000	446,942	475,000	(75,000)	-13.6%
Interfund Transfers	149,029	148,801	49,640	49,640	77,905	28,265	56.9%
<b>Operating Revenue</b>	<b>4,891,295</b>	<b>4,860,559</b>	<b>7,055,007</b>	<b>7,200,566</b>	<b>6,676,585</b>	<b>(378,422)</b>	<b>-5.4%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>4,891,295</b>	<b>4,860,559</b>	<b>7,055,007</b>	<b>7,200,566</b>	<b>6,676,585</b>	<b>(378,422)</b>	<b>-5.4%</b>
Personnel Services	1,046,646	1,077,849	1,143,885	1,143,885	1,199,138	55,253	4.8%
Materials & Services	2,807,321	2,710,618	5,096,459	4,557,464	4,163,899	(932,560)	-18.3%
Indirect Costs (Internal Dept Chgs)	16,494	16,978	17,517	17,517	20,002	2,485	14.2%
Cost Allocation Charges	161,180	160,714	207,146	207,146	245,107	37,961	18.3%
Capital Outlay	106,650	18,719	100,000	100,000	100,000	-	0%
<b>Operating Expenditure</b>	<b>4,138,291</b>	<b>3,984,878</b>	<b>6,565,007</b>	<b>6,026,012</b>	<b>5,728,146</b>	<b>(836,861)</b>	<b>-12.7%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	169,813	230,766	490,000	490,000	465,000	(25,000)	-5.1%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	483,439	483,439	0%
<b>Total Exp - Including Special Categories</b>	<b>4,308,104</b>	<b>4,215,644</b>	<b>7,055,007</b>	<b>6,516,012</b>	<b>6,676,585</b>	<b>(378,422)</b>	<b>-5.4%</b>
<b>General Fund Support (if applicable)</b>	<b>149,029</b>	<b>48,801</b>	<b>49,640</b>	<b>49,640</b>	<b>77,905</b>	<b>28,265</b>	<b>56.9%</b>
Full Time Equiv Pos (FTE) Budgeted	9.50	9.50	9.53	9.53	9.53	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	9.50	9.50	-	9.53	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes

The most significant issue continues to be the national debate and uncertainty surrounding Community Development Block Grant (CDBG) and HOME funding levels. This budget was based on an estimated 5% reduction in our allocation. The current federal administration has approved increases in the CDBG, HOME ESG and Continuum of Care budgets. Since the amounts cannot be confirmed the budget remains unchanged. However, HCD anticipates the following increases: (1) CDBG - 10%; (2) HOME - 40%; (3) ESG - 10%; and (4) Continuum of Care - 10%.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



**Division Purpose Statement**

The purpose of the Public Health Division is to provide environmental health inspections and licenses, policy and assessment, access to care, infectious disease control, and education services to residents and businesses so they can prevent, respond, and take action to ensure healthy, clean, and safe places.

**Health, Housing, and Human Services Department**

Richard Swift - Director  
 Jill Smith - Deputy Director  
 FTE 535.11  
 Total Request \$ 144,984,532  
 General Fund Support \$ 10,965,226

**Public Health Division**  
 Dawn Emerick - Division Director  
 Total Request  
 \$10,728,584  
 Gen Fund \$ 2,141,696

**Administration**  
 FTE 8  
 Total Request  
 \$1,168,668  
 Gen Fund \$ 181,204

**Center for Public Health  
 Advancement**  
 FTE 6.58  
 Total Request  
 \$2,451,179  
 Gen Fund \$ 612,428

**Environmental Health**  
 FTE 9.6  
 Total Request  
 \$1,347,526  
 Gen Fund \$ -

**Infectious Disease Control**  
 FTE 7.75  
 Total Request  
 \$1,444,091  
 Gen Fund \$ 72,911

**Healthy, Clean, and Safe  
 Places**  
 FTE 5.42  
 Total Request  
 \$929,232  
 Gen Fund \$ 372,088

**Vital Statistics**  
 FTE 3.05  
 Total Request  
 \$471,992  
 Gen Fund \$ -

**Access to Care**  
 FTE 15.65  
 Total Request  
 \$2,915,896  
 Gen Fund \$ 903,065



**Public Health Division  
Administration Program**

**Performance Narrative Statement**

The purpose of the Public Health Administration program is to provide a supporting infrastructure for all public health foundational capabilities and programs residing in the Center for Public Health Advancement, Vital Statistics, Infectious Disease Control and Prevention, Access to Care, and Environmental Health. The services provided include personnel management, fiscal management, budget control, and contract and grant coordination. The budget of \$1,168,668 is comprised of 8 FTE, including the Director and Assistant Director of Public Health. Revenue is generated through Division Indirect charges to Public Health Program and County General Funds.

In FY16-17, 100% of direct contracts, intermediate contracts, and POs were being processed in less than 45 days, surpassing our performance measure goal of processing 85% of contract within 45 days of receipt of the CRF. This success has been due to the PH Contracting Unit is now "only" processing PH contracts, previously the PH Contracting Unit was processing Health Center contracts as well. Also, processing efficiencies were generated when unnecessary steps were removed from contract processes. We'll continue to measure this goal in FY18-19.

In FY16-17 we did not meeting our goal to have complete Individual Development Plans (IDP) for 100% of all current staff members. This goal has been included in Public Health's Workforce Development Strategic plan and we will start measuring in FY18-19, when the IDP has been fully developed.

**Key Performance Measures**

		<b>FY 16-17 Actual</b>	<b>FY17-18 Target</b>	<b>FY 17-18 Projected Performance</b>	<b>FY 18-19 Target</b>
RESULT	% of contracts (new and renewals) processed within 45 days from Contract Request Form receipt	NA	85%	100%	100%
RESULT	% of all current staff members will receive an Individual Development Plan (IDP)	NA	100%	NA	100%

Program includes:

- Mandated Services  N
- Shared Services  N
- Grant Funding  Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation State Funding:  
\$32,026 - 10% of PE 44 School Based Health Centers Operation and Mental Health Expansion Funding, allocated to Admin per Oregon Healthy Authority



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	27,878	32,026	32,026	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	509,985	723,410	745,269	714,680	955,438	210,169	28.2%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	1,626	2,373	-	-	-	-	0%
Interfund Transfers	2,062	40,010	250,141	202,008	181,204	(68,937)	-27.6%
<b>Operating Revenue</b>	<b>513,673</b>	<b>765,793</b>	<b>995,410</b>	<b>944,566</b>	<b>1,168,668</b>	<b>173,258</b>	<b>17.4%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>513,673</b>	<b>765,793</b>	<b>995,410</b>	<b>944,566</b>	<b>1,168,668</b>	<b>173,258</b>	<b>17.4%</b>
Personnel Services	414,206	668,667	834,571	827,994	1,056,054	221,483	26.5%
Materials & Services	98,621	89,636	147,981	103,933	95,025	(52,956)	-35.8%
Indirect Costs (Internal Dept Chgs)	6,480	10,472	12,858	12,639	17,589	4,731	36.8%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>519,307</b>	<b>768,775</b>	<b>995,410</b>	<b>944,566</b>	<b>1,168,668</b>	<b>173,258</b>	<b>17.4%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>519,307</b>	<b>768,775</b>	<b>995,410</b>	<b>944,566</b>	<b>1,168,668</b>	<b>173,258</b>	<b>17.4%</b>
<b>General Fund Support (if applicable)</b>	<b>766</b>	<b>40,010</b>	<b>250,141</b>	<b>202,008</b>	<b>181,204</b>	<b>(68,937)</b>	<b>-27.6%</b>
Full Time Equiv Pos (FTE) Budgeted	-	5.74	8.00	8.00	8.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	5.74	-	7.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	(0.00)	-	1.00	-	-	-

**Significant Issues and Changes**

**Increase in Revenue & Expense**

1. Moved the Senior Public Health Program Manager (Assistant Public Health Director) to Admin program, increasing Division Indirect Costs to programs.



**Public Health Division**  
**Vital Statistics Program**

**Performance Narrative Statement**

The Vital Statistics Program provides birth and death certificate services to families and funeral homes so they can establish their identification or settle an estate. The budget of \$471,992 is comprised of 3.05 FTE, and includes front office reception in the PSB building for Public Health and Health Center's Admin unit. Revenue is generated through Birth and Death Certificate fees.

In FY17-18, the Vital Statistics team processed 97% of all death certificated within 24 hours, which surpasses the 95% goal identified as a key performance measure. Those not processed in the 24 hours were usually due to Funeral Home mistakes and State delays. We'll continue to measure this in FY18-19.

**Key Performance Measures**

		FY 16-17 Actual	FY17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	% of death certificates processed same day received (within 24 hours).	NA	95%	97%	95%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation **Mandates for Local Public Health in Oregon:**  
 1. Vital Statistics (Birth & Death Certificates)



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>13,990</b>	-	-	-	-	-	<b>0%</b>
Prior Year Revenue	-	-	-	-	-	-	<b>0%</b>
Taxes	-	-	-	-	-	-	<b>0%</b>
Licenses & Permits	663	-	-	-	-	-	<b>0%</b>
Federal Grants & Revenues	-	-	-	-	-	-	<b>0%</b>
State Grants & Revenues	-	-	-	-	-	-	<b>0%</b>
Local Grants & Revenues	-	-	-	-	-	-	<b>0%</b>
Charges for Service	396,694	379,193	383,398	422,716	471,992	<b>88,594</b>	<b>23.1%</b>
Fines & Penalties	-	-	-	-	-	-	<b>0%</b>
Other Revenues	-	-	-	-	-	-	<b>0%</b>
Interfund Transfers	174,475	-	-	-	-	-	<b>0%</b>
<b>Operating Revenue</b>	<b>571,832</b>	<b>379,193</b>	<b>383,398</b>	<b>422,716</b>	<b>471,992</b>	<b>88,594</b>	<b>23.1%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>585,822</b>	<b>379,193</b>	<b>383,398</b>	<b>422,716</b>	<b>471,992</b>	<b>88,594</b>	<b>23.1%</b>
Personnel Services	430,941	167,490	241,212	256,881	278,357	<b>37,145</b>	<b>15.4%</b>
Materials & Services	56,475	155,212	51,649	73,580	79,874	<b>28,225</b>	<b>54.6%</b>
Indirect Costs (Internal Dept Chgs)	38,042	22,124	35,281	39,402	65,265	<b>29,984</b>	<b>85.0%</b>
Cost Allocation Charges	57,697	30,326	49,016	49,852	45,495	<b>(3,521)</b>	<b>-7.2%</b>
Capital Outlay	-	-	-	-	-	-	<b>0%</b>
<b>Operating Expenditure</b>	<b>583,155</b>	<b>375,152</b>	<b>377,158</b>	<b>419,715</b>	<b>468,991</b>	<b>91,833</b>	<b>24.3%</b>
Debt Service	-	-	-	-	-	-	<b>0%</b>
Special Payments	4,769	3,001	6,240	3,001	3,001	<b>(3,239)</b>	<b>-51.9%</b>
Interfund Transfers	-	-	-	-	-	-	<b>0%</b>
Reserve for Future Expenditures	-	-	-	-	-	-	<b>0%</b>
Contingency	-	-	-	-	-	-	<b>0%</b>
<b>Total Exp - Including Special Categories</b>	<b>587,924</b>	<b>378,153</b>	<b>383,398</b>	<b>422,716</b>	<b>471,992</b>	<b>88,594</b>	<b>23.1%</b>
<b>General Fund Support (if applicable)</b>	<b>174,475</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	3.05	3.05	3.05	3.05	-	<b>0%</b>
Full Time Equiv Pos (FTE) Filled at Yr End	-	3.05	-	2.05	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.00	-	-	

Significant Issues and Changes

□  
□



Infectious Disease Control and Prevention Program

Performance Narrative Statement

The Infectious Disease Control and Prevention Program is to provide, in partnership with the healthcare community, disease monitoring, prevention, investigation, and control services to the residents of Clackamas County so they can be protected from the spread of infectious diseases of public health significance. The budget of \$1,444,091 is comprised of 7.75 FTE. Revenue is generated through federal, state, and local grant funding; most notable in FY18-19 the inclusion of the Early Intervention and Outreach grant (HIV). We also anticipate Point of Care services fees to be generated in FY18-19 as a result of FY17-18 negotiations with HealthShare and CareOregon.

Calendar year 2017, 77.4% of gonorrhea cases were treated with appropriate antibiotics, which better than anticipated at 70%. Calendar Year 2017, 27% of gonorrhea cases had full case management, which is lower than the 50% anticipated because current staffing does not allow for investigation on all gonorrhea cases. However, with the Early Intervention and Outreach grant we expect to increase Disease Intervention Specialist Staff and increase the number of investigations. 50% of gonorrhea cases with full case management will be measured in FY18-19.

Key Performance Measures

		FY 16-17 Actual	FY17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	% of gonorrhea cases treated with appropriate antibiotics (per Centers for Disease Control and Prevention guidelines).	NA	70%	77%	70%
RESULT	% of gonorrhea cases with full case management	NA	50%	27%	50%

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

**Mandates for Local Public Health in Oregon:**

1. Infectious/Communicable Disease Investigation
2. Tuberculosis Case Management

**Grant Funding:**

Federal Funding:

\$6,552 PE03 TB Case Management  
 \$70,528 PE07 HIV Prevention Services

State Funding:

\$484,952 – PE01 State Support for Public Health CD/IDCP Services  
 \$10,149 – PE03 TB Case Management  
 \$47,018 – PE07 HIV Prevention Services

Local Gov't Other Agencies:

\$628,303 – Early Intervention and Outreach HIV funding coming through Multnomah County from the State



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	92,836	69,491	337,856	131,086	77,080	(260,776)	-77.2%
State Grants & Revenues	553,421	497,584	537,931	542,164	542,164	4,233	0.8%
Local Grants & Revenues	-	-	243,930	124,372	628,303	384,373	157.6%
Charges for Service	-	32,228	132,383	29,658	-	(132,383)	-100.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	8,372	5,250	10,811	10,346	123,633	112,822	1043.6%
Interfund Transfers	160,923	304,149	316,200	319,050	72,911	(243,289)	-76.9%
<b>Operating Revenue</b>	<b>815,552</b>	<b>908,702</b>	<b>1,579,111</b>	<b>1,156,676</b>	<b>1,444,091</b>	<b>(135,020)</b>	<b>-8.6%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>815,552</b>	<b>908,702</b>	<b>1,579,111</b>	<b>1,156,676</b>	<b>1,444,091</b>	<b>(135,020)</b>	<b>-8.6%</b>
Personnel Services	500,807	551,657	927,792	622,318	912,524	(15,268)	-1.6%
Materials & Services	122,867	121,648	357,158	247,938	149,787	(207,371)	-58.1%
Indirect Costs (Internal Dept Chgs)	60,133	72,868	101,757	95,773	171,796	70,039	68.8%
Cost Allocation Charges	54,014	71,384	89,404	90,042	116,891	27,487	30.7%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>737,821</b>	<b>817,557</b>	<b>1,476,111</b>	<b>1,056,071</b>	<b>1,350,998</b>	<b>(125,113)</b>	<b>-8.5%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	80,107	91,156	103,000	100,605	93,093	(9,907)	-9.6%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>817,928</b>	<b>908,713</b>	<b>1,579,111</b>	<b>1,156,676</b>	<b>1,444,091</b>	<b>(135,020)</b>	<b>-8.6%</b>
<b>General Fund Support (if applicable)</b>	<b>160,923</b>	<b>304,149</b>	<b>272,995</b>	<b>319,050</b>	<b>72,911</b>	<b>-246,139</b>	<b>-73.3%</b>
Full Time Equiv Pos (FTE) Budgeted	-	5.26	7.75	7.75	7.75	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	5.26	-	6.75	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.00	-	-	

**Significant Issues and Changes**

**Increase in Revenue & Expense**

1. Increase in Revenue and Expense: FY18-19 will be the first full year of the Early Intervention and Outreach grant (HIV)
2. Added 2 FTE (Disease Intervention Specialist and Lead Disease Intervention Specialist) to program due to Early Intervention and Outreach grant (HIV)

□  
□



**Public Health Division**  
**Access to Care Program**

**Performance Narrative Statement**

The Access to Care Program is to provide coordinated opportunities for care, referrals, education, and support services to eligible residents so they can get the care they need to improve their health. The following programs reside in Access to Care: field Nursing Services; Reproductive Health; School Based Health Centers; Immunization; Dental Services Coordination; Women Infants and Children (WIC); and WIC Peer Counseling. The budget of \$2,915,896 is comprised of 15.65 FTE. Revenue is generated through federal, state, and fee for services through the Maternal Child Health program.

This programs key performance measure is to increase the percentage of WIC-eligible pregnant women enrolled in the WIC Program during the first trimester of pregnancy by 5%. For Calendar year 2017, trimester of enrollment data was released from State WIC in January 2018, we anticipate additional data for FY17-18 by mid-April 2018. From January 2016 to January 2017, we have increased first trimester enrollment by 1%; from 37% in 2016 to 38% in 2017. We are conducting a Lean Workflow Activity in April 2018 to begin systems work, which will also affect this measurement.

**Key Performance Measures**

		FY 16-17 Actual	FY17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	Increase the percentage of WIC-eligible pregnant women enrolled in the WIC Program during the first trimester of pregnancy by 5%.	NA	5%	1%	5%

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below  
 For help with shared services, see AOC Shared State-County Services page on intranet  
 If grant funding, include length of grant and any match requirement (w/funding source)

Explanation **Mandates for Local Public Health in Oregon:**  
 1. Immunization Services  
 2. Maternal and Child Health Services  
 3. Reproductive Health/Family Planning  
 4. Women Infant and Children Services

**Grant Funding:**  
Federal Funding:  
 \$62,000 CaCoon through Oregon Health Science University  
 \$150,637 PE42 Maternity Child Health (MCH)  
 \$34,625 – PE41 Reproductive Health  
 \$45,138 – PE 43 Immunization Services  
 \$947,617 – PE40 Women, Infants, and Children (WIC)

State Funding:  
 \$52,935 - PE42 Maternity Child Health (MCH)  
 \$ 528,674 – School Based Health Centers (SBHC) Operation & Mental Health Funding  
 \$45,138 – PE 43 Immunization Services



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>2,692</b>	-	-	-	-	-	<b>0%</b>
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	1,160,898	1,226,873	1,239,948	1,239,947	1,240,017	69	0.0%
State Grants & Revenues	765,801	720,690	658,773	630,895	626,747	(32,026)	-4.9%
Local Grants & Revenues	41,600	-	-	-	-	-	0%
Charges for Service	289,004	417,564	317,249	282,401	146,067	(171,182)	-54.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	20	898	1,795	1,795	-	(1,795)	-100.0%
Interfund Transfers	1,264,435	1,105,011	834,133	887,070	903,065	68,932	8.3%
<b>Operating Revenue</b>	<b>3,521,758</b>	<b>3,471,036</b>	<b>3,051,898</b>	<b>3,042,108</b>	<b>2,915,896</b>	<b>(136,002)</b>	<b>-4.5%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>3,524,450</b>	<b>3,471,036</b>	<b>3,051,898</b>	<b>3,042,108</b>	<b>2,915,896</b>	<b>(136,002)</b>	<b>-4.5%</b>
Personnel Services	2,044,602	1,978,064	1,766,861	1,763,342	1,585,774	(181,087)	-10.2%
Materials & Services	1,013,776	884,544	732,668	712,738	757,010	24,342	3.3%
Indirect Costs (Internal Dept Chgs)	245,498	261,283	254,777	270,963	337,071	82,294	32.3%
Cost Allocation Charges	258,545	298,155	297,592	295,065	236,041	(61,551)	-20.7%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>3,562,421</b>	<b>3,422,046</b>	<b>3,051,898</b>	<b>3,042,108</b>	<b>2,915,896</b>	<b>(136,002)</b>	<b>-4.5%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>3,562,421</b>	<b>3,422,046</b>	<b>3,051,898</b>	<b>3,042,108</b>	<b>2,915,896</b>	<b>(136,002)</b>	<b>-4.5%</b>
<b>General Fund Support (if applicable)</b>	<b>1,264,435</b>	<b>1,105,011</b>	<b>834,133</b>	<b>887,070</b>	<b>903,065</b>	<b>68,932</b>	<b>8.3%</b>
Full Time Equiv Pos (FTE) Budgeted	-	16.14	15.65	15.65	15.65	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	16.14	-	12.65	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	3.00	-	-	-

**Significant Issues and Changes**

**Decrease in Revenue & Expense**

1. Modernizing Maternal Child Health program resulting in the redistribution of 1 FTE to the Infectious Disease program
2. We are not filling CHN vacancy (retirement) in Immunization Program
3. Reducing temporary services in Women, Infants, and Children (WIC) program because of the decreasing caseloads
4. Closing 2 Women, Infants, and Children (WIC) clinics: Gladstone and Happy Valley

□  
□



**Performance Narrative Statement**

The Center for Public Health Advancement is to provide health data information, policy development and recommendations, research, emergency preparedness, and public health communications and messaging services to county and community partners so they can access the tools they need to improve the identified health priorities within the 10 health equity zones. The budget of \$2,451,179 is comprised of 6.58 FTE. Revenue is comprised of federal, state, and local funding, along with system enhancement/cost saving fees.

A key performance measure for this unit is a 90% response time compliance achieved every month, measured separately for Priority 1, Priority 2 and Priority 3 calls for ambulance service providers. In FY 15-16: all agencies met greater than 90% compliance for all priority calls each month. In FY 16-17: all agencies met greater than 90% compliance for all priority areas each month (Exceptions: AMR did not meet Priority 1 calls for June 2017; TVFR did not meet Priority 2 and 3 calls for August 2016 and December 2016). FY17-18 projected performance is that all agencies will meet greater than 90% compliance for all priority areas each month (Exceptions: AMR did not meet Priority 1 calls for January 2018; TVFR did not meet Priority 2 and 3 calls for September 2017; Lake Oswego did not meet Priority 1 calls for March 2017). We'll continue to measure this in FY18-19.

**Key Performance Measures**

		FY 16-17 Actual	FY17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	% response time compliance achieved every month, measured separately for Priority 1, Priority 2 and Priority 3 calls for ambulance service providers.	NA	90%	90%	90%

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet  
 If grant funding, include length of grant and any match requirement (w/funding source)

Explanation      **Mandates for Local Public Health in Oregon:**  
 1. Emergency Preparedness

**Grant Funding:**  
Federal Funding:  
 \$164,085 - PE12 Public Health Emergency Preparedness  
 \$29,111 – City Readiness Initiative funding from Washington County

Local Gov't Other Agencies:  
 \$12,000 – City of Lake Oswego for Medical Direction  
 \$150,000 – Public Health Modernization Funding coming through Washington County



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>719,049</b>	<b>683,757</b>	<b>466,322</b>	<b>466,322</b>	<b>643,678</b>	<b>177,356</b>	<b>38.0%</b>
Prior Year Revenue							0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	238,333	211,934	193,196	193,196	193,196	-	0%
State Grants & Revenues							0%
Local Grants & Revenues	14,294	14,000	367,558	145,183	162,000	(205,558)	-55.9%
Charges for Service	792,263	769,374	678,363	654,153	839,877	161,514	23.8%
Fines & Penalties							0%
Other Revenues	3,211	1,727	-	11,723	-	-	0%
Interfund Transfers	371,295	440,583	462,877	465,414	612,428	149,551	32.3%
<b>Operating Revenue</b>	<b>1,419,396</b>	<b>1,437,618</b>	<b>1,701,994</b>	<b>1,469,669</b>	<b>1,807,501</b>	<b>105,507</b>	<b>6.2%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>2,138,445</b>	<b>2,121,375</b>	<b>2,168,316</b>	<b>1,935,991</b>	<b>2,451,179</b>	<b>282,863</b>	<b>13.0%</b>
Personnel Services	549,595	600,439	805,099	522,365	769,734	(35,365)	-4.4%
Materials & Services	610,509	700,407	602,678	421,019	987,049	384,371	63.8%
Indirect Costs (Internal Dept Chgs)	39,694	79,312	76,757	80,330	143,552	66,795	87.0%
Cost Allocation Charges	46,480	75,107	77,348	81,533	121,882	44,534	57.6%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>1,246,278</b>	<b>1,455,265</b>	<b>1,561,882</b>	<b>1,105,247</b>	<b>2,022,217</b>	<b>460,335</b>	<b>29.5%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	210,965	269,244	218,244	187,066	402,799	184,555	84.6%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	375,383	-	26,163	(349,220)	-93.0%
<b>Total Exp - Including Special Categories</b>	<b>1,457,243</b>	<b>1,724,509</b>	<b>2,155,509</b>	<b>1,292,313</b>	<b>2,451,179</b>	<b>295,670</b>	<b>13.7%</b>
<b>General Fund Support (if applicable)</b>	<b>362,209</b>	<b>504,129</b>	<b>462,877</b>	<b>465,414</b>	<b>612,428</b>	<b>149,551</b>	<b>32.3%</b>
Full Time Equiv Pos (FTE) Budgeted	-	4.23	6.58	6.58	6.58	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	4.23	-	5.94	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	0.64	-	-	

**Significant Issues and Changes**

**Increase in Revenue & Expense**

1. Public Health Modernization Grant
2. 1 Public Health Data Analyst FTE
3. Build Public Health Informatics infrastructure: HCI dashboard
4. 1 Emergency Medical Services FTE, shared with CCOM
5. First Watch database/program included in Ambulance Cost Savings/Enhancement Fee program



Healthy, Clean, and Safe Places Program

Performance Narrative Statement

The Healthy, Clean, and Safe Places Program is to provide collaborative policy and systems assessment, development, and implementation services to family and community leaders so they can take action to support healthy, clean, and safe places to live, work, and play. This includes Tobacco Prevention, Tobacco Retail Licensing, Health Impact Assessment, and Opioid Misuse and Prevention programs. The budget of \$929,232 is comprised of 5.42 FTE. Revenue is comprised of federal, state, and internal county service fees.

By 2022, this program wants 10 tobacco-free property policies passed in Clackamas County, an increase in two policies per year. If the Board of Health passes a county-wide Tobacco Retail License in 2018, the measure will be revised to align with the program's priorities. Between 2008 and 2016, six of 17 jurisdictions in Clackamas County passed tobacco-free property policies.

Clackamas County Opioid prescriptions per capita decreased 2% annually from 213 fills per 1,000 residents beginning 12/31/16 (move towards the current state average): The 2016 4th quarter prescription rate for the state was 201 fills per 1,000 residents; and the 2017 4th quarter prescription rate for Clackamas County was 197 fills per 1,000 residents while the state average is 182 fills per 1,000 residents (a 7.5% decrease).

Key Performance Measures

		FY 16-17 Actual	FY17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	# tobacco-free property policies passed in Clackamas County by 2022 (an increase in two policies per year)	NA	5	NA	2 (or 10 by 2022)
RESULT	Opioid prescriptions per capita decreased annually (%)	NA	1%	7.5%	2%

Program includes:

- Mandated Services  Y
- Shared Services  N
- Grant Funding  Y

Explain all "Yes" boxes below  
 For help with shared services, see AOC Shared State-County Services page on intranet  
 If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

**Mandates for Local Public Health in Oregon:**  
 1. Tobacco

**Grant Funding:**  
Federal Funding:  
 \$95,000 – PE27 Oregon Prescription Drug Overdose Prevention

State Funding:  
 \$218,629– PE13 Tobacco Prevention & Education

Local Gov't Other Agencies:  
 \$7,947 – Kaiser Permanente, Screen & Intervene



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	31,717	38,899	-	(31,717)	-100.0%
Federal Grants & Revenues	103,002	255,888	239,898	111,417	95,000	(144,898)	-60.4%
State Grants & Revenues	227,303	228,108	228,630	228,630	218,629	(10,001)	-4.4%
Local Grants & Revenues	89,368	87,616	90,772	93,001	7,947	(82,825)	-91.2%
Charges for Service	-	-	8,560	18,154	235,568	227,008	2652.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	2,113	-	-	20,000	-	-	0%
Interfund Transfers	8,171	76,092	241,812	188,415	372,088	130,276	53.9%
<b>Operating Revenue</b>	<b>429,957</b>	<b>647,704</b>	<b>841,389</b>	<b>698,516</b>	<b>929,232</b>	<b>87,843</b>	<b>10.4%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>429,957</b>	<b>647,704</b>	<b>841,389</b>	<b>698,516</b>	<b>929,232</b>	<b>87,843</b>	<b>10.4%</b>
Personnel Services	262,431	313,615	464,174	484,276	654,192	190,018	40.9%
Materials & Services	68,858	113,684	67,144	55,839	74,461	7,317	10.9%
Indirect Costs (Internal Dept Chgs)	31,511	41,425	76,645	74,675	118,759	42,114	54.9%
Cost Allocation Charges	28,445	37,716	65,026	59,726	81,820	16,794	25.8%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>391,245</b>	<b>506,440</b>	<b>672,989</b>	<b>674,516</b>	<b>929,232</b>	<b>256,243</b>	<b>38.1%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	141,729	168,400	24,000	-	(168,400)	-100.0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>391,245</b>	<b>648,169</b>	<b>841,389</b>	<b>698,516</b>	<b>929,232</b>	<b>87,843</b>	<b>10.4%</b>
<b>General Fund Support (if applicable)</b>	<b>8,171</b>	<b>76,092</b>	<b>241,812</b>	<b>188,415</b>	<b>372,088</b>	<b>130,276</b>	<b>53.9%</b>
Full Time Equiv Pos (FTE) Budgeted	-	5.42	5.42	5.42	5.42	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	5.42	-	4.42	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.00	-	-	-

**Significant Issues and Changes**

**Increase in Revenue & Expense**

1. 1 Health Impact Assessment FTE - shared with DTD
2. Opioid support funding from Sheriffs Department
3. Tobacco Retail Licensing Assessment and Planning



**Public Health Division**  
**Environmental Health Program**

**Performance Narrative Statement**

The purpose of the Environmental Health Program is to provide environmental health inspections, licenses, and education services to restaurants, childcare providers, lodging, pools, and small drinking water systems so they can continue to operate in a healthy and safe manner for the public. The budget of \$1,347,526 is comprised of 9.60 FTE. Revenue is mainly comprised of inspection/licensing fees and some federal and state funding for the State Drinking Water Program.

In alignment with the Oregon Health Authority's IGA requirements, Environmental Health must complete 90% of routine licensed facility inspections within a calendar year. In 2017, licensed facility completion rates were as follows: Food service 96%, Hotels 100%, Organized Camps 92%, RV Parks 100%, School Cafeterias 100%, public pools & spas 90% = an overall completion rate of 95%.

**Key Performance Measures**

		FY 16-17 Actual	FY17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	% of routine licensed facility inspections within the 10 health equity zones will be completed within a calendar year	NA	90%	95%	95%

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

**Grant Funding:**

Federal Funding:

\$40,093 – PE50 Safe Drinking Water Program

State Funding:

\$100,283 – PE50 Safe Drinking Water Program



Public Health Division  
Environmental Health Program

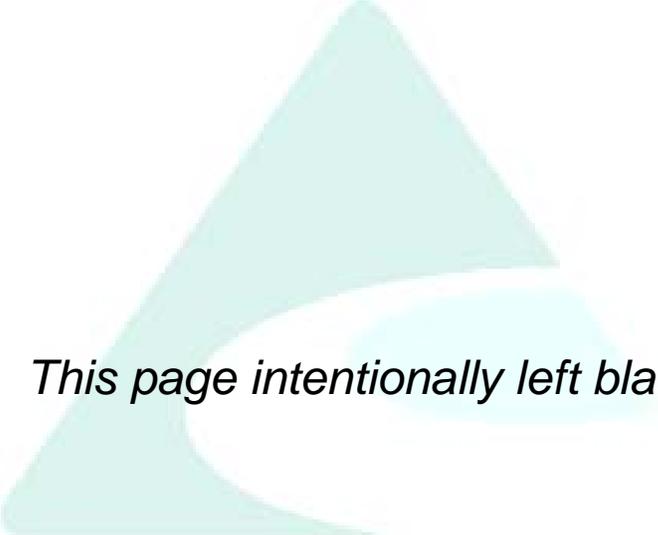
Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	970,842	1,020,013	1,156,228	1,209,185	1,200,051	43,823	3.8%
Federal Grants & Revenues	23,000	118,770	100,283	103,047	100,283	-	0%
State Grants & Revenues	147,475	31,458	47,192	47,192	47,192	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	75,082	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	2,426	17,864	-	11	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>1,143,743</b>	<b>1,263,187</b>	<b>1,303,703</b>	<b>1,359,435</b>	<b>1,347,526</b>	<b>43,823</b>	<b>3.4%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>1,143,743</b>	<b>1,263,187</b>	<b>1,303,703</b>	<b>1,359,435</b>	<b>1,347,526</b>	<b>43,823</b>	<b>3.4%</b>
Personnel Services	723,600	770,290	789,873	847,293	851,883	62,010	7.9%
Materials & Services	148,484	208,308	169,912	154,908	116,566	(53,346)	-31.4%
Indirect Costs (Internal Dept Chgs)	83,421	101,748	118,358	134,464	205,857	87,499	73.9%
Cost Allocation Charges	88,551	124,752	150,602	152,770	123,220	(27,382)	-18.2%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>1,044,056</b>	<b>1,205,098</b>	<b>1,228,745</b>	<b>1,289,435</b>	<b>1,297,526</b>	<b>68,781</b>	<b>5.6%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	87,762	58,184	87,765	70,000	50,000	(37,765)	-43.0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>1,131,818</b>	<b>1,263,282</b>	<b>1,316,510</b>	<b>1,359,435</b>	<b>1,347,526</b>	<b>31,016</b>	<b>2.4%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	9.60	9.60	9.60	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	8.60	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.00	-	-	-

**Significant Issues and Changes**

**Flat Funding**

- 1 Vacant Environmental Health Specialist 1 FTE will not be filled



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Social Services Division

## Division Purpose Statement

The purpose of the Social Services Division is to provide case management, financial support, information and referral, meaningful opportunities, and advocacy services to older adults, people with disabilities, Veterans, low income and houseless persons so they can meet their basic needs, receive benefits they have earned, have choice in their life decisions and successfully engage in their community.

### Health, Housing and Human Services Department

Richard Swift - Director  
 Jill Smith - Deputy Director  
 FTE 535.11  
 Total Request \$ 144,984,532  
 General Fund Support \$ 10,965,226

**Social Services Division**  
 Brenda Durbin -  
 Division Director  
 Total Request  
 \$31,246,673  
 Gen Fund \$ 3,055,485

**Administration**  
 FTE 14.0  
 Total Request  
 \$4,998,329  
 Gen Fund \$ 1,462,596

**Housing Support**  
 FTE 14.73  
 Total Request  
 \$5,275,717  
 Gen Fund \$ 851,442

**Developmental  
 Disabilities**  
 FTE 59.70  
 Total Request  
 \$10,000,142  
 Gen Fund \$ -

**Oregon Project  
 Independence**  
 FTE 3.5  
 Total Request  
 \$552,080  
 Gen Fund \$ -

**Volunteer Connection**  
 FTE 9.60  
 Total Request  
 \$2,036,530  
 Gen Fund \$ 118,396

**Aging and Disability  
 Resource Connection**  
 FTE 4.5  
 Total Request  
 \$2,458,398  
 Gen Fund \$ 124,965

**Veterans Services**  
 FTE 5.27  
 Total Request  
 \$779,766  
 Gen Fund \$ 498,086

**Energy Assistance**  
 FTE 9.0  
 Total Request  
 \$5,145,711  
 Gen Fund \$ -



**Social Services Division  
Administration Program**

**Performance Narrative Statement**

The Administration Program proposes a budget of \$4,998,329, which will allow a continuation of current services levels. The purpose of the Social Services Administration Program is to provide contract and grant coordination, compliance and quality management oversight, budget control and fiscal management, personnel, and general support services to Social Services management and staff and other key internal and external stakeholders so they can provide high quality services to the County's vulnerable residents. The FY 18/19 budget includes a one FTE increase for the Administration Program which will help ensure that MFR goals are achieved.

**Key Performance Measures**

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	Percentage of contracts (new and renewals) processed within 45 days of request.	No Data	No Target		In Development

Program includes:

- Mandated Services  No
- Shared Services  Yes
- Grant Funding  Yes

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation Most of the funding for Social Services Administration is derived from Indirect Rates charged to all of the grants that fund the programs operated by Social Services. This includes funds from the Developmentally Disabled Program, which is a shared service. The Mt. Hood Express funds are also included in this program area. Social Services has received funds to support the Mt. Hood Express for ten years. The required match for these funds is \$79,692, which is met with County General Fund and private donations.



Social Services Division

Administration Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-					-	0%
Prior Year Revenue	-	985,381	1,075,091	1,078,424	935,198	(139,893)	-13.0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	310,511	356,132	256,132	416,539	60,407	17.0%
State Grants & Revenues	-	62,467	111,728	111,728	14,540	(97,188)	-87.0%
Local Grants & Revenues	-	54,240	106,969	60,860	79,692	(27,277)	-25.5%
Charges for Service	-	1,552,914	1,545,430	1,545,430	1,999,764	454,334	29.4%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	41,276	105,000	105,000	90,000	(15,000)	-14.3%
Interfund Transfers	-	1,272,036	1,209,411	1,209,411	1,462,596	253,185	20.9%
<b>Operating Revenue</b>	-	<b>4,278,825</b>	<b>4,509,761</b>	<b>4,366,985</b>	<b>4,998,329</b>	<b>488,568</b>	<b>10.8%</b>
<b>Total Rev - Including Beginning Bal</b>	-	<b>4,278,825</b>	<b>4,509,761</b>	<b>4,366,985</b>	<b>4,998,329</b>	<b>488,568</b>	<b>10.8%</b>
Personnel Services	-	2,025,108	1,771,063	1,671,063	1,570,735	(200,328)	-11.3%
Materials & Services	-	820,703	1,312,143	1,202,236	1,785,209	473,066	36.1%
Indirect Costs (Internal Dept Chgs)	-	-	284,196	-	568,740	284,544	100.1%
Cost Allocation Charges	-	357,923	385,979	558,488	414,547	28,568	7.4%
Capital Outlay	-	-	-	-	15,000	15,000	0%
<b>Operating Expenditure</b>	-	<b>3,203,734</b>	<b>3,753,381</b>	<b>3,431,787</b>	<b>4,354,231</b>	<b>600,850</b>	<b>16.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	756,380	-	644,098	(112,282)	-14.8%
<b>Total Exp - Including Special Categories</b>	-	<b>3,203,734</b>	<b>4,509,761</b>	<b>3,431,787</b>	<b>4,998,329</b>	<b>488,568</b>	<b>10.8%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>1,272,036</b>	<b>1,209,411</b>	<b>1,209,411</b>	<b>1,462,596</b>	<b>253,185</b>	<b>20.9%</b>
Full Time Equiv Pos (FTE) Budgeted	-	13.00	13.00	13.00	14.00	1.00	7.7%
Full Time Equiv Pos (FTE) Filled at Yr End	-	13.00	-	12.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.00	-	-	-

Significant Issues and Changes

Social Services will be adding one FTE to the the Administration Program in order to manage the increased workload due to additional funding and contracts.



**Social Services Division**

**Developmental Disabilities Program**

**Performance Narrative Statement**

The Developmental Disabilities Program proposes a budget of \$10,000,142, which is a significant increase from the prior year that will allow the program to maintain the increase in FTE that occurred in FY 17/18. The purpose of the Developmental Disabilities Program is to provide coordination of chosen home and community-based social services to individuals with intellectual and/or developmental disabilities so they can have control and choice over their own life and achieve their desired goals. The Developmental Disabilities Program provides case management to 70 percent of the county residents with intellectual and/or developmental disabilities who are enrolled in case management service. Five non-profit brokerage organizations serve the remaining 30 percent. A newly developed client feedback mechanism will allow the Program to report on the MFR goal for the FY 19/20 budget.

**Key Performance Measures**

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	Percentage of customers who say they achieve their goals. (New Measure)	No Data	No Target		In Development

Program includes:

- Mandated Services  No
- Shared Services  Yes
- Grant Funding  No

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation      Clackamas County operates the program for people with Developmental and Intellectual Disabilities in partnership with the State of Oregon.



Budget Summary

	FY 15-16 ACTUALS	FY 16-17 ACTUALS	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>					-	-	0%
Prior Year Revenue		831,499	1,034,629	1,073,400	2,020,000	985,371	95.2%
Taxes		-	-	-	-	-	0%
Licenses & Permits		-	-	-	-	-	0%
Federal Grants & Revenues		-	-	-	-	-	0%
State Grants & Revenues		5,729,650	7,700,693	7,700,693	7,980,142	279,449	3.6%
Local Grants & Revenues		-	-	-	-	-	0%
Charges for Service		-	-	-	-	-	0%
Fines & Penalties		-	-	-	-	-	0%
Other Revenues		-	-	-	-	-	0%
Interfund Transfers		30,000	30,000	30,000	-	(30,000)	-100.0%
<b>Operating Revenue</b>		<b>6,591,149</b>	<b>8,765,322</b>	<b>8,804,093</b>	<b>10,000,142</b>	<b>1,234,820</b>	<b>14.1%</b>
<b>Total Rev - Including Beginning Bal</b>		<b>6,591,149</b>	<b>8,765,322</b>	<b>8,804,093</b>	<b>10,000,142</b>	<b>1,234,820</b>	<b>14.1%</b>
Personnel Services		3,328,075	5,744,595	4,764,610	5,891,528	146,933	2.6%
Materials & Services		388,191	808,324	504,379	832,074	23,750	2.9%
Indirect Costs (Internal Dept Chgs)		1,230,327	1,246,011	1,014,484	1,230,348	(15,663)	-1.3%
Cost Allocation Charges		609,927	673,129	500,620	645,414	(27,715)	-4.1%
Capital Outlay		-	-	-	5,000	5,000	0%
<b>Operating Expenditure</b>		<b>5,556,520</b>	<b>8,472,059</b>	<b>6,784,093</b>	<b>8,604,364</b>	<b>132,305</b>	<b>1.6%</b>
Debt Service		-	-	-	-	-	0%
Special Payments		-	-	-	-	-	0%
Interfund Transfers		-	-	-	-	-	0%
Reserve for Future Expenditures		-	-	-	-	-	0%
Contingency		-	293,263	-	1,395,778	1,102,515	375.9%
<b>Total Exp - Including Special Categories</b>		<b>5,556,520</b>	<b>8,765,322</b>	<b>6,784,093</b>	<b>10,000,142</b>	<b>1,234,820</b>	<b>14.1%</b>
<b>General Fund Support (if applicable)</b>		<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>0</b>	<b>(30,000)</b>	<b>-100.0%</b>
Full Time Equiv Pos (FTE) Budgeted		-	59.70	59.70	59.70	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End		-	-	53.70	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End		-	-	6.00	-	-	-

**Significant Issues and Changes**

Staff positions added during the 17/18 FY will be filled by the end of June.



## Social Services Division

### Volunteer Connection Program

#### Performance Narrative Statement

The Volunteer Connection Program proposes a budget of \$2,036,530, which will allow a continuation of current service levels. The purpose of the Volunteer Connection Program is to create meaningful volunteer opportunities that increase the capacity to provide independent living supports to older adults and persons with disabilities, increasing or maintaining their livelihood and independence. Volunteer Connection is comprised of six programs: Retired Senior Volunteer Program (RSVP), Family Caregiver Support Program, Money Management Program, Transportation Reaching People Program, Senior Companion Program and Senior Health Insurance Benefits Assistance. Participant surveys indicate that the program is close to achieving the MFR goal that volunteers are finding meaning in their service.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	Percentage of volunteers who feel their service is meaningful.	91%	95%	90%	95%

Program includes:

- Mandated Services  No
- Shared Services  No
- Grant Funding  Yes

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation	Grant	Length	Match & Source
	RSVP	Over 20 years	\$29,040 County General Fund
	Senior Medicare Patrol	Over 10 years	
	SHIBA	Over 10 years	
	Money Management/Community Health	6 years	
	Money Management/MHS	6 years	
	Oregon Money Management Program	4 years	
	Senior Companion Program	Over 20 years	\$61,872 (\$41,447 County General Fund; \$20,425 in kind)
	Care Oregon	2 years	
	Special Needs Transportation	A number of grants are under the umbrella of SNT - some have been in effect for over 15 years, two are new in 16/17.	\$3,000 TriMet
	Older American's Act	Over 25 years	\$7,767 in kind
	Community Services Block Grant	Over 25 years	



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-				-	0%
Prior Year Revenue	-	185,316	349,590	355,402	248,725	(100,865)	-28.9%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	595,119	307,429	307,429	377,825	70,396	22.9%
State Grants & Revenues	-	380,304	962,330	962,330	940,856	(21,474)	-2.2%
Local Grants & Revenues	-	400,018	299,446	299,446	257,228	(42,218)	-14.1%
Charges for Service	-	-	-	-	78,500	78,500	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	10,643	-	26,890	15,000	15,000	0%
Interfund Transfers	-	138,054	107,394	107,394	118,396	11,002	10.2%
<b>Operating Revenue</b>	-	<b>1,709,454</b>	<b>2,026,189</b>	<b>2,058,891</b>	<b>2,036,530</b>	<b>10,341</b>	<b>0.5%</b>
<b>Total Rev - Including Beginning Bal</b>	-	<b>1,709,454</b>	<b>2,026,189</b>	<b>2,058,891</b>	<b>2,036,530</b>	<b>10,341</b>	<b>0.5%</b>
Personnel Services	-	730,311	954,751	960,563	932,351	(22,400)	-2.3%
Materials & Services	-	389,153	564,038	402,705	730,009	165,971	29.4%
Indirect Costs (Internal Dept Chgs)	-	908	38,678	38,678	25,110	(13,568)	-35.1%
Cost Allocation Charges	-	-	2,164	2,164	24,086	21,922	1013.0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	<b>1,120,372</b>	<b>1,559,631</b>	<b>1,404,110</b>	<b>1,711,556</b>	<b>151,925</b>	<b>9.7%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	239,492	466,558	406,056	324,974	(141,584)	-30.3%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	<b>1,359,864</b>	<b>2,026,189</b>	<b>1,810,166</b>	<b>2,036,530</b>	<b>10,341</b>	<b>0.5%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>138,054</b>	<b>107,394</b>	<b>107,394</b>	<b>118,396</b>	<b>11,002</b>	<b>10.2%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	11.60	11.60	9.60	-2.00	-17.2%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	10.60	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.00	-	-	-

Significant Issues and Changes



**Social Services Division**  
**Veterans Service Program**

**Performance Narrative Statement**

The Veterans Service Program proposes a budget of \$779,766, which will allow the program to expand capacity with the hiring of a fourth Veterans Service Officer in FY 17/18. The purpose of the Veterans Service Program is to provide VA claims consultation and representation services to Clackamas County Veterans and their eligible dependents so they can obtain the maximum federal and state benefits to which they are entitled. Clackamas County has more than 35,000 known veterans, Oregon's third largest veteran population. Many veterans are not accessing Veterans Administration benefit and may be unaware of the benefits they have earned. Clackamas County accredited Veterans Service Officers expedite access to needed benefits and increase the positive outcome of benefit claims, appeals and application for veterans. The Veterans Service Program regularly meets its MFR goal, resulting in a 12 to 1 return on the county's annual investment.

**Key Performance Measures**

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	Amount of new claim dollars granted to Clackamas County Veterans.	\$10,599,336	\$10,000,000	\$10,000,000	\$10,000,000

Program includes:

- Mandated Services  No
- Shared Services  No
- Grant Funding  Yes

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation      The County Veterans Service Office receives a grant from the Oregon Department of Veterans Affairs that covers 25% of the cost of the service. County General Fund supplies 75% of the funds required to operate the service. The program has a \$45,844 maintenance of effort requirement, which is included in the 75% County General Fund allotment.



Social Services Division

Veterans Service Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	183,375	281,680	281,680	281,680	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	428,619	477,363	477,363	498,086	20,723	4.3%
<b>Operating Revenue</b>	-	<b>611,994</b>	<b>759,043</b>	<b>759,043</b>	<b>779,766</b>	<b>20,723</b>	<b>2.7%</b>
<b>Total Rev - Including Beginning Bal</b>	-	<b>611,994</b>	<b>759,043</b>	<b>759,043</b>	<b>779,766</b>	<b>20,723</b>	<b>2.7%</b>
Personnel Services	-	420,784	531,195	531,195	558,241	27,046	5.1%
Materials & Services	-	36,858	54,947	54,947	51,341	(3,606)	-6.6%
Indirect Costs (Internal Dept Chgs)	-	85,419	107,271	107,271	108,365	1,094	1.0%
Cost Allocation Charges	-	68,933	65,630	65,630	61,819	(3,811)	-5.8%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	<b>611,994</b>	<b>759,043</b>	<b>759,043</b>	<b>779,766</b>	<b>20,723</b>	<b>2.7%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	<b>611,994</b>	<b>759,043</b>	<b>759,043</b>	<b>779,766</b>	<b>20,723</b>	<b>2.7%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>428,619</b>	<b>477,363</b>	<b>477,363</b>	<b>498,086</b>	<b>20,723</b>	<b>4.3%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	4.20	4.20	5.27	1.07	25.5%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	4.20	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**

The FY 18/19 budget includes the addition of a fourth Veterans Service Officer that was added during the 17/18 fiscal year.



**Social Services Division**  
**Housing Support Program**

**Performance Narrative Statement**

The Housing Support Program proposes a budget of \$5,275,717, an increase in current service levels in EHA, SHAP and the Housing our Families Program funds, which will allow an increase in housing prevention programming. The purpose of the Housing Support Program is to provide housing stabilization and supportive services to people who are homeless or at risk of becoming homeless so they can obtain and maintain permanent housing. The program offers an array of housing support options, including rapid rehousing, permanent supportive housing, information and referral and case management to vulnerable veterans and families experiencing homelessness in our communities. The programs regularly meet the MFR goal related to housing retention after program exit. The MFR goal is based on federal funders expectations.

**Key Performance Measures**

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	Percentage of households who have retained permanent housing six months after program completion.	81%	65%	65%	65%

Program includes:

- Mandated Services  No
- Shared Services  No
- Grant Funding  Yes

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet  
If grant funding, include length of grant and any match requirement (w/funding source)

Explanation	Grant	Length	Match & Source
	Homeless Count	Over 10 years	
	Veterans Rental Assistance	Two years	
	Coordinated Housing Access	Three years	\$7,982 CDBG Housing Rights & Resources
	Housing our Hero's	Two years	\$75,503 (\$31,439 County General Fund; \$25,879 EHA; \$18,185 EHA Vets Document Recording Fee revenue)
	Housing Vets First	Three years	
	Public Housing Case Management	Two year	
	Hope 2	5 years	\$18,000 CSBG
	Hope 1	Over 10 years	\$59,142 CSBG & EHA
	Jackson Street	Two years	\$13,400 Jackson Reserves
	Housing our Families	Two year	\$38,932 EHA
	Community Services Block Grant (CSBG)	Over 25 years	
	State Homeless Assistance Program	Over 20 years	
	Emergency Housing Account (EHA)	Over 20 years	
	Bridges to Housing	8 years	
	Rent Well	Over 10 years	\$29,552 County General Fund
	Rent Well Corrections	Two year	
	Housing Stabilization Program	Over 15 years	
	Housing Rights & Responsibilities	Over 15 years	\$28,000 EHA



Social Services Division

Housing Support Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-					-	0%
Prior Year Revenue	-	273,548	450,686	450,686	407,448	(43,238)	-9.6%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	558,861	764,223	764,223	1,211,931	447,708	58.6%
State Grants & Revenues	-	1,141,422	1,138,614	1,138,614	1,660,444	521,830	45.8%
Local Grants & Revenues	-	24,132	-	-	-	-	0%
Charges for Service	-	658,860	1,245,922	1,245,922	1,144,452	(101,470)	-8.1%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	6,750	-	-	-	-	0%
Interfund Transfers	-	774,000	950,990	950,990	851,442	(99,548)	-10.5%
<b>Operating Revenue</b>	-	<b>3,437,573</b>	<b>4,550,435</b>	<b>4,550,435</b>	<b>5,275,717</b>	<b>725,282</b>	<b>15.9%</b>
<b>Total Rev - Including Beginning Bal</b>	-	<b>3,437,573</b>	<b>4,550,435</b>	<b>4,550,435</b>	<b>5,275,717</b>	<b>725,282</b>	<b>15.9%</b>
Personnel Services	-	954,321	1,352,659	1,390,000	1,646,240	293,581	21.7%
Materials & Services	-	1,756,633	2,767,113	2,496,717	3,203,063	435,950	15.8%
Indirect Costs (Internal Dept Chgs)	-	93,780	127,748	125,248	199,543	71,795	56.2%
Cost Allocation Charges	-	26,800	68,706	68,706	61,972	(6,734)	-9.8%
Capital Outlay	-	31,058	-	-	-	-	0%
<b>Operating Expenditure</b>	-	<b>2,862,592</b>	<b>4,316,226</b>	<b>4,080,671</b>	<b>5,110,818</b>	<b>794,592</b>	<b>18.4%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	124,295	93,316	62,316	93,316	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	140,893	-	71,583	(69,310)	-49.2%
<b>Total Exp - Including Special Categories</b>	-	<b>2,986,887</b>	<b>4,550,435</b>	<b>4,142,987</b>	<b>5,275,717</b>	<b>725,282</b>	<b>15.9%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>774,000</b>	<b>790,990</b>	<b>790,990</b>	<b>851,442</b>	<b>60,452</b>	<b>7.6%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	13.30	13.30	14.73	1.43	10.8%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	11.30	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	2.00	-	-	-

**Significant Issues and Changes**

Increased funding from the state allowed the agency to contract for homeless prevention and rapid rehousing services. These services will come on-line in FY 17/18 and will continue at least through the 18/19 FY, and longer if the level of state funding remains constant. The agency is currently in the process of granting funds to support homeless unaccompanied youth and to support a Home Share program.



## Social Services Division

### Oregon Project Independence Program

#### Performance Narrative Statement

The Oregon Project Independence Program proposes a budget of \$552,080, an increase from current service levels. The purpose of the Oregon Project Independence Program is to provide needs assessment, information, service coordination, and advocacy services to persons 60 years of age or older with physical or cognitive challenges who meet eligibility criteria so they can eliminate or reduce risks to their safety and independence. OPI provides housekeeping and personal care services to county residents who, with this assistance, can remain in their homes longer and defer or avoid accessing Medicaid long term care services. The program regularly meets its MFR goal, thereby reducing the number of residents accessing Medicaid Long Term Services and Supports and increasing quality of life for program participants.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	Percentage of clients who did not transition to Medicaid services when exiting the program.	67%	65%	65%	65%

Program includes:

- Mandated Services  No
- Shared Services  No
- Grant Funding  Yes

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation      Oregon Project Independence is funded by State General Funds. These funds have been received for over 30 years.



Social Services Division

Oregon Project Independence Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-				-	0%
Prior Year Revenue	-	67,106	50,130	50,130		(50,130)	-100.0%
Taxes	-	-	-	-		-	0%
Licenses & Permits	-	-	-	-		-	0%
Federal Grants & Revenues	-	-	-	-		-	0%
State Grants & Revenues	-	441,590	460,080	460,080	552,080	92,000	20.0%
Local Grants & Revenues	-	-	-	-		-	0%
Charges for Service	-	-	-	-		-	0%
Fines & Penalties	-	-	-	-		-	0%
Other Revenues	-	9,844	-	-		-	0%
Interfund Transfers	-	-	-	-		-	0%
<b>Operating Revenue</b>	-	<b>518,540</b>	<b>510,210</b>	<b>510,210</b>	<b>552,080</b>	<b>41,870</b>	<b>8.2%</b>
<b>Total Rev - Including Beginning Bal</b>	-	<b>518,540</b>	<b>510,210</b>	<b>510,210</b>	<b>552,080</b>	<b>41,870</b>	<b>8.2%</b>
Personnel Services	-	213,480	281,915	281,915	384,380	102,465	36.3%
Materials & Services	-	225,147	228,295	228,295	167,700	(60,595)	-26.5%
Indirect Costs (Internal Dept Chgs)	-	29,783	-	-		-	0%
Cost Allocation Charges	-	-	-	-		-	0%
Capital Outlay	-	-	-	-		-	0%
<b>Operating Expenditure</b>	-	<b>468,410</b>	<b>510,210</b>	<b>510,210</b>	<b>552,080</b>	<b>41,870</b>	<b>8.2%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	<b>468,410</b>	<b>510,210</b>	<b>510,210</b>	<b>552,080</b>	<b>41,870</b>	<b>8.2%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	3.50	3.50	3.50	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	3.50	-		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

**Significant Issues and Changes**

Temporary staff have been hired to bring on additional clients from the wait list.



Aging and Disability Resource Connection Program

Performance Narrative Statement

The Aging and Disability Resource Connection Program proposes a budget of \$2,458,398, an increase from current services levels. The purpose of the Aging and Disability Resource Connection Program is to provide needs assessment, information, service coordination, and advocacy services to older adults, persons with disabilities, vulnerable individuals and other interested parties so they can get information they need to achieve their desired outcomes. The ADRC is a free service open to all Clackamas County older residents and people with disabilities regardless of their income and offers local expertise in accessing health and wellness programs, transportation services, food resources, Medicaid programs and benefits, and other key resources. This program includes an options counseling service and care transitions services. The budget increase is due to increased funding for the care transitions program, which assists people in making a successful transition from hospital to home, thus avoiding rehospitalization. The program regularly meets its MFR goal, reflecting staff's commitment to person-centered service.

Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	Percentage of people whose goals have been met.	75%	75%	76%	75%

Program includes:

- Mandated Services  No
- Shared Services  No
- Grant Funding  Yes

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation      The Information and Referral function of the ADRC is funded by two federal grants, the Older Americans' Act and the Community Services Block Grant. These funds have been received by the agency for over 30 years. The required match is \$170,603, \$99,185 of which is in kind and \$71,418 is County General Fund. Other component programs of the ADRC are more recent, and are detailed below.

Grant	Length
Care Transitions	three years
Options Counseling	Four years
Older Americans Act	Over 25 years
Community Services Block Grant	Over 25 years



Aging and Disability Resource Connection Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-			-	-	0%
Prior Year Revenue	-	136,326	112,756	112,756	-	(112,756)	-100.0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	1,849,764	1,730,099	1,730,099	1,887,576	157,477	9.1%
State Grants & Revenues	-	232,958	243,188	243,188	376,481	133,293	54.8%
Local Grants & Revenues	-	45,635	69,376	69,376	69,376	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	140,415	170,094	170,094	124,965	(45,129)	-26.5%
<b>Operating Revenue</b>	-	<b>2,405,098</b>	<b>2,325,513</b>	<b>2,325,513</b>	<b>2,458,398</b>	<b>132,885</b>	<b>5.7%</b>
<b>Total Rev - Including Beginning Bal</b>	-	<b>2,405,098</b>	<b>2,325,513</b>	<b>2,325,513</b>	<b>2,458,398</b>	<b>132,885</b>	<b>5.7%</b>
Personnel Services	-	581,953	628,906	628,906	783,708	154,802	24.6%
Materials & Services	-	1,078,188	1,093,638	1,093,638	1,022,402	(71,236)	-6.5%
Indirect Costs (Internal Dept Chgs)	-	116,331	85,308	85,308	91,164	5,856	6.9%
Cost Allocation Charges	-	-	1,190	1,190	9,957	8,767	736.7%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	<b>1,776,472</b>	<b>1,809,042</b>	<b>1,809,042</b>	<b>1,907,231</b>	<b>98,189</b>	<b>5.4%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	515,870	516,471	516,471	551,167	34,696	6.7%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	<b>2,292,342</b>	<b>2,325,513</b>	<b>2,325,513</b>	<b>2,458,398</b>	<b>132,885</b>	<b>5.7%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>140,415</b>	<b>170,094</b>	<b>170,094</b>	<b>124,965</b>	<b>(45,129)</b>	<b>-26.5%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	5.00	5.00	4.50	-0.50	-10.0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	4.00	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.00	-	-	

**Significant Issues and Changes**

The state of Oregon has approved a protocol that will allow Social Services to match state funds with federal Medicaid funds. This new funding source will allow some of the Older Americans Act funding, previously used to support ADRC services, to be allocated to other programs, including the transportation program, thereby providing more stability for those programs.



**Social Services Division**  
**Energy Assistance Program**

**Performance Narrative Statement**

The Energy Assistance Program proposes a budget of \$5,145,711, a reduction in funding from the prior year. The purpose of the Energy Assistance Program is to provide eligibility determination, financial assistance, and education services to income eligible households in Clackamas County so they can reduce their energy expenses. The program assists with winter heating, including oil, natural gas, electricity, wood, propane and pellets. This year the program is launching a summer program to assist vulnerable households with cooling costs. Because of the program's extensive outreach efforts, the program is serving more and more clients prior to utility shut-off, thus helping clients avoid costly utility reconnection services. The program continues to explore ways to connect with clients prior to their energy being shut off. The success of these efforts are reflected in the fact that the program regularly achieves its MFR goals.

**Key Performance Measures**

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
RESULT	Percentage of client contacts made prior to utility disconnection.	88%	85%	85%	85%

Program includes:

- Mandated Services  No
- Shared Services  No
- Grant Funding  Yes

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet  
If grant funding, include length of grant and any match requirement (w/funding source)

Explanation	Low Income Household Energy Assistance Program (LIHEAP)	Over 25 years
	Oregon Energy Assistance Program (OEAP)	Over 10 years
	Heat Oregon	Over 10 years
	Oregon Low Income Gas Assistance Program (OLGA)	Over 15 years



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	12,164	12,164	-	(12,164)	-100.0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	1,422,249	2,069,990	2,052,213	1,601,210	(468,780)	-22.6%
State Grants & Revenues	-	2,719,766	3,472,295	3,676,405	3,510,744	38,449	1.1%
Local Grants & Revenues	-	38,977	15,848	15,848	33,757	17,909	113.0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	<b>4,180,992</b>	<b>5,570,297</b>	<b>5,756,630</b>	<b>5,145,711</b>	<b>(424,586)</b>	<b>-7.6%</b>
<b>Total Rev - Including Beginning Bal</b>	-	<b>4,180,992</b>	<b>5,570,297</b>	<b>5,756,630</b>	<b>5,145,711</b>	<b>(424,586)</b>	<b>-7.6%</b>
Personnel Services	-	661,778	1,054,333	1,154,333	1,002,160	(52,173)	-4.9%
Materials & Services	-	3,281,311	4,281,917	4,368,250	3,883,060	(398,857)	-9.3%
Indirect Costs (Internal Dept Chgs)	-	135,912	138,885	138,885	164,400	25,515	18.4%
Cost Allocation Charges	-	88,183	95,162	95,162	87,391	(7,771)	-8.2%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	<b>4,167,184</b>	<b>5,570,297</b>	<b>5,756,630</b>	<b>5,137,011</b>	<b>(433,286)</b>	<b>-7.8%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	1,644	-	-	8,700	8,700	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	<b>4,168,828</b>	<b>5,570,297</b>	<b>5,756,630</b>	<b>5,145,711</b>	<b>(424,586)</b>	<b>-7.6%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	6.00	6.00	9.00	3.00	50.0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	6.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

**Significant Issues and Changes**



## **Human Resources**

**Evelyn Minor Lawrence, Director**

**2051 Kaen Road  
Oregon City, Oregon 97045  
503-655-8459**

Website Address: <http://www.clackamas.us/des/>



Department Mission

The mission of the Department of Human Resources (HR) is to provide employment, benefits and wellness, risk management and workforce planning services to County Departments and Agencies so they can have the resources they need to provide high quality services and achieve their strategic results.

<b>Human Resources Department</b>	
Evelyn Minor-Lawrence, Director	
FTE 43	
Total Request \$58,202,014	
General Fund Support \$ 1,313,158	

<b>Administration</b>  Evelyn Minor-Lawrence, Director  Total Request \$1,610,072  Gen Fund \$ 568,719	<b>Employee &amp; Labor Relations</b> Eric Sarha, Assistant Director/ Chief Negotiator  Total Request \$532,514  Gen Fund \$ 176,645	<b>Workforce Design</b>  Evelyn Minor-Lawrence, Director  Total Request \$2,308,894  Gen Fund \$ 567,794	<b>Benefits Administration</b>  Kristi Durham, Benefits Manager  Total Request \$37,129,321  Gen Fund \$ -	<b>Risk Administration</b>  Eric Machado, Risk Manager  Total Request \$16,621,213  Gen Fund \$ -
--	--	--	--	---

<b>Office of the Director/ Administrative Svc</b> Evelyn Minor-Lawrence, Director  FTE 5.0 (Total Staff 7.0)*  Total Request \$1,011,985  Gen Fund \$ 454,717	<b>Employee &amp; Labor Relations</b> Eric Sarha, Assistant Director/ Chief Negotiator  FTE 2.5 (Total Staff 3.0)*  Total Request \$532,514  Gen Fund \$ 176,645	<b>Classification &amp; Compensation</b> Heather Pedersen, Class & Comp Manager  FTE 4.0  Total Request \$655,801  Gen Fund \$ 108,931	<b>Benefits &amp; Wellness</b>  Kristi Durham, Benefits Manager  FTE 11.25 (Total Staff 11.0)* (Plus temporary FTE)  Total Request \$37,129,321  Gen Fund \$ -	<b>Risk &amp; Safety Management</b> Eric Machado, Risk Manager  FTE 8.75 (Total Staff 6.0)*  Total Request \$16,621,213  Gen Fund \$ -
---	---	---	--	--

<b>Workforce Data Management</b> Krista Weatherford, HR Business Systems Manager  FTE 3.5 (Total Staff 4.0)*  Total Request \$598,087  Gen Fund \$ 114,002
---

<b>Recruitment</b>  JJ Peters, Recruitment Manager  FTE 6.0  Total Request \$1,071,941  Gen Fund \$ 219,147
---

<b>Workforce Development &amp; Planning</b> Jeri Oswald, Learning & Development Manager  FTE 2.0  Total Request \$581,152  Gen Fund \$ 239,716
--

\* Certain positions in the Director's Office, Administrative Services, Workforce Data Management, and Employee and Labor Relations are budgeted in both Human Resources (General Fund) as well as Benefits and Wellness Administration (Fund 760) and Risk Administration (Fund 761). The Total Staff figure reflects the number of employees performing the work organizationally, rather than how they are accounted for budgetarily within the department.



Human Resources

Department Budget Summary by Fund

<i>Line of Business</i>	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19
<i>Program</i>	FTE	General Fund	Self - Insurance Fund	Risk Management Claims Fund	Total Adopted Budget	General Fund Subsidy Included in Adopted Budget**
<b>Administration</b>						
Director's Office/Administrative Services	5.00	1,011,985			1,011,985	454,717
Workforce Data Management	3.50	598,087			598,087	114,002
<b>Employee and Labor Relations</b>						
Employee and Labor Relations	2.50	532,514			532,514	176,645
<b>Workforce Design</b>						
Classification and Compensation	4.00	655,801			655,801	108,931
Recruitment	6.00	1,071,941			1,071,941	219,147
Workforce Development and Planning	2.00	581,152			581,152	239,716
<b>Benefits and Wellness</b>						
Benefits and Wellness	11.25		37,129,321		37,129,321	
<b>Risk Administration</b>						
Risk Management	8.75			16,621,213	16,621,213	
<b>TOTAL</b>	<b>43.00</b>	<b>4,451,480</b>	<b>37,129,321</b>	<b>16,621,213</b>	<b>58,202,014</b>	<b>1,313,158</b>
<b>FY 17/18 Budget</b>	40.00	4,012,043	36,103,257	16,085,291	56,200,591	1,126,189
<b>\$ Increase (Decrease)</b>	3.00	439,437	1,026,064	535,922	2,001,423	186,969
<b>% Increase (Decrease)</b>	7.50%	10.95%	2.84%	3.30%	3.40%	16.60%

\*\* General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax  
 Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



**Line of Business Purpose Statement**

The purpose of the Human Resources Administration Line of Business is to provide human resources direction, executive consultations and policy decision services to county administration, county departments and agencies so they can have a strategic business partner to achieve strategic and operational results.

**Human Resources Department**

Evelyn Minor-Lawrence, Director

FTE 43

Total Request \$ 58,202,014

General Fund Support \$ 1,313,158

**Administration**

Evelyn Minor-Lawrence,  
Director

Total Request

\$1,610,072

Gen Fund \$ 568,719

**Office of the Director/  
Administrative Svc**

Evelyn Minor-Lawrence,  
Director

FTE 5.00

Total Request

\$1,011,985

Gen Fund \$ 454,717

**Workforce Data  
Management**

Krista Weatherford,  
HR Business Systems

FTE 4.0

Total Request

\$598,087

Gen Fund \$ 114,002



Office of the Director/Administrative Services

**Performance Narrative Statement**

The Office of the Director and Administrative Services programs propose a \$1,011,990 budget, reflecting a continuation of current funding and service levels to deliver strategic HR direction to County departments and agencies, as well as internal human resources staff, so they can provide excellent human resource service delivery to our internal customers. These resources will allow us to effectively deliver and implement our annual HR initiatives, annual human resources budget, oversight of all human resources department programs, and specialized consultations for all customers at all levels within the County.

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Output	Number of services requested in each line of business per year	n/a	n/a	750	825

Program includes:

- Mandated Services  N
- Shared Services  N
- Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	762,883	553,157	624,535	628,384	552,268	(72,267)	-11.6%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	817	728	2,826	2,575	1,087	(1,739)	-61.5%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>763,700</b>	<b>553,885</b>	<b>627,361</b>	<b>630,959</b>	<b>553,355</b>	<b>(74,006)</b>	<b>-11.8%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>763,700</b>	<b>553,885</b>	<b>627,361</b>	<b>630,959</b>	<b>553,355</b>	<b>(74,006)</b>	<b>-11.8%</b>
Personnel Services	491,832	576,988	651,655	650,255	632,696	(18,959)	-2.9%
Materials & Services	201,584	88,319	173,741	165,876	332,507	158,766	91.4%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	39,181	42,263	46,787	46,787	46,782	(5)	0.0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>732,597</b>	<b>707,570</b>	<b>872,183</b>	<b>862,918</b>	<b>1,011,985</b>	<b>139,802</b>	<b>16.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>732,597</b>	<b>707,570</b>	<b>872,183</b>	<b>862,918</b>	<b>1,011,985</b>	<b>139,802</b>	<b>16.0%</b>
<b>General Fund Support (if applicable)</b>	<b>67,896</b>	<b>153,684</b>	<b>244,824</b>	<b>35,550</b>	<b>454,717</b>	<b>209,893</b>	<b>85.7%</b>
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00	-	5.00	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

**Significant Issues and Changes**

The Internal Complaints Process is handled within the Office of the Director, and provides an avenue for employees to raise concerns related to protected class, harassment, or retaliation. During this fiscal year we have collaborated with Internal Audits and Public and Government Affairs (PGA) staff to develop a more transparent process and improve communications for all those involved in these cases. These efforts will continue in the upcoming fiscal year as we work to implement Internal Audit recommendations.



Workforce Data Management

**Performance Narrative Statement**

The Workforce Data Management program proposes a budget of \$598,087, reflecting a continuation of current funding and service levels. These resources provide systems management, reports and analysis, education services to HR, county departments and agencies so they can understand and use HR systems and data to make informed decisions and achieve their strategic results.

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	95% of departments submitting Personnel Actions not needing material corrections.	59%	80%	81%	85%
Output	Number of data transactions provided	9,521	9,000	9,000	10,000

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

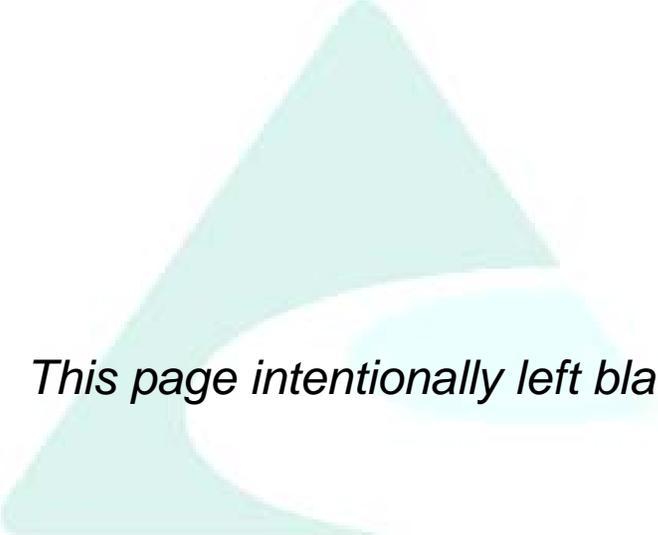


Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	194,019	387,210	437,173	439,061	484,085	46,912	10.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	572	509	1,978	1,803	761	(1,217)	-61.5%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>194,591</b>	<b>387,719</b>	<b>439,151</b>	<b>440,864</b>	<b>484,846</b>	<b>45,695</b>	<b>10.4%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>194,591</b>	<b>387,719</b>	<b>439,151</b>	<b>440,864</b>	<b>484,846</b>	<b>45,695</b>	<b>10.4%</b>
Personnel Services	344,283	403,891	456,160	455,179	484,085	27,925	6.1%
Materials & Services	70,409	61,823	121,618	114,572	81,255	(40,363)	-33.2%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	27,427	29,584	32,751	32,751	32,747	(4)	0.0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>442,119</b>	<b>495,298</b>	<b>610,529</b>	<b>602,502</b>	<b>598,087</b>	<b>(12,442)</b>	<b>-2.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>442,119</b>	<b>495,298</b>	<b>610,529</b>	<b>602,502</b>	<b>598,087</b>	<b>(12,442)</b>	<b>-2.0%</b>
<b>General Fund Support (if applicable)</b>	<b>47,528</b>	<b>107,580</b>	<b>171,377</b>	<b>199,828</b>	<b>114,002</b>	<b>(57,375)</b>	<b>-33.5%</b>
Full Time Equiv Pos (FTE) Budgeted	4.00	4.80	4.50	4.50	3.50	(1.00)	-22.22%
Full Time Equiv Pos (FTE) Filled at Yr End	4.00	3.80	-	4.50	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	-	-	-	0%

**Significant Issues and Changes**

The Workforce Data Management team has been instrumental in leading the effort of an outside consultant to evaluate the business processes and methods used by Human Resources. This work is being accomplished through an assessment designed to analyze, evaluate, and document Human Resources business processes in order to support and serve the workforce of Clackamas County. Initial recommendations from this initiative are slated to be delivered by June, 2018.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Employee and Labor Relations

## Line of Business Purpose Statement

The purpose of the Employee and Labor Relations line of business is to provide collective bargaining and labor contract administration services to Board of County Commissioners, County Administration, and departments so they can define, understand, and administer employee relations, labor relations and discipline of employment for certain groups of employees and to resolve disputes.

### Human Resources Department

Evelyn Minor-Lawrence, Director

FTE 43

Total Request \$ 58,202,014

General Fund Support \$ 1,313,158

#### Employee & Labor Relations

Eric Sarha,  
Assistant Director/  
Chief Negotiator

Total Request  
\$532,514

Gen Fund \$ 176,645

#### Employee & Labor Relations

Eric Sarha,  
Assistant Director/  
Chief Negotiator

Total Request  
\$532,514

Gen Fund \$ 176,645



## Employee and Labor Relations

## Employee and Labor Relations

### Performance Narrative Statement

The Employee and Labor Relations program proposes a \$532,514 budget, reflecting a continuation of current funding and service levels. The purpose of the Employee and Labor Relations program is to provide discipline administration, collective bargaining and labor contract administration services to BCC, County Administration and Departments so they can gain the tools to manage a productive workforce and maintain good labor relations.

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Output	Number of grievances resolved	29	n/a	41	50
Output	Number of discipline administration consultations with HR provided in advance of the imposed disciplinary action	56	n/a	102	112

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Employee and Labor Relations

Employee and Labor Relations

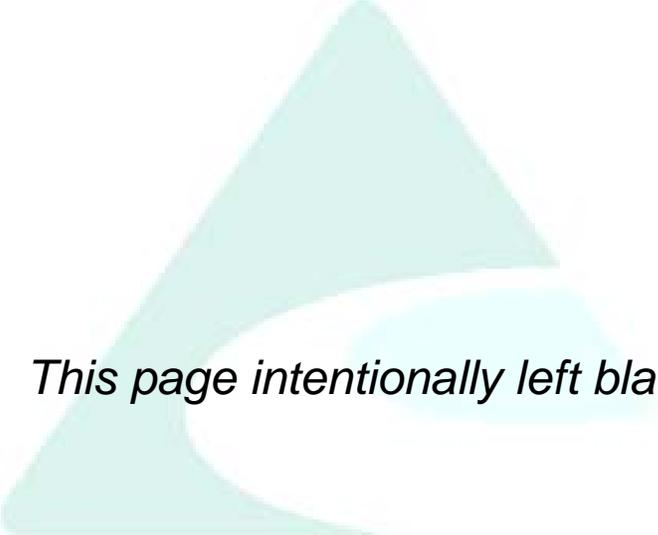
Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	281,442	276,578	312,267	313,615	355,869	43,602	14.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	408	364	1,413	1,288	543	(870)	-61.6%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>281,850</b>	<b>276,942</b>	<b>313,680</b>	<b>314,903</b>	<b>356,412</b>	<b>42,732</b>	<b>13.6%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>281,850</b>	<b>276,942</b>	<b>313,680</b>	<b>314,903</b>	<b>356,412</b>	<b>42,732</b>	<b>13.6%</b>
Personnel Services	245,916	288,494	325,828	325,128	355,869	30,041	9.2%
Materials & Services	50,292	44,159	86,870	81,837	153,254	66,384	76.4%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	19,591	21,132	23,393	23,393	23,391	(2)	0.0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>315,799</b>	<b>353,785</b>	<b>436,091</b>	<b>430,358</b>	<b>532,514</b>	<b>96,423</b>	<b>22.1%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>315,799</b>	<b>353,785</b>	<b>436,091</b>	<b>430,358</b>	<b>532,514</b>	<b>96,423</b>	<b>22.1%</b>
<b>General Fund Support (if applicable)</b>	<b>33,949</b>	<b>76,843</b>	<b>122,412</b>	<b>142,735</b>	<b>176,645</b>	<b>54,233</b>	<b>44.3%</b>
Full Time Equiv Pos (FTE) Budgeted	1.50	1.50	1.50	1.50	2.50	1.00	66.67%
Full Time Equiv Pos (FTE) Filled at Yr End	1.50	1.50	-	1.50	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

Our goal is to reduce liability to the County regarding employment actions by resolving issues at the lowest level and ensuring that managers are providing employees with due process in the administration of discipline. To this end, the Employee and Labor Relations program added one full-time employee during the 2017-2018 fiscal year to partner with managers regarding employee and labor relations matters in an effort to enhance organizational effectiveness. These activities include the application of policies and contract interpretation; strategizing how to address issues proactively; assisting with workplace conflict resolution; responding to employee performance issues and grievances; and providing guidance and conducting training on policies and other employee and labor relations subjects. We anticipate the addition of this resource will allow us to provide greater management support Countywide for these critical issues posing significant liability to the County.

As of April 16, 2018, the County reached a tentative agreement with the Clackamas County Peace Officers Association (CCPOA) on their contract that expired on June 30, 2017. Ratification is anticipated within the next few weeks. Staff is also bargaining six separate contracts (three with AFSCME and three with the Employees' Association) that are set to expire on June 30, 2018. The County has contracted with a local law firm to assist with negotiations for the AFSCME contracts.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Workforce Design

## Line of Business Purpose Statement

The purpose of the Workforce Design line of business is to provide Classification and Compensation, Recruitment, and Workforce Development and Planning services to County departments and agencies so they can plan for, attract and retain the qualified and diverse workforce they need to achieve their strategic results.

### Human Resources Department

Evelyn Minor-Lawrence, Director

FTE 43

Total Request \$ 58,202,014

General Fund Support \$ 1,313,158

#### Workforce Design

Evelyn Minor-Lawrence,  
Director

Total Request

\$2,308,894

Gen Fund \$ 567,794

#### Classification & Compensation

Heather Pedersen, Class  
& Comp Manager

FTE 4.0

Total Request

\$655,801

Gen Fund \$ 108,931

#### Recruitment

JJ Peters,  
Recruitment Manager

FTE 6.0

Total Request

\$1,071,941

Gen Fund \$ 219,147

#### Workforce Development & Planning

Jeri Oswald,  
Learning & Development  
Manager

FTE 2.0

Total Request

\$581,152

Gen Fund \$ 239,716



## Workforce Design Classification and Compensation

### Performance Narrative Statement

The Classification and Compensation program propose a \$655,801 budget, reflecting a continuation of current funding and service levels. The purpose of the Classification and Compensation program is to provide up-to-date plans, positions and organizational structure consultation services to County Departments and Agencies so they can structure their organizations in a way that places the right person in the right classification at the appropriate pay to achieve their operational and strategic results.

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Output	Number of position allocations, recommendations and determinations provided	185	n/a	265	265
Output	Number of market studies conducted (individual classifications and job families)	56	n/a	98	100

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Classification and Compensation

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	450,307	442,525	499,627	501,784	546,870	47,243	9.5%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	653	582	2,261	2,060	870	(1,391)	-61.5%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>450,960</b>	<b>443,107</b>	<b>501,888</b>	<b>503,844</b>	<b>547,740</b>	<b>45,852</b>	<b>9.1%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>450,960</b>	<b>443,107</b>	<b>501,888</b>	<b>503,844</b>	<b>547,740</b>	<b>45,852</b>	<b>9.1%</b>
Personnel Services	292,466	461,590	521,325	520,204	546,870	25,545	4.9%
Materials & Services	80,468	70,655	138,992	130,940	71,506	(67,486)	-48.6%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	31,345	33,811	37,429	37,429	37,425	(4)	0.0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>404,279</b>	<b>566,056</b>	<b>697,746</b>	<b>688,573</b>	<b>655,801</b>	<b>(41,945)</b>	<b>-6.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>404,279</b>	<b>566,056</b>	<b>697,746</b>	<b>688,573</b>	<b>655,801</b>	<b>(41,945)</b>	<b>-6.0%</b>
<b>General Fund Support (if applicable)</b>	<b>54,318</b>	<b>122,948</b>	<b>195,859</b>	<b>228,375</b>	<b>108,931</b>	<b>(86,928)</b>	<b>-44.4%</b>
Full Time Equiv Pos (FTE) Budgeted	2.00	3.00	3.00	3.00	4.00	1.00	33.33%
Full Time Equiv Pos (FTE) Filled at Yr End	2.00	3.00	-	3.00	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

In response to increasing demands for services Countywide, the Classification and Compensation program has received approval for an additional position in the upcoming fiscal year. While the program has been utilizing temporary staff resources for the last year and a half, the demands for Classification & Compensation's services prompted the request to add a full time Human Resources Specialist position. The addition of this position will allow us to keep pace with our efforts to systematically review and update our classifications, ensure appropriate compensation, and provide consultation on department reorganizations, as well as be responsive to external factors such as the new pay equity law and changes in minimum wage.



## Workforce Design

### Recruitment

#### Performance Narrative Statement

The Recruitment Program proposes a budget of \$1,071,941 reflecting a continuation of current funding and service levels. The purpose of the Recruitment Program is to provide consultation, outreach, evaluation and selection services to County Departments and agencies so they can hire and retain the qualified, diverse workforce they need to achieve their strategic results.

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	70% of open positions are filled by qualified, diverse candidates within 90 days from the date of requisition	n/a	n/a	n/a	65%
Output	Number of hires per year	282	320	320	320
Output	Number of job postings per year	247	n/a	260	260
Output	Number of recruitment outreach events per year	31	24	24	24

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Workforce Design

Recruitment

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	675,461	663,788	749,440	752,676	852,794	103,354	13.8%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	980	873	3,391	3,091	1,304	(2,087)	-61.5%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>676,441</b>	<b>664,661</b>	<b>752,831</b>	<b>755,767</b>	<b>854,098</b>	<b>101,267</b>	<b>13.5%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>676,441</b>	<b>664,661</b>	<b>752,831</b>	<b>755,767</b>	<b>854,098</b>	<b>101,267</b>	<b>13.5%</b>
Personnel Services	590,199	692,385	781,988	780,306	852,794	70,806	9.1%
Materials & Services	120,701	105,982	208,488	196,410	163,009	(45,479)	-21.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	47,017	50,716	56,144	56,144	56,138	(6)	0.0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>757,917</b>	<b>849,083</b>	<b>1,046,620</b>	<b>1,032,860</b>	<b>1,071,941</b>	<b>25,321</b>	<b>2.4%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>757,917</b>	<b>849,083</b>	<b>1,046,620</b>	<b>1,032,860</b>	<b>1,071,941</b>	<b>25,321</b>	<b>2.4%</b>
<b>General Fund Support (if applicable)</b>	<b>81,477</b>	<b>184,422</b>	<b>293,788</b>	<b>342,563</b>	<b>219,147</b>	<b>(74,641)</b>	<b>-25.4%</b>
Full Time Equiv Pos (FTE) Budgeted	6.00	6.00	6.00	6.00	6.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	6.00	6.00	-	6.00	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

**Significant Issues and Changes**

Based on the current trend and projection, demand for recruitment has remained high and is expected to be 5% higher than FY 16-17. The two main drivers are retirements and a better economy, as employees are more likely to change jobs or employers.

On average, each of the five (5) recruiters is projected to coordinate 52 recruitments this current fiscal year, resulting in 64 hires. We have recently made some shifts in our staffing assignments to continue to reduce the backlog of recruitments awaiting assignment, and have added backup recruiter assignments for H3S, DTD, and WES, as these departments represent the highest percentage of the recruitment backlog.

Another indicator that recruitment demand is trending up is the fact that despite being on target to complete approximately 38 more recruitments this fiscal year, our backlog has held steady at 18, compared to 19 last year.



## Workforce Design

### Workforce Development and Planning

#### Performance Narrative Statement

The Workforce Development and Planning program proposes a \$581,152 budget, reflecting a continuation of current funding and service levels. The purpose of the Workforce Development and Planning program is to provide informal/formal learning events and individual development planning with advanced planning consultations and strategic business plan integration services to County Departments and agencies so they can anticipate and respond to the departments' current and future workforce needs.

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	90% of Learning & Development participants "agree" or "strongly agree" that Learning & Development events were a valuable investment of their time	95%	95%	95%	95%
Output	Number of Leadership Academy engagements provided	45	45	45	45
Output	Number of County employees receiving learning and development services	2235	2000	2300	2500
Output	Number of workforce plans developed	0	2	2	4

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

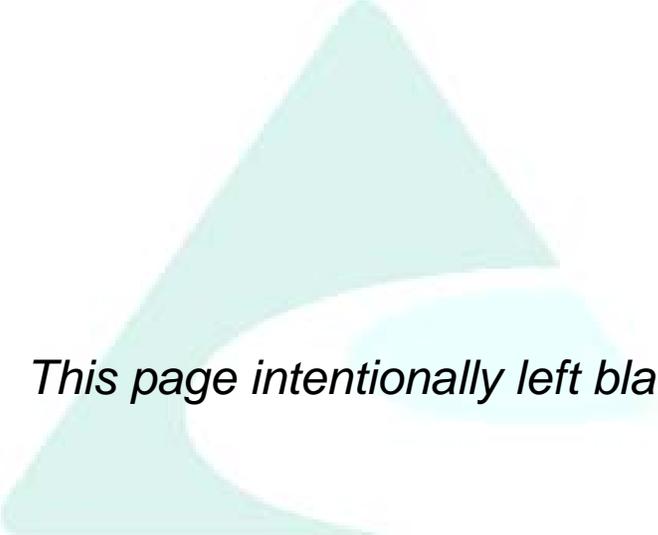


Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	225,154	221,263	249,813	250,892	341,436	91,623	36.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	327	291	1,130	1,030	435	(695)	-61.5%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>225,481</b>	<b>221,554</b>	<b>250,943</b>	<b>251,922</b>	<b>341,871</b>	<b>90,928</b>	<b>36.2%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>225,481</b>	<b>221,554</b>	<b>250,943</b>	<b>251,922</b>	<b>341,871</b>	<b>90,928</b>	<b>36.2%</b>
Personnel Services	196,733	230,795	260,663	260,102	341,436	80,773	31.0%
Materials & Services	40,234	35,327	69,496	65,470	221,003	221,003	218.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	15,672	16,905	18,715	18,715	18,713	(2)	0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>252,639</b>	<b>283,027</b>	<b>348,874</b>	<b>344,287</b>	<b>581,152</b>	<b>301,774</b>	<b>66.6%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	<b>252,639</b>	<b>283,027</b>	<b>348,874</b>	<b>344,287</b>	<b>581,152</b>	<b>301,774</b>	<b>66.6%</b>
<b>General Fund Support (if applicable)</b>	<b>27,159</b>	<b>61,474</b>	<b>97,929</b>	<b>114,188</b>	<b>239,716</b>	<b>141,787</b>	<b>144.8%</b>
Full Time Equiv Pos (FTE) Budgeted	2.00	2.00	2.00	2.00	2.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	2.00	2.00	-	2.00	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

**Significant Issues and Changes**

The Workforce Development and Planning team has made significant progress in their efforts to redesign the County's employee performance management system. Efforts to date include conducting department needs assessments and focus group sessions, as well as other targeted, best practice research. The team is currently developing recommendations for County Administration on how to best redesign and relaunch the program Countywide.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Benefits and Wellness

## Line of Business Purpose Statement

The purpose of the Benefits and Wellness program is to provide cost-effective, responsive and comprehensive benefit services to County departments, current and retired employees and their family members so they can better serve the residents of Clackamas County.

### Human Resources Department

Evelyn Minor-Lawrence, Director

FTE 43

Total Request \$ 58,202,014

General Fund Support \$ 1,313,158

#### Benefits Administration

Kristi Durham,  
Benefits Manager

Total Request  
\$37,129,321

Gen Fund \$ -

#### Benefits & Wellness

Kristi Durham,  
Benefits Manager

FTE 11.0

Total Request  
\$37,129,321

Gen Fund \$ -



# Benefits and Wellness Administration

## Benefits and Wellness

### Performance Narrative Statement

The Benefits and Wellness program proposes a \$37,129,321 budget, reflecting a continuation of current funding and service levels. The purpose of the Benefits and Wellness program is to provide cost-effective, responsive and comprehensive benefit services to County departments, current and retired employees and their family members so they can better serve the residents of Clackamas County.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Output	Number of Providence medical enrollments	1328	1297	1297	1300
Output	Number of Kaiser medical enrollments	692	733	733	730

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation      Mandated Services: Clackamas County is considered an applicable large employer under the Affordable Care Act. This means that the County is required to offer eligible employees medical coverage that meets affordability and minimum value standards.



Benefits and Wellness Administration

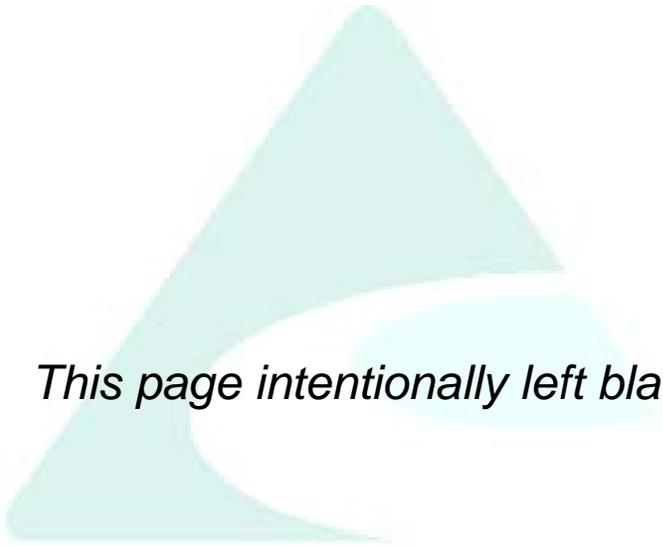
Benefits and Wellness

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>4,531,778</b>	<b>1,627,706</b>	<b>4,435,385</b>	<b>4,435,385</b>	<b>4,190,189</b>	<b>(245,196)</b>	<b>-5.5%</b>
Prior Year Revenue	27,329,890	29,029,113	29,354,272	28,306,799	29,592,387	238,115	0.8%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	2,313,600	2,001,120	3,346,745	1,033,145	44.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>27,329,890</b>	<b>29,029,113</b>	<b>31,667,872</b>	<b>30,307,919</b>	<b>32,939,132</b>	<b>1,271,260</b>	<b>4.0%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>31,861,668</b>	<b>30,656,819</b>	<b>36,103,257</b>	<b>34,743,304</b>	<b>37,129,321</b>	<b>1,026,064</b>	<b>2.8%</b>
Personnel Services	-	-	1,380,004	1,339,804	1,628,886	248,882	18.0%
Materials & Services	30,093,762	25,885,974	31,173,994	29,094,039	30,612,193	(561,801)	-1.8%
Indirect Costs (Internal Dept Chgs)	-	250,000	-	-	-	-	0%
Cost Allocation Charges	8,121	10,480	119,272	119,272	98,570	(20,702)	-17.4%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>30,101,883</b>	<b>26,146,454</b>	<b>32,673,270</b>	<b>30,553,115</b>	<b>32,339,649</b>	<b>(333,621)</b>	<b>-1.0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	132,078	74,979	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	3,429,987	-	4,789,672	1,359,685	39.6%
<b>Total Exp - Including Special Categories</b>	<b>30,233,961</b>	<b>26,221,433</b>	<b>36,103,257</b>	<b>30,553,115</b>	<b>37,129,321</b>	<b>1,026,064</b>	<b>2.8%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	9.64	9.64	9.64	11.25	11.25	1.61	16.7%
Full Time Equiv Pos (FTE) Filled at Yr End	9.64	9.64	-	9.25	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	2.00	-	-	0%

Significant Issues and Changes

We are continuing to evolve the benefits administration fee model, to include capturing over \$1M toward the self-insured reserves requirements. This will allow us to fully state both dental and disability reserves in fund 760 by the end of the 18-19 fiscal year, as well as a significant portion of the medical reserve.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Risk Administration

## Risk Administration Purpose Statement

The purpose of the Risk and Safety Management program is to provide loss prevention and control, liability and workers' compensation administration, consultations and analysis services to County departments and agencies so they can create a workplace culture committed to practices that eliminate risk, sustain a healthy and productive workforce and preserve financial resources.

### Human Resources Department

Evelyn Minor-Lawrence, Director

FTE 43

Total Request \$ 58,202,014

General Fund Support \$ 1,313,158

#### Risk Administration

Eric Machado,  
Risk Manager

Total Request  
\$16,621,213

Gen Fund \$ -

#### Risk & Safety Management

Eric Machado,  
Risk Manager

FTE 8.75

Total Request  
\$16,621,213

Gen Fund \$ -



# Risk Administration

## Risk Management Program

### Performance Narrative Statement

The Risk and Safety Management program proposes a \$16,621,213 budget, reflecting a continuation of current funding and service levels. The purpose of the Risk Management program is to provide loss prevention and control, liability and workers' compensation administration, consultations and analysis services to County departments and agencies so they can create a workplace culture committed to practices that eliminate risk, sustain a healthy and productive workforce and preserve financial resources.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Results	Each year the ratio of liability claims paid, when compared to the actuarial recommendation is 1 or less	0.82	1 or less	0.59	1 or less
Results	Beginning with 10% of departments in 2018 and increasing by 10% each year through 2021 (40%), departments will have no increase in their number of Workers' Compensations claims per employee (FTE)	n/a	n/a	n/a	10% with no increase
Output	Number of ergonomic assessments provided quarterly	29	20	20	20
Output	Number of workers' compensation claims processed quarterly	27.75	27	28	28

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	<b>2,326,727</b>	<b>6,794,971</b>	<b>10,030,370</b>	<b>10,030,370</b>	<b>11,623,326</b>	<b>1,592,956</b>	<b>15.9%</b>
Prior Year Revenue							0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	8,117,496	7,919,809	5,900,361	5,900,362	4,787,852	(1,112,509)	-18.9%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	169,440	66,250	154,560	204,560	210,035	55,475	35.9%
Interfund Transfers	750,000	-	-	-	-	-	0%
<b>Operating Revenue</b>	<b>9,036,936</b>	<b>7,986,059</b>	<b>6,054,921</b>	<b>6,104,922</b>	<b>4,997,887</b>	<b>(1,057,034)</b>	<b>-17.5%</b>
<b>Total Rev - Including Beginning Bal</b>	<b>11,363,663</b>	<b>14,781,030</b>	<b>16,085,291</b>	<b>16,135,292</b>	<b>16,621,213</b>	<b>535,922</b>	<b>3.3%</b>
Personnel Services	-	-	1,158,793	1,159,155	1,262,264	103,471	8.9%
Materials & Services	4,558,747	4,737,373	5,210,318	4,625,259	3,865,822	(1,344,496)	-25.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	9,946	13,287	91,522	91,522	109,207	17,685	19.3%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	<b>4,568,693</b>	<b>4,750,660</b>	<b>6,460,633</b>	<b>4,511,966</b>	<b>5,237,293</b>	<b>(1,223,340)</b>	<b>-18.9%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	2,558,623	-	3,310,426	751,803	29.4%
Contingency	-	-	7,066,035	-	8,073,494	1,007,459	14.3%
<b>Total Exp - Including Special Categories</b>	<b>4,568,693</b>	<b>4,750,660</b>	<b>16,085,291</b>	<b>4,511,966</b>	<b>16,621,213</b>	<b>535,922</b>	<b>3.3%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	8.16	8.16	8.16	8.16	8.75	0.59	7.2%
Full Time Equiv Pos (FTE) Filled at Yr End	8.16	8.16	-	8.16	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

**Significant Issues and Changes**

Due to lower than anticipated claims costs, which resulted in improved stability of the Risk Fund, we were able to reduce the total County allocation by \$750,000 (or 14%) for FY 18/19, all while increasing division FTE by .5. The additional FTE will be concentrated on ergonomic initiatives, thereby allowing the existing Safety and Loss Control Analysts to focus on more pressing risk issues that affect the County.



## **Tourism & Cultural Affairs**

**Danielle Cowan, Executive Director**

**150 Beaver Creek Road  
Oregon City, Oregon 97045  
503-655-8490**

Website Address: <http://www.mthoodterritory.com/>



**Department Structure**

This is the main operating fund for all tourism programs, guided and directed by the Clackamas County Tourism Development Council (TDC) and is delivered by Clackamas County Tourism & Cultural Affairs (CCTCA). The Tourism Development Fund was established in accordance with the Transient Lodging Tax Ordinance (TLT). The ordinance specifies that, after an allotment to the Clackamas County Fair and a 2% administrative fee taken by the Finance Department are transferred out, "The balance shall be placed with the County Treasurer for deposit until transferred to the TDC monthly to pay expenditures authorized." This fund has become the repository for those transfers from the Transient Lodging Tax Fund. The remaining Tourism revenue is interest, miscellaneous fees and sales, reimbursements, and monies carried forward from the prior fiscal year.

Travel Oregon administers the Regional Cooperative Tourism Program (RCTP) and contracts with CCTCA to serve as the fiscal administrator of a portion of their regional funds collected through the State 1.8% TLT, thus these are a pass through for the Mt. Hood/Gorge and Portland Region's program of work.

CCTCA works in partnership with the Clackamas County Arts Alliance and the Regional Arts and Cultural Council, serving only as the pass through agent for their source of General Funds.

<b>Tourism</b>	
Danielle Cowan, Director	
FTE 14.00	
Total Request	5,979,592
General Fund Support	299,359

<b>Tourism &amp; Cultural Affairs</b>	
Danielle Cowan	
TDC Approved	
\$5,979,592	
Gen Fund	\$ 299,359

<b>Tourism &amp; Cultural Affairs</b>	
Danielle Cowan	
FTE 12.20	
TDC Approved	
\$5,209,243	
Gen Fund	\$ -

<b>RCTP &amp; Mt Hood Gorge Region</b>	
Jeannine Breshears	
FTE 1.80	
Total Dispersed	
\$470,990	
Gen Fund	\$ -

<b>Clackamas County Arts Alliance</b>	
Cheryl Snow	
FTE	
Total Requested	
\$299,359	
Gen Fund	\$ 299,359



Tourism & Cultural Affairs

Department Budget Summary by Fund

Line of Business	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19
	Program	FTE	Tourism Development				Total Adopted Budget	General Fund Subsidy Included in Adopted Budget**
Tourism & Cultural Affairs								
Tourism	12.20	5,209,243					5,209,243	
RCTP & Mt Hood Gorge Region	1.80	470,990					470,990	
Clackamas County Arts Alliance		299,359					299,359	299,359
							-	
							-	
							-	
							-	
							-	
<b>TOTAL</b>	14.00	5,979,592	0	0	0	0	5,979,592	299,359
<b>FY 17/18 Budget</b>	14.00	6,407,417					6,407,417	299,359
<b>\$ Increase (Decrease)</b>	0.00	-427,825					-427,825	0
<b>% Increase (Decrease)</b>	0.00%	-6.68%					-6.68%	0.00%

\*\* General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax  
 Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



## Line of Business Purpose Statement

The mission of Tourism is to enhance the quality of life for residents by optimizing the economic impacts of the tourism industry derived from the County's Transient Lodging Tax. The work of the organization is guided by a Tourism Master Plan approved by the Board of County Commissioners, and further refined in an annual Business Plan. The TDC is focused on the three pillars of tourism in the county: Outdoor Recreation, Agritourism and Cultural Heritage. CCTCA creates and executes a robust marketing program that utilizes all communications mediums including print, social media, advertising, public relations, video, events, trade shows and visitor information services. They help build and enhance tourism assets and experiences through Tourism grant programs and by working in partnership with citizens, businesses, organizations, attractions, and local government to achieve common goals.

Tourism operates under the following guiding principles:

- Leader in County and Regional Tourism
- Practice Sustainable Tourism Strategies
- Effective Marketing and Development of Clackamas County Tourism Assets and Opportunities
- Focused on the Three Pillars of Clackamas County Tourism (Outdoor Recreation, Agritourism, Cultural/Heritage)
- Effective and Efficient Use of Public Resources
- Build and Strengthen Public and Private Partnerships

<b>Tourism</b>	
Danielle Cowan, Director	
FTE 14.00	
Total Request \$ 5,979,592	
General Fund Support	\$ 299,359

<b>Tourism &amp; Cultural Affairs</b>	
Danielle Cowan	
TDC Approved	
\$5,209,243	
Gen Fund	\$ -

<b>Tourism &amp; Cultural Affairs</b>	
Danielle Cowan	
FTE 12.20	
TDC Approved	
\$5,209,243	
Gen Fund	\$ -



**Tourism & Cultural Affairs**

**Tourism & Cultural Affairs**

**Performance Narrative Statement**

Tourism's overall measurements of success are based off of following industry best practices for performance measurement. These include: Transient Lodging Tax (TLT) monthly revenue collections; Oregon Travel Impacts Report compiled by Dean Runyan & Associates for Travel Oregon annually to report key indicators of the performance of tourism, including travel spending, tax revenue, and jobs supported; and Smith Travel Research (STR) monthly reports of key metrics from the lodging industry including occupancy, average daily rate, and revenue per available room.

**Key Performance Measures**

		<b>FY 16-17 Actual</b>	<b>FY 17-18 Target</b>	<b>FY 17-18 Projected Performance</b>	<b>FY 18-19 Target</b>
	Annual collection of revenues resulting from the TLT tax collections - County	\$4.5M	\$4.6M	\$4.6M	\$4.7M
	Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	\$513.2M	***	***	
	***These figures are unavailable at this time as they are obtained from Dean Runyan in May/June each year.				

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet  
If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



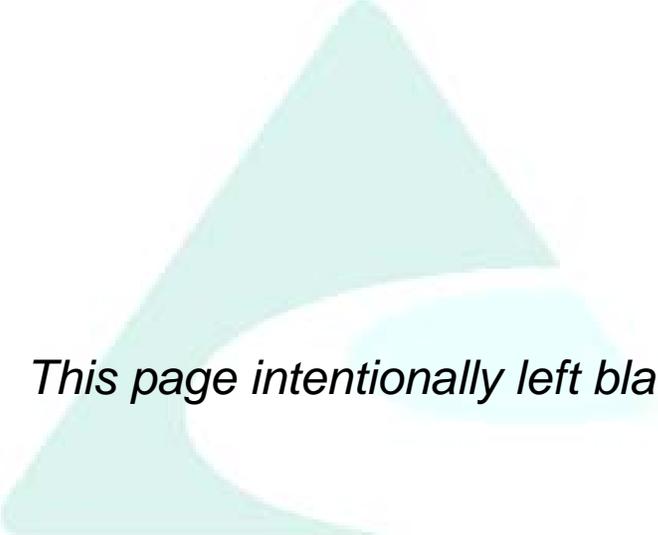
Administration Line of Business

Tourism & Cultural Affairs

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	884,642	884,642	525,937	(358,705)	-40.5%
Prior Year Revenue	-	-					
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	9,500	16,000	9,500	-	0%
Interfund Transfers	-	-	4,825,091	4,168,218	4,673,806	(151,285)	-3.1%
<b>Operating Revenue</b>	-	-	4,834,591	4,184,218	4,683,306	(151,285)	-3.1%
<b>Total Rev - Including Beginning Bal</b>	-	-	5,719,233	5,068,860	5,209,243	(509,990)	-8.9%
Personnel Services	-	-	1,507,943	1,542,443	1,551,709	43,766	2.9%
Materials & Services	-	-	3,709,290	3,180,700	3,207,534	(501,756)	-13.5%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	5,217,233	4,723,143	4,759,243	(457,990)	-8.8%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	52,000	-	-	(52,000)	-100.0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	450,000	-	450,000	-	0%
<b>Total Exp - Including Special Categories</b>	-	-	5,719,233	4,723,143	5,209,243	(509,990)	-8.9%
<b>General Fund Support (if applicable)</b>	0	0	0	0	0	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	12.20	12.20	12.20	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Tourism & Cultural Affairs

## Portland & Mt. Hood/Gorge RCTP

### Line of Business Purpose Statement

Tourism receives funds from Travel Oregon's Regional Cooperative Program (RCTP) to support the regional efforts for the Mt. Hood/Gorge, Willamette Valley and Portland Region. Two FTE have staffing offset costs from the RCTP funds to support the Portland regional program work and serving as the Regional Destination Marketing Organization (RDMO) contract administrator for the Mt. Hood/Gorge region responsible for implementing the RCTP program. This is a pass-through budget based on Travel Oregon's approval and oversight.

## Tourism & Cultural Affairs

Danielle Cowan Executive Director  
FTE 14.00

Total Request \$ 5,979,592

General Fund Support \$ 299,359

### Portland RCTP & Hood Gorge Region

Jeannine Breshears  
Total Dispersed  
\$470,990

Gen Fund \$ -

### Portland RCTP & Mt Hood Gorge Region

Jeannine Breshears  
FTE 1.80  
Total Dispersed  
\$470,990

Gen Fund \$ -



## Tourism & Cultural Affairs

### Portland & Mt. Hood/Gorge RCTP

#### Performance Narrative Statement

Travel Oregon's Regional Cooperative Program (RCTP) funds are generated through the statewide 1.8% TLT. Tourism receives a portion of those funds as pass through to support the regional efforts for the Mt. Hood/Gorge region and provide program support within our geographic boundaries of the Portland region. One FTE has staffing offset costs from the RCTP funds to deliver the Portland Region program work for PR and international sales efforts. Additionally, \$37,042 is available for supporting PR hosting efforts, as well as \$40,948 to support execution of a consumer facing activation campaign. One FTE has staffing offset costs serving as the Mt. Hood/Gorge RDMO regional program coordinator, in addition to \$210,000 available for project and tactical implementation as administered and approved by Travel Oregon.

RCTP performance is closely measured through Travel Oregon's RCTP program guidelines, through bi-monthly check in reviews with Travel Oregon program staff, annual program and budget tracking reports, and biennial regional stakeholder feedback via Travel Oregon's industry survey.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
	Bimonthly reviews with Travel Oregon program staff				
	Annual reports to be completed by the RDMO				
	Biennial regional stakeholder feedback via Travel Oregon's Industry Survey				

Program includes:

Mandated Services  Y/N

Shared Services  Y/N

Grant Funding  Y/N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

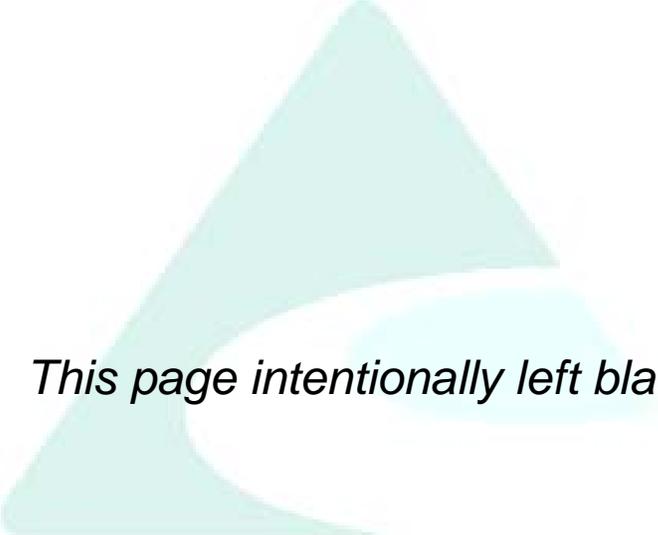
Explanation



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	388,825	509,060	470,990	82,165	21.1%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	<b>388,825</b>	<b>509,060</b>	<b>470,990</b>	<b>82,165</b>	<b>21.1%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	<b>388,825</b>	<b>509,060</b>	<b>470,990</b>	<b>82,165</b>	<b>21.1%</b>
Personnel Services	-	-	-	-	183,645	183,645	0%
Materials & Services	-	-	388,825	328,840	287,345	(101,480)	-26.1%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	<b>388,825</b>	<b>328,840</b>	<b>470,990</b>	<b>82,165</b>	<b>21.1%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	-	<b>388,825</b>	<b>328,840</b>	<b>470,990</b>	<b>82,165</b>	<b>21.1%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	1.80	1.80	1.80	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	1.80	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Tourism & Cultural Affairs

## Line of Business Purpose Statement

Clackamas County Arts Alliance is the hub for all things art-related with a stated mission of, "Keeping arts & culture central to life in Clackamas County." The purpose of our work is to support, develop and promote access to arts and culture in every county community.

<h2 style="margin: 0;">Tourism &amp; Cultural Affairs</h2> <p style="margin: 0;">Danielle Cowan, Executive Director FTE 14.00 Total Request \$ 5,979,592 General Fund Support \$ 299,359</p>
--

<p><b>Clackamas County Arts Alliance</b></p> <p>Cheryl Snow Total Request \$299,359</p>
<p>Gen Fund \$ 299,359</p>

<p><b>Clackamas County Arts Alliance</b></p> <p><b>\$199,359</b></p> <p><b>Regional Arts &amp; Culture Council</b></p> <p><b>\$100,000</b></p> <p>Cheryl Snow</p> <p>Total Request \$299,359</p>
<p>Gen Fund \$ 299,359</p>



# Tourism & Cultural Affairs

## Clackamas County Arts Alliance

### Performance Narrative Statement

For 24 years, the ARTS ALLIANCE (CCAA) has been the County's vehicle for delivering arts and culture programs to meet the needs of communities, residents and visitors. County General Fund (GF) dollars partially support CCAA's training and capacity-building work for businesses, organizations and entrepreneurs; public art exhibits; and an award-winning arts diversion program operated with the County's Juvenile Department. GF dollars also support highly successful marketing efforts, giving CCAA ability to reach more residents, serve more youth and grow private-sector contributions, increased 61% over past year, resulting from GF fund leverage. For 22 years REGIONAL ARTS & CULTURE COUNCIL (RACC) has provided stabilizing project grants to county arts organizations and arts programming through Right Brain Initiative, an innovative arts education program.

Over the past 13 years CCAA funded 259 projects and secured \$380,895 in private-sector money for local arts and heritage by managing local distribution of Oregon Cultural Trust funds. County GF support helps cover associated administrative costs; without CCAA in this role, a significant funding gap would exist and many opportunities would be lost.

As we learned in last year's Arts & Economic Prosperity study, the County nonprofit arts & culture industry delivered \$15 million in economic impact in 2015, including audience spending, jobs, supplies and services; it generates government revenue and is a tourism cornerstone.

### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
	CCAA provides training, information and direct assistance to minimum 1,000 cultural organizations and individuals	1082	1200	1350	1500
	CCAA ensures that Youth Arts for Change programming reaches a minimum of 250 youth and community members in its programs, exhibits and performances	307	340	355	375
	CCAA provides exhibition and gallery training opportunities in 19 gallery venues for a minimum of 175 local artists	181	185	188	190
	RACC annually awards a minimum of \$64,000 in grants to artists and arts organizations for professional development, project support and general operating support	9	10	10	10
	RACC's arts integration program, The Right Brain Initiative, provides arts-rich learning experiences for K-5 students in 16 Clackamas County Schools (North Clackamas and Oregon Trail School Districts)	5685	5700	5715	5800

Program includes:

Mandated Services  N

Shared Services  N

Grant Funding  N

Explain all "Yes" boxes below  
 For help with shared services, see AOC Shared State-County Services page on intranet  
 If grant funding, include length of grant and any match requirement (w/funding source)

Explanation



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	299,359	299,359	299,359	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	<b>299,359</b>	<b>299,359</b>	<b>299,359</b>	-	<b>0%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	<b>299,359</b>	<b>299,359</b>	<b>299,359</b>	-	<b>0%</b>
Personnel Services	-	-	106,285	106,285	106,285	-	0%
Materials & Services	-	-	193,074	193,074	193,074	-	0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	<b>299,359</b>	<b>299,359</b>	<b>299,359</b>	-	<b>0%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
<b>Total Exp - Including Special Categories</b>	-	-	<b>299,359</b>	<b>299,359</b>	<b>299,359</b>	-	<b>0%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	-	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes



## **Juvenile**

**Christina McMahan, Director**

**2121 Kaen Road  
Oregon City, Oregon 97045  
503-655-8342**

Website Address: <http://www.clackamas.us/juvenile/>



**Department Mission**

The mission of the Clackamas County Juvenile Department is to provide prevention, intervention, and juvenile justice services to youth and families so they can experience positive change, repair harm to victims, and become contributing members of our community

<b>Clackamas County Juvenile Department</b>			
Christina McMahan - Director			
FTE 55			
Total Request \$ 12,834,324			
General Fund Support \$ 8,105,401			

<b>Public Safety</b>  Mark McDonnell Total Request  \$3,033,568 Gen Fund \$ 1,957,777	<b>Reformation</b>  Mark McDonnell Total Request  \$3,966,973 Gen Fund \$ 2,560,170	<b>Accountability</b>  Mark McDonnell Total Request  \$3,383,594 Gen Fund \$ 2,183,674	<b>Administration</b>  Christina McMahan / Mark McDonnell Total Request  \$2,450,189 Gen Fund \$ 1,403,780
<b>Custody Services</b>  Michelle Barrera FTE 8.25 Total Request \$1,925,149 Gen Fund \$ 1,242,435	<b>Evaluation &amp; Treatment</b>  Bryan Ferguson FTE 9.25 Total Request \$2,158,500 Gen Fund \$ 1,393,034	<b>Supervision Services</b>  Kathryn Anderson / Bryan Ferguson FTE 13 Total Request \$3,033,567 Gen Fund \$ 1,957,777	<b>Office of the Director</b>  Christina McMahan / Mark McDonnell FTE 7.5 Total Request \$1,750,135 Gen Fund \$ 1,129,487
<b>Assessment</b>  Michelle Barrera FTE 4.75 Total Request \$1,108,419 Gen Fund \$ 715,342	<b>Positive Youth Development</b>  Tanya Kramer FTE 7.75 Total Request \$1,808,473 Gen Fund \$ 1,167,136	<b>Victim Services</b>  Tanya Kramer FTE 1.5 Total Request \$350,027 Gen Fund \$ 225,897	<b>Community Engagement &amp; Collaboration</b>  Tanya Kramer FTE 3 Total Request \$700,054 Gen Fund \$ 274,293



Juvenile Department

Department Budget Summary by Fund

Line of Business  Program	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19	FY 18/19
	FTE	Juvenile Fund						Total Adopted Budget	General Fund Subsidy Included in Adopted Budget**
Public Safety									
Custody Services	8.25	1,925,149						1,925,149	1,242,435
Assessment	4.75	1,108,419						1,108,419	715,342
Reformation								-	
Evaluation & Treatment	9.25	2,158,500						2,158,500	1,393,034
Positive Youth Development	7.75	1,808,473						1,808,473	1,167,136
								-	
Accountability								-	
Supervision Services	13.00	3,033,567						3,033,567	1,957,777
Victim Services	1.50	350,027						350,027	225,897
Administration								-	
Office of the Director	7.50	1,750,135						1,750,135	1,129,487
Community Engagement & Collaboration	3.00	700,054						700,054	274,293
<b>TOTAL</b>	<b>55.00</b>	<b>12,834,324</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,834,324</b>	<b>8,105,401</b>
<b>FY 17/18 Budget</b>	<b>54.00</b>	<b>13,058,296</b>						<b>13,058,296</b>	<b>7,924,463</b>
<b>\$ Increase (Decrease)</b>	<b>1.00</b>	<b>-223,972</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-223,972</b>	<b>180,938</b>
<b>% Increase (Decrease)</b>	<b>1.85%</b>	<b>-1.72%</b>						<b>-1.72%</b>	<b>2.28%</b>

\*\* General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



# Public Safety Line of Business

## Line of Business Purpose Statement

The purpose of the Public Safety line of business is to provide assessment and detention services to youth so they can receive the appropriate level of monitoring and services that provides for community safety

### Clackamas County Juvenile Department

Christina McMahan - Director

FTE 55

Total Request \$ 12,834,324

General Fund Support \$ 8,105,401

#### Public Safety

Mark McDonnell

Total Request

\$3,033,568

Gen Fund \$ 1,957,777

#### Custody Services

Michelle Barrera

FTE 8.25

Total Request

\$1,925,149

Gen Fund \$ 1,242,435

#### Assessment

Michelle Barrera

FTE 4.75

Total Request

\$1,108,419

Gen Fund \$ 715,342



## Public Safety Line of Business

### Custody Services Program

#### Performance Narrative Statement

The purpose of the Custody Services Program is to provide safety, security, supervision, and transportation services to in-custody youth so they can be safe and commit no crimes while in custody.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	0% in-custody youth file a substantiated PREA (Prison Rape Elimination Act) violation				0%
Result	Less than 5% of youth admissions lodged in detention are involved in an incident report regarding personal injury				5%

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  Y

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation **Mandated Services:** ORS 419C.001 The system is founded on the principles of personal responsibility, accountability, and reformation within the context of public safety and restitution to the victims and to the community. ORS 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody.

**Shared Services:** with the State as listed on Association of Counties chart.

**Grant Funding:** Juvenile Crime Prevention (JCP) Basic & Diversion through State of Oregon, through Oregon Youth Authority. FY 18/19 JCP Basic: \$509,987, JCP Diversion: \$432,840



Public Safety Line of Business

Custody Services Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	243,347	243,347	334,955	91,608	37.6%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	30,355	28,996	39,450	9,095	30.0%
State Grants & Revenues	-	-	160,193	125,102	245,741	85,548	53.4%
Local Grants & Revenues	-	-	14,266	14,266	20,153	5,887	41.3%
Charges for Service	-	-	35,540	35,540	41,890	6,350	17.9%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	333	333	525	192	57.7%
Interfund Transfers	-	-	761,485	761,485	1,242,435	480,950	63.2%
<b>Operating Revenue</b>	-	-	1,002,172	965,722	1,590,194	588,022	58.7%
<b>Total Rev - Including Beginning Bal</b>	-	-	1,245,519	1,209,069	1,925,149	679,630	54.6%
Personnel Services	-	-	643,953	547,365	1,032,664	388,711	60.4%
Materials & Services	-	-	525,481	386,784	779,063	253,582	48.3%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	61,767	61,767	90,922	29,155	47.2%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	1,231,201	995,916	1,902,649	671,448	54.5%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	14,318	-	22,500	8,182	57.1%
<b>Total Exp - Including Special Categories</b>	-	-	1,245,519	995,916	1,925,149	679,630	54.6%
<b>General Fund Support (if applicable)</b>	0	0	761,485	761,485	1,242,435	480,950	63.2%
Full Time Equiv Pos (FTE) Budgeted	-	-	5.25	5.25	8.25	3.00	57.14%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	5.25	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes

FY 18/19, Detention Bed rates increased from \$300 per bed per day to \$309 per bed per day. The Juvenile Department intends to decrease beds by two to 15 beds based on usage during FY 17/18 and due to lack of "Juvenile Ops" program 07245 that has been spent completely in FY 17/18. In FY 18/19 we will implement a "Youth & Family Engagement Program" and repurpose two vacant Juvenile Counselor 2 positions to new job descriptions within that classification to be called "Youth & Family Engagement Specialists" and a vacant Human Services Coordinator 1 position will be repurposed to a Juvenile Department Program Supervisor classification to supervise the program and other related services. The "Youth & Family Engagement Program" will provide community-based youth and family engagement and individual skill building. The focus of the "Youth & Family Engagement Program" is to provide enhanced engagement and services to assist in supporting the youth's success in the community, and increase law-abiding behavior of youth. Services will be offered during non-traditional business hours. Research in the field of juvenile justice has shown that the most effective community-based interventions are those that emphasize family interactions and build the skills of the juvenile and parent.



# Public Safety Line of Business

## Assessment Program

### Performance Narrative Statement

The purpose of the Assessment Program is to provide assessment services to youth referred to the Department so they can be matched with the appropriate level of monitoring and services.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	By 2021, 80% of youth referred by law enforcement for criminal referrals are assessed for their risk and needs by the Juvenile Department Intake and Assessment Center				80%

Program includes:

- Mandated Services
- Shared Services
- Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

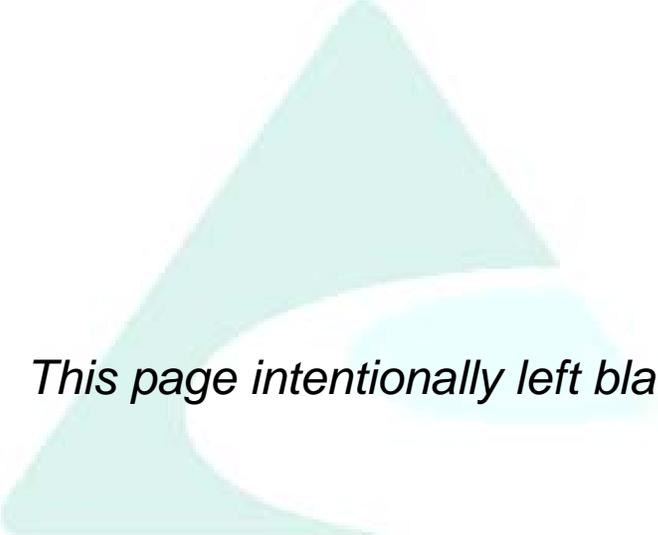
**Mandated Services:** ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; ORS 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody; 419C.225 (3) Authorized diversion programs. (1) Following a review of a police report and other relevant information, a county juvenile department may refer a youth to an authorized diversion program. **Shared Services:** with the State as listed on Association of Counties chart.



Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	220,171	220,171	192,853	(27,318)	-12.4%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	27,464	26,235	22,714	(4,750)	-17.3%
State Grants & Revenues	-	-	144,936	113,187	141,487	(3,449)	-2.4%
Local Grants & Revenues	-	-	12,907	12,907	11,603	(1,304)	-10.1%
Charges for Service	-	-	32,155	32,155	24,118	(8,037)	-25.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	302	302	302	-	0%
Interfund Transfers	-	-	688,963	688,963	715,342	26,379	3.8%
<b>Operating Revenue</b>	-	-	<b>906,727</b>	<b>873,749</b>	<b>915,566</b>	<b>8,839</b>	<b>1.0%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	<b>1,126,898</b>	<b>1,093,920</b>	<b>1,108,419</b>	<b>(18,479)</b>	<b>-1.6%</b>
Personnel Services	-	-	582,624	495,235	594,564	11,940	2.0%
Materials & Services	-	-	475,434	349,947	448,551	(26,883)	-5.7%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	55,885	55,885	52,349	(3,536)	-6.3%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	<b>1,113,943</b>	<b>901,067</b>	<b>1,095,464</b>	<b>(18,479)</b>	<b>-1.7%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	12,955	-	12,955	-	0%
<b>Total Exp - Including Special Categories</b>	-	-	<b>1,126,898</b>	<b>901,067</b>	<b>1,108,419</b>	<b>(18,479)</b>	<b>-1.6%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>688,963</b>	<b>688,963</b>	<b>715,342</b>	<b>26,379</b>	<b>3.8%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	4.75	4.75	4.75	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	4.50	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	0.25	-	-	-

Significant Issues and Changes



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Reformation Line of Business

## Line of Business Purpose Statement

The purpose of the Reformation line of business is to provide targeted evaluation and rehabilitative services to youth so they can increase the competencies needed to transition to adulthood, live a crime free life, and be a contributing member of their community.

### Clackamas County Juvenile Department

Christina McMahan - Director

FTE 55

Total Request \$ 12,834,324

General Fund Support \$ 8,105,401

#### Reformation

Mark McDonnell

Total Request

\$3,966,973

Gen Fund \$ 2,560,170

#### Evaluation & Treatment

Bryan Ferguson

FTE 9.25

Total Request

\$2,158,500

Gen Fund \$ 1,393,034

#### Positive Youth Development

Tanya Kramer

FTE 7.75

Total Request

\$1,808,473

Gen Fund \$ 1,167,136



## Reformation Line of Business Evaluation & Treatment Program

### Performance Narrative Statement

The purpose of the Evaluation and Treatment Services Program is to provide targeted evaluation services, treatment referrals and compliance monitoring services to youth referred to the Department so they can successfully complete treatment that promotes positive change.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	By 2021, 65% of identified families successfully complete Family Counseling				65%
Result	By 2021, 65% of identified youth successfully complete Mental Health Treatment				65%
Result	By 2021, 65% of identified youth successfully complete Drug & Alcohol Treatment				65%
Result	By 2021, 85% of identified youth successfully complete Sex Offense Specific Treatment				85%

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation      **Mandated Services:** ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; ORS 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody. **Shared Services** with the State as listed on Association of Counties chart.



Reformation Line of Business

Evaluation & Treatment Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	475,105	475,105	375,556	(99,549)	-21.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	59,265	56,612	44,232	(15,033)	-25.4%
State Grants & Revenues	-	-	312,757	244,246	275,527	(37,230)	-11.9%
Local Grants & Revenues	-	-	27,852	27,852	22,595	(5,257)	-18.9%
Charges for Service	-	-	69,387	69,387	46,967	(22,420)	-32.3%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	653	653	589	(64)	-9.8%
Interfund Transfers	-	-	1,486,709	1,486,709	1,393,034	(93,675)	-6.3%
<b>Operating Revenue</b>	-	-	1,956,623	1,885,459	1,782,944	(173,679)	-8.9%
<b>Total Rev - Including Beginning Bal</b>	-	-	2,431,728	2,360,564	2,158,500	(273,228)	-11.2%
Personnel Services	-	-	1,257,242	1,068,666	1,157,835	(99,407)	-7.9%
Materials & Services	-	-	1,025,938	755,148	873,495	(152,443)	-14.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	120,593	120,593	101,943	(18,650)	-15.5%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	2,403,773	1,944,407	2,133,273	(270,500)	-11.3%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	27,955	-	25,227	(2,728)	-9.8%
<b>Total Exp - Including Special Categories</b>	-	-	2,431,728	1,944,407	2,158,500	(273,228)	-11.2%
<b>General Fund Support (if applicable)</b>	0	0	1,486,709	1,486,709	1,393,034	(93,675)	-6.3%
Full Time Equiv Pos (FTE) Budgeted	-	-	10.25	10.25	9.25	(1.00)	-9.8%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	10.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	0.25	-	-	-

**Significant Issues and Changes**

1 FTE moved to Custody Services Program for the Youth and Family Engagement Program for FY 18/19.



## Reformation Line of Business

### Positive Youth Development Program

#### Performance Narrative Statement

The purpose of the Positive Youth Development Program is to provide skills, character, competency development, and community connection services to youth so they can experience positive change, increase self-confidence and demonstrate skills to successfully transition to adulthood.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	85% of youth are engaged with educational programming or participate in opportunities to build employment skills by the time they are no longer on supervision				85%
Result	85% of youth develop enhanced competencies and life skills by the time they are no longer on supervision				85%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation      **Mandated Services:** ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** Bureau of Land Management, \$10,000; Metro Litter \$52,094, expires 6/30/2019; Criminal Justice Commission Drug Court \$83,870, expires 6/30/19; Department of Labor for Youth Workforce Innovation and Opportunity Act Services (C-TEC) through the Clackamas Education Service District \$43,000



Reformation Line of Business

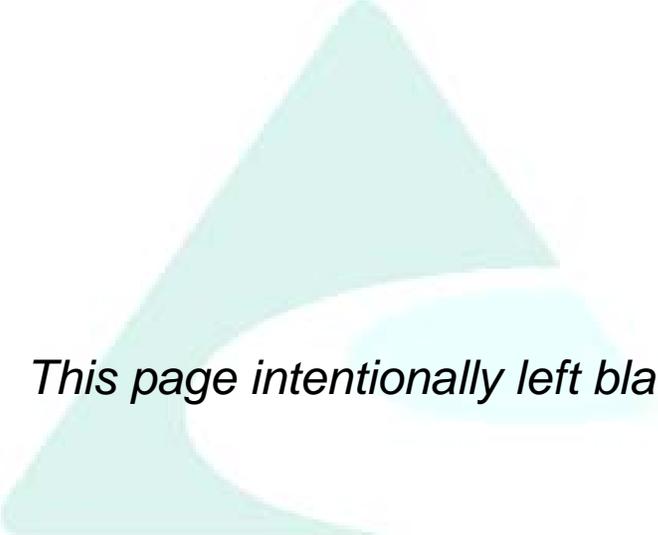
Positive Youth Development Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	359,226	359,226	314,655	(44,571)	-12.4%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	54,810	42,804	37,059	(17,751)	-32.4%
State Grants & Revenues	-	-	236,475	184,674	230,847	(5,628)	-2.4%
Local Grants & Revenues	-	-	21,059	21,059	18,931	(2,128)	-10.1%
Charges for Service	-	-	52,463	52,463	39,351	(13,112)	-25.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	493	493	494	1	0.2%
Interfund Transfers	-	-	1,124,097	1,124,097	1,167,136	43,039	3.8%
<b>Operating Revenue</b>	-	-	<b>1,489,397</b>	<b>1,425,590</b>	<b>1,493,818</b>	<b>4,421</b>	<b>0.3%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	<b>1,848,623</b>	<b>1,784,816</b>	<b>1,808,473</b>	<b>(40,150)</b>	<b>-2.2%</b>
Personnel Services	-	-	950,598	808,016	970,078	19,480	2.0%
Materials & Services	-	-	785,709	570,965	731,847	(53,862)	-6.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	91,180	91,180	85,412	(5,768)	-6.3%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	<b>1,827,487</b>	<b>1,470,161</b>	<b>1,787,337</b>	<b>(40,150)</b>	<b>-2.2%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	21,136	-	21,136	-	0%
<b>Total Exp - Including Special Categories</b>	-	-	<b>1,848,623</b>	<b>1,470,161</b>	<b>1,808,473</b>	<b>(40,150)</b>	<b>-2.2%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>1,124,097</b>	<b>1,124,097</b>	<b>1,167,136</b>	<b>43,039</b>	<b>3.8%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	7.75	7.75	7.75	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	7.75	5.50	7.75	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	2.25	-	-	-

**Significant Issues and Changes**

\$28,878 in a US Department of Justice Grant is withheld until the County provides a certification of compliance corresponding to State laws. This would have funded support for a Cognitive Skills Group. In FY 17/18 we had received \$25,771 that funded support for a Diversion Program. We will not apply for Department of Justice grants for FY 18/19 due to the same compliance issue.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Accountability Line of Business

## Line of Business Purpose Statement

The purpose of the Accountability line of business is to provide interventions, compliance, monitoring, and restorative services to youth so they can be accountable to victims and the community to repair the harm they have caused.

### Clackamas County Juvenile Department

Christina McMahan - Director

FTE 55

Total Request \$ 12,834,324

General Fund Support \$ 8,105,401

#### Accountability

Mark McDonnell

Total Request

\$3,383,594

Gen Fund \$ 2,183,674

#### Supervision Services

Kathryn Anderson / Bryan  
Ferguson

FTE 13

Total Request

\$3,033,567

Gen Fund \$ 1,957,777

#### Victim Services

Tanya Kramer

FTE 1.5

Total Request

\$350,027

Gen Fund \$ 225,897



# Accountability Line of Business

## Supervision Services Program

### Performance Narrative Statement

The purpose of the Supervision Services Program is to provide intervention, accountability and support services to youth referred to the Department so they can stop committing offenses, understand the impact of their actions, repair harm and make positive change.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	81% of youth do not have a new criminal referral within 1 year of their first offense				81%
Result	95% of youth successfully complete their restitution obligation				95%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation      **Mandated Services:** ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** Juvenile Crime Prevention from State of Oregon Department of Education, FY 18/19 \$205,836 used for Diversion Panel contracts with two non-profit agencies. Expires 6/30/19



Accountability Line of Business

Supervision Services Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	648,924	648,924	527,808	(121,116)	-18.7%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	80,947	77,324	62,164	(18,783)	-23.2%
State Grants & Revenues	-	-	427,181	333,605	387,228	(39,953)	-9.4%
Local Grants & Revenues	-	-	38,042	38,042	31,755	(6,287)	-16.5%
Charges for Service	-	-	94,772	94,772	66,008	(28,764)	-30.4%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	891	890	827	(64)	-7.2%
Interfund Transfers	-	-	2,030,627	2,030,627	1,957,777	(72,850)	-3.6%
<b>Operating Revenue</b>	-	-	2,672,460	2,575,260	2,505,759	(166,701)	-6.2%
<b>Total Rev - Including Beginning Bal</b>	-	-	3,321,384	3,224,184	3,033,567	(287,817)	-8.7%
Personnel Services	-	-	1,717,208	1,459,641	1,627,228	(89,980)	-5.2%
Materials & Services	-	-	1,401,281	1,031,422	1,227,613	(173,668)	-12.4%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	164,713	164,713	143,271	(21,442)	-13.0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	3,283,202	2,655,776	2,998,112	(285,090)	-8.7%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	38,182	-	35,455	(2,727)	-7.1%
<b>Total Exp - Including Special Categories</b>	-	-	3,321,384	2,655,776	3,033,567	(287,817)	-8.7%
<b>General Fund Support (if applicable)</b>	0	0	2,030,627	2,030,627	1,957,777	(72,850)	-3.6%
Full Time Equiv Pos (FTE) Budgeted	-	-	14.00	14.00	13.00	(1.00)	-7.1%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	12.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	2.00	-	-	-

Significant Issues and Changes

1 FTE moved to Custody Services Program for Youth and Family Engagement Program.



# Accountability Line of Business

## Victim Services Program

### Performance Narrative Statement

The purpose of the Victim Services Program is to provide restorative engagement and services to victims and youth so victims can be notified of court proceedings, youth pay and victims receive court ordered restitution, and both can feel respected throughout the process.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	87% of juvenile property crime victims report they feel respected and informed by Juvenile Department staff				87%
Result	80% of property crime victims will be initially contacted to inform them of Victim Offender Dialogue services				80%

Program includes:

Mandated Services  Y

Shared Services  Y

Grant Funding  N

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation

**Mandated Services:** ORS 137.106 the court shall enter a judgment or supplemental judgment requiring that the defendant pay the victim restitution in a specific amount that equals the full amount of the victim's economic damages as determined by the court; ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; ORS 419C.273 Right of victim to be present at proceedings; advice of rights; notice. (b) The victim must be informed of any constitutional rights of the victim. **Shared Services** with the State as listed on Association of Counties chart.



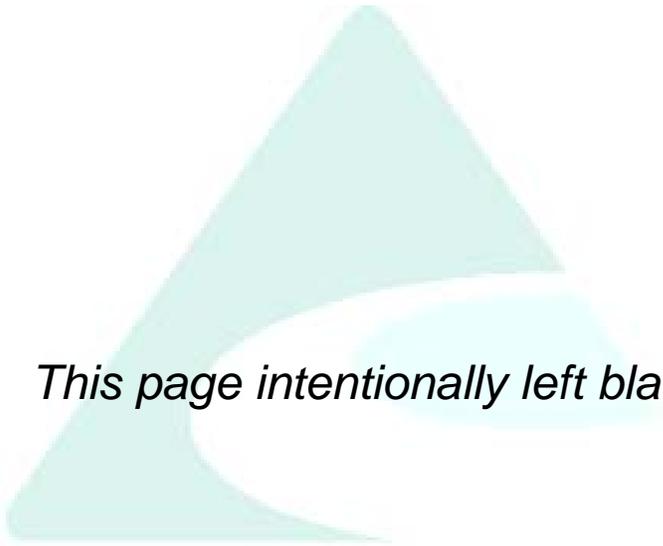
Accountability Line of Business

Victim Services Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	69,528	69,528	60,901	(8,627)	-12.4%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	8,673	8,285	7,173	(1,500)	-17.3%
State Grants & Revenues	-	-	45,769	35,743	44,680	(1,089)	-2.4%
Local Grants & Revenues	-	-	4,076	4,076	3,664	(412)	-10.1%
Charges for Service	-	-	10,154	10,154	7,616	(2,538)	-25.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	96	95	96	-	0%
Interfund Transfers	-	-	217,567	217,567	225,897	8,330	3.8%
<b>Operating Revenue</b>	-	-	<b>286,335</b>	<b>275,920</b>	<b>289,126</b>	<b>2,791</b>	<b>1.0%</b>
<b>Total Rev - Including Beginning Bal</b>	-	-	<b>355,863</b>	<b>345,448</b>	<b>350,027</b>	<b>(5,836)</b>	<b>-1.6%</b>
Personnel Services	-	-	183,987	156,390	187,757	3,770	2.0%
Materials & Services	-	-	150,137	110,509	141,648	(8,489)	-5.7%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	17,648	17,648	16,531	(1,117)	-6.3%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	<b>351,772</b>	<b>284,547</b>	<b>345,936</b>	<b>(5,836)</b>	<b>-1.7%</b>
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	4,091	-	4,091	-	0%
<b>Total Exp - Including Special Categories</b>	-	-	<b>355,863</b>	<b>284,547</b>	<b>350,027</b>	<b>(5,836)</b>	<b>-1.6%</b>
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>217,567</b>	<b>217,567</b>	<b>225,897</b>	<b>8,330</b>	<b>3.8%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	1.50	1.50	1.50	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	1.50	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Administration Line of Business

## Line of Business Purpose Statement

The purpose of the Administration line of business is to provide strategic planning, resource management, and continuous quality improvement services to the Juvenile Department so it can foster and sustain a high performance, responsive, and customer focused organization and culture, and work effectively with community partners and stakeholders.

### Clackamas County Juvenile Department

Christina McMahan - Director

FTE 55

Total Request \$ 12,834,324

General Fund Support \$ 8,105,401

#### Administration

Mark McDonnell

Total Request

\$2,450,189

Gen Fund \$ 1,403,780

#### Office of the Director

Christina McMahan / Mark  
McDonnell

FTE 7.5

Total Request

\$1,750,135

Gen Fund \$ 1,129,487

#### Community Engagement & Collaboration

Tanya Kramer

FTE 3

Total Request

\$700,054

Gen Fund \$ 274,293



# Administration Line of Business

## Office of the Director Program

### Performance Narrative Statement

The purpose of the Office of the Director program is to provide strategic direction, leadership, resource management, administrative support, and continuous quality improvement services for the Juvenile Department so it can foster and sustain a high performance, responsive, and customer-focused organization and culture.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	70% of identified Strategic Results were achieved				70%
Result	95% of employees receive an annual performance evaluation within 2 months of their anniversary date				95%
Result	100% of employees received at least 20 hours of training annually that support their professional development in the Juvenile Department				100%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet  
 If grant funding, include length of grant and any match requirement (w/funding source)

Explanation **Mandated Services:** ORS 419A.010 Appointment of counselors and director; juvenile director oversight committee. (1)(a) Subject to paragraph (b) of this subsection, the governing body of any county, after consultation with the judges of the juvenile court in that county, shall appoint or designate one or more persons of good moral character as counselors of the juvenile department of the county, to serve at the pleasure of and at a salary designated by the governing body of the county. **Shared Services** with the State as listed on Association of Counties chart.



Administration Line of Business

Office of the Director Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	347,638	347,638	304,505	(43,133)	-12.4%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	43,365	41,423	35,864	(7,501)	-17.3%
State Grants & Revenues	-	-	228,847	178,717	223,401	(5,446)	-2.4%
Local Grants & Revenues	-	-	20,380	20,380	18,320	(2,060)	-10.1%
Charges for Service	-	-	50,771	50,771	38,082	(12,689)	-25.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	477	477	476	(1)	-0.2%
Interfund Transfers	-	-	1,087,836	1,087,836	1,129,487	41,651	3.8%
<b>Operating Revenue</b>	-	-	1,431,676	1,379,604	1,445,630	13,954	1.0%
<b>Total Rev - Including Beginning Bal</b>	-	-	1,779,314	1,727,242	1,750,135	(29,179)	-1.6%
Personnel Services	-	-	919,933	781,951	938,785	18,852	2.0%
Materials & Services	-	-	750,687	552,547	708,239	(42,448)	-5.7%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	88,239	88,239	82,656	(5,583)	-6.3%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	1,758,859	1,422,737	1,729,680	(29,179)	-1.7%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	20,455	-	20,455	-	0%
<b>Total Exp - Including Special Categories</b>	-	-	1,779,314	1,422,737	1,750,135	(29,179)	-1.6%
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>1,087,836</b>	<b>1,087,836</b>	<b>1,129,487</b>	<b>41,651</b>	<b>3.8%</b>
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	6.50	7.50	7.50	1.00	15.4%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	6.50	5.50	7.50		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	2.00	0.00		

Significant Issues and Changes



# Administration Line of Business

## Community Engagement & Collaboration Program

### Performance Narrative Statement

The purpose of the Community Engagement Program is to provide outreach, collaboration, and training services to our community partners so they can contribute to community safety by participating in the prevention and response to juvenile delinquency.

#### Key Performance Measures

		FY 16-17 Actual	FY 17-18 Target	FY 17-18 Projected Performance	FY 18-19 Target
Result	98% of youth ages 10-17 in Clackamas County do not become involved in the juvenile justice system				98.00%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

For help with shared services, see AOC Shared State-County Services page on intranet

If grant funding, include length of grant and any match requirement (w/funding source)

Explanation      **Mandated Services:** ORS 419A.015 Reports to school administrators concerning youth offenders on probation.  
**Shared Services** with the State as listed on Association of Counties chart.



Administration Line of Business

Community Engagement & Collaboration Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	185,407	185,407	121,802	(63,605)	-34.3%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	23,128	22,092	14,345	(8,783)	-38.0%
State Grants & Revenues	-	-	122,052	95,316	89,360	(32,692)	-26.8%
Local Grants & Revenues	-	-	10,869	10,869	7,328	(3,541)	-32.6%
Charges for Service	-	-	27,078	27,078	15,233	(11,845)	-43.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	254	255	191	(63)	-24.8%
Interfund Transfers	-	-	580,179	580,179	451,795	(128,384)	-22.1%
<b>Operating Revenue</b>	-	-	763,560	735,789	578,252	(185,308)	-24.3%
<b>Total Rev - Including Beginning Bal</b>	-	-	948,967	921,196	700,054	(248,913)	-26.2%
Personnel Services	-	-	490,631	417,040	375,514	(115,117)	-23.5%
Materials & Services	-	-	400,366	294,692	283,295	(117,071)	-29.2%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	47,061	47,061	33,063	(13,998)	-29.7%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	938,058	758,793	691,872	(246,186)	-26.2%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	10,909	-	8,182	(2,727)	-25.0%
<b>Total Exp - Including Special Categories</b>	-	-	948,967	758,793	700,054	(248,913)	-26.2%
<b>General Fund Support (if applicable)</b>	0	0	527,179	527,179	274,293	(252,886)	-48.0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	4.00	4.00	3.00	-1.00	-25.0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	4.00	3.00	3.00	0.00	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	1.00	0.00	0.00	0%

Significant Issues and Changes

1 FTE moved to Custody Services Program for Youth and Family Engagement Program.



# **Emergency Communications**

**(Clackamas County 911)**

**Anna Pendergrass, Interim Director**

**2200 Kaen Road  
Oregon City, Oregon 97045  
503-655-8370**

Website Address: <http://clackamas911.org/>



# Department of Communications (9-1-1)

## Department Mission

Provide emergency and non-emergency call response, information and dispatch services to the citizens and agencies we serve so they can have reliable 24/7 access to information and critical life safety services.

### Department of Communications (CCOM 9-1-1)

Anna Pendergrass, Interim Director

FTE 48

Total Request \$ 9,678,054

General Fund Support \$ -

<b>Operations</b> Mark Spross Total Request \$6,997,310 Gen Fund \$ -	<b>Tech Services</b> Cheryl Bledsoe Total Request \$2,172,123 Gen Fund \$ -	<b>Administration</b> Anna Pendergrass Total Request \$508,621 Gen Fund \$ -
<b>Call Taking</b>  FTE 2 Total Request \$307,622 Gen Fund \$ -	<b>911 Tech Services</b>  FTE 5 Total Request \$2,172,123 Gen Fund \$ -	<b>C-COM Administration</b>  FTE 2 Total Request \$508,621 Gen Fund \$ -
<b>Dispatch</b>  FTE 37 Total Request \$6,288,088 Gen Fund \$ -		
<b>Training &amp; Quality Assurance</b>  FTE 2 Total Request \$401,600 Gen Fund \$ -		



Department of Communications (CCOM)

Department Budget Summary by Fund

<i>Line of Business</i>	FY 18/19	FY 18/19	FY 18/19	FY 18/19
<i>Program</i>	FTE	Emergency Communications Fund	Total Adopted Budget	General Fund Subsidy Included in Adopted Budget**
Operations				
Call Taking	2.00	307,622	307,622	
Dispatch	37.00	6,288,088	6,288,088	
Training & Quality Assurance	2.00	401,600	401,600	
Technical Services			-	
911 Tech Services	5.00	2,172,123	2,172,123	
Administration				
Administration	2.00	508,621	508,621	
<b>TOTAL</b>	<b>48.00</b>	<b>9,678,054</b>	<b>9,678,054</b>	<b>0</b>
<b>FY 17/18 Budget</b>	47.00	8,723,048	8,723,048	
<b>\$ Increase (Decrease)</b>	1.00	955,006	-	
<b>% Increase (Decrease)</b>	2.13%	10.95%		

\*\* General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax  
 Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants



# Operations Line of Business

## Line of Business Purpose Statement

The purpose of the Operations line of business is to provide emergency and non-emergency call taking and dispatch support along with training and quality assurance to Citizens, Public Safety Agencies, Government organizations and CCOM Employees to they can access, respond with and deliver public safety services.

### Department of Communications (CCOM 9-1-1)

Anna Pendergrass, Interim Director

FTE 48

\$ 9,678,054

General Fund Support \$ -

#### Operations

Mark Spross

FTE 41

Total Request

\$6,997,310

Gen Fund \$ -

#### Call Taking

FTE 2

Total Request

\$307,622

Gen Fund \$ -

#### Dispatch

FTE 37

Total Request

\$6,288,088

Gen Fund \$ -

#### Training & Quality

FTE 2

Total Request

\$401,600

Gen Fund \$ -



## Operations Line of Business

### Call Taking Program

#### Performance Narrative Statement

The purpose of the Call Taking program is to provide professional call processing and referral services to the public, businesses and government agencies so they can have expedited and efficient access to public safety for non-emergency, emergency and life-critical events.

#### Key Performance Measures

				Actual 17-18	FY 18-19 Target
Result	95% 911 calls answered in 10 seconds or less (with filter and without filter reported)				95%
Output	# In-Bound Calls				264,000



Operations Line of Business

Call Taking Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	52,892	52,892	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	80,486	80,486	0%
Local Grants & Revenues	-	-	-	-	5,621	5,621	0%
Charges for Service	-	-	-	-	167,594	167,594	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	1,029	1,029	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	-	-	254,730	254,730	0%
<b>Total Rev - Including Beginning Bal</b>	-	-	-	-	307,622	307,622	0%
Personnel Services	-	-	-	-	248,856	248,856	0%
Materials & Services	-	-	-	-	14,816	14,816	0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	15,100	15,100	0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	-	-	278,772	278,772	0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	20,516	20,516	0%
Contingency	-	-	-	-	8,333	8,333	0%
<b>Total Exp - Including Special Categories</b>	-	-	-	-	307,621	307,621	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	2.00	2.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes



# Operations Line of Business

## Dispatch Program

### Performance Narrative Statement

The purpose of the Dispatch program is to provide call detail information, administrative call support and life safety tracking services to Public Safety Agencies to they can respond to non-emergency, emergency and life-critical events.

#### Key Performance Measures

				Actual 17-18	FY 18-19 Target
Result	90% Priority I (Fire & EMS) calls dispatched in 64 seconds				90%
Result	90% Priority I & II (Law) calls dispatched in 105 seconds or less				90%
Output	# total Calls for Service dispatched (Fire & EMS)				34,800



Operations Line of Business

Dispatch Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	978,500	978,500	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	1,489,028	1,489,028	0%
Local Grants & Revenues	-	-	-	-	103,995	103,995	0%
Charges for Service	-	-	-	-	3,697,525	3,697,525	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	19,040	19,040	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	-	-	5,309,588	5,309,588	0%
<b>Total Rev - Including Beginning Bal</b>	-	-	-	-	6,288,088	6,288,088	0%
Personnel Services	-	-	-	-	5,200,922	5,200,922	0%
Materials & Services	-	-	-	-	274,096	274,096	0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	279,357	279,357	0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	-	-	5,754,375	5,754,375	0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	379,546	379,546	0%
Contingency	-	-	-	-	154,167	154,167	0%
<b>Total Exp - Including Special Categories</b>	-	-	-	-	6,288,088	6,288,088	0%
<b>General Fund Support (if applicable)</b>	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	37.00	37.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes



# Operations Line of Business

## Training & Quality Assurance Program

### Performance Narrative Statement

The purpose of the Training and Quality Assurance program is to provide innovative industry best practice training and quality assurance services to CCOM Employees so they can meet and exceed state and industry certification requirements, understand current and emerging trends and technology, and provide helpful and accurate services.

### Key Performance Measures

					FY 18-19 Target
Result	% call handling compliance (telephone and dispatch) (Strategic Result #3) – TBD determined on establishment of baseline				N/A
Result	% trainees who reach full certification				N/A
Output	# Quality Assurance reviews conducted				N/A



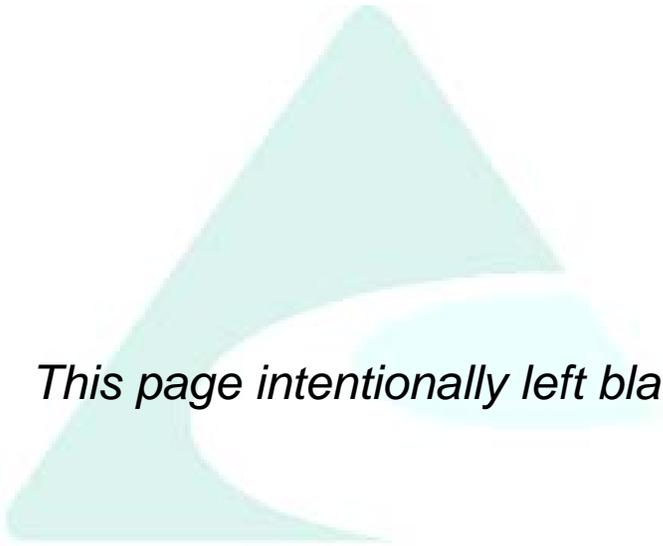
Operations Line of Business

Training & Quality Assurance Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	52,892	52,892	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	80,486	80,486	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	5,621	5,621	0%
Charges for Service	-	-	-	-	261,572	261,572	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	1,029	1,029	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	-	-	348,708	348,708	0%
<b>Total Rev - Including Beginning Bal</b>	-	-	-	-	401,600	401,600	0%
Personnel Services	-	-	-	-	342,834	342,834	0%
Materials & Services	-	-	-	-	14,816	14,816	0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	15,100	15,100	0%
Capital Outlay	-	-	-	-	-	-	0%
<b>Operating Expenditure</b>	-	-	-	-	372,750	372,750	0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	20,516	20,516	0%
Contingency	-	-	-	-	8,334	8,334	0%
<b>Total Exp - Including Special Categories</b>	-	-	-	-	401,600	401,600	0%
<b>General Fund Support (if applicable)</b>	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	2.00	2.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# 911 Technical Services Line of Business

## Line of Business Purpose Statement

The purpose of the 911 Tech Services line of business is to provide critical and non-critical systems support, location, statistical and accreditation services to CCOM and User Agencies so they can utilize technology and information to perform their jobs effectively and efficiently.

### Department of Communications (CCOM 9-1-1)

Anna Pendergrass, Interim Director

FTE 48

Total Request \$ 9,678,054

General Fund Support \$ -

<b>Tech Services</b>	
Cheryl Bledsoe	
FTE 5	
Total Request	
\$2,172,123	
Gen Fund	\$ -

<b>9-1-1 Tech Services</b>	
FTE 5	
Total Request	
\$2,172,123	
Gen Fund	\$ -



## Tech Services Line of Business

### 9-1-1 Tech Services Program

#### Performance Narrative Statement

The purpose of the 911 Tech Services line of business is to provide critical and non-critical systems support, location, statistical and accreditation services to CCOM and User Agencies so they can utilize technology and information to perform their jobs effectively and efficiently.

		Key Performance Measures			
				Actual 17-18	FY 18-19 Target
Result	% CCOM service requests that are successfully resolved				N/A
Output	# technical responses provided				N/A
Demand	# statistical reports requested				N/A



Technical Services Line of Business

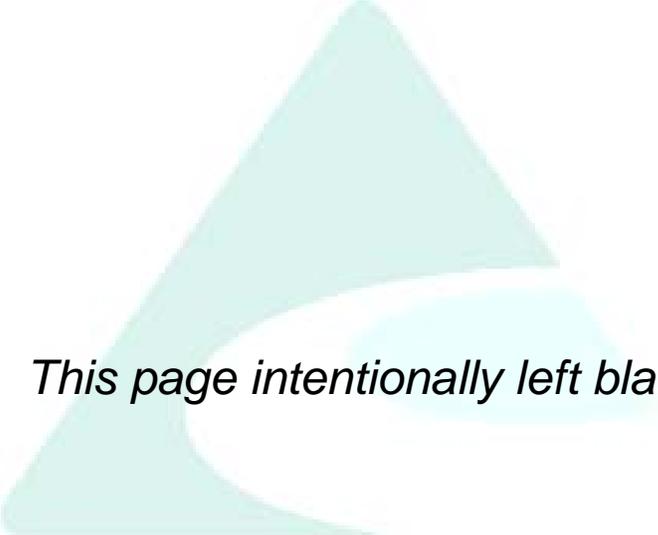
9-1-1 Tech Services Program

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	132,230	132,230	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	850,000	850,000	0%
State Grants & Revenues	-	-	-	-	36,360	36,360	0%
Local Grants & Revenues	-	-	-	-	14,053	14,053	0%
Charges for Service	-	-	-	-	1,136,907	1,136,907	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	2,573	2,573	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	-	-	2,039,893	2,039,893	0%
<b>Total Rev - Including Beginning Bal</b>	-	-	-	-	2,172,123	2,172,123	0%
Personnel Services	-	-	-	-	825,829	825,829	0%
Materials & Services	-	-	-	-	37,040	37,040	0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	37,751	37,751	0%
Capital Outlay	-	-	-	-	10,000	10,000	0%
<b>Operating Expenditure</b>	-	-	-	-	910,620	910,620	0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	1,189,380	1,189,380	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	51,290	51,290	0%
Contingency	-	-	-	-	20,833	20,833	0%
<b>Total Exp - Including Special Categories</b>	-	-	-	-	2,172,123	2,172,123	0%
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	5.00	5.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes

The Technical Services budget shows \$850,000 in the Federal Grants & Revenues line. This is representative of the UASI Grant that is a Regional Pass Through account.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



# Administration Line of Business

## Line of Business Purpose Statement

The purpose of the Administration Line of Business is to provide leadership, planning, organization, decision making, training and support services for the Department of Assessment & Taxation programs and to provide information resources to the Board of County Commissioners, County Departments, other agencies, taxing districts and the public so they receive a high quality customer experience.

### Department of Communications (CCOM 9-1-1)

Anna Pendergrass, Interim Director

FTE 48

Total Request \$ 9,678,054

General Fund Support \$ -

#### Administration

Anna Pendergrass

FTE 2

Total Request

\$508,621

Gen Fund \$ -

#### CCOM Administration

FTE 2.0

Total Request

\$508,621

Gen Fund \$ -



## Administration Line of Business

### CCOM Administration

#### Performance Narrative Statement

The purpose of the CCOM Administration line of business is to provide leadership, administrations and strategic direction services to employees so they can be supported, be equipped to fulfill their individual roles and deliver services in an effective and efficient manner.

#### Key Performance Measures

				Actual 17-18	FY 17-18 Target
Result	95% authorized positions filled				95%
Result	90% employee performance evaluations conducted within XX months of anniversary date				90%
Output	# Recruits				10
Output	# Trainees				7



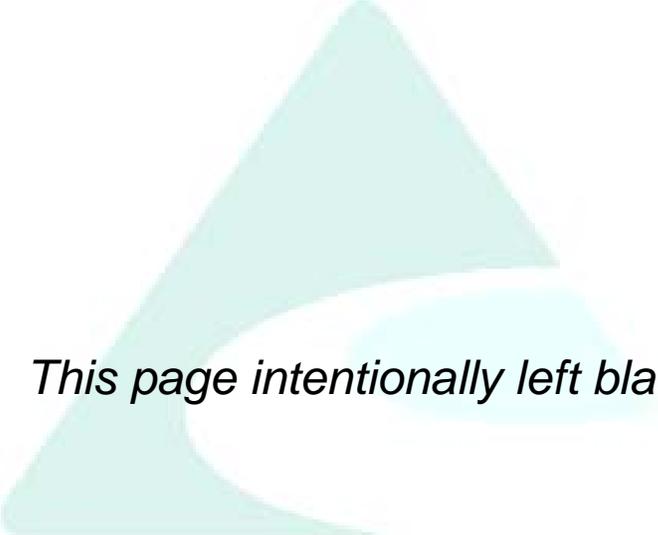
Administration Line of Business

CCOM Administration

Budget Summary

	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Amended Budget	FY 17-18 Projected Year End	FY 18-19 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
<b>Beginning Balance</b>	-	-	-	-	52,892	52,892	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	5,621	5,621	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	449,079	449,079	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	1,029	1,029	0%
Interfund Transfers	-	-	-	-	-	-	0%
<b>Operating Revenue</b>	-	-	-	-	455,729	455,729	0%
<b>Total Rev - Including Beginning Bal</b>	-	-	-	-	508,621	508,621	0%
Personnel Services	-	-	-	-	439,855	439,855	0%
Materials & Services	-	-	-	-	14,816	14,816	0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	15,100	15,100	0%
Capital Outlay	-	-	-	-	10,000	10,000	0%
<b>Operating Expenditure</b>	-	-	-	-	479,771	479,771	0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	20,516	20,516	0%
Contingency	-	-	-	-	8,334	8,334	0%
<b>Total Exp - Including Special Categories</b>	-	-	-	-	508,621	508,621	0%
<b>General Fund Support (if applicable)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		-	<b>0%</b>
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	2.00	2.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-			

Significant Issues and Changes



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



## **Treasurer**

**Shari Anderson, County Treasurer**

**2051 Kaen Road**

**# 430**

**Oregon City, Oregon 97045**

**503-742-5990**

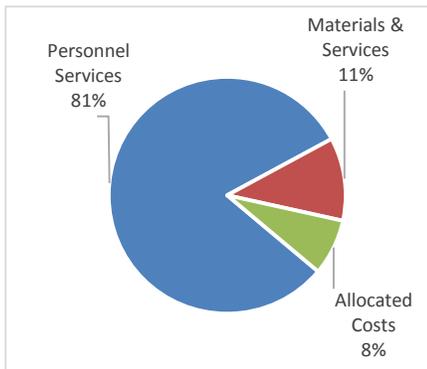
Website Address: <http://www.clackamas.us/treasurer/>



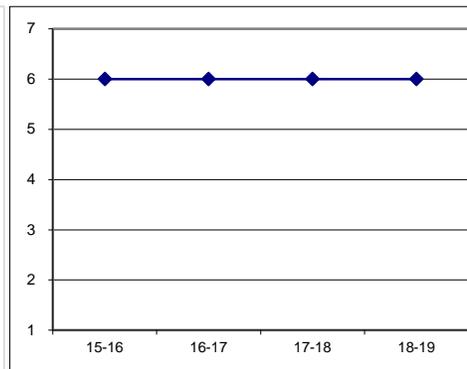
Summary of Requirements by Department

**Treasurer's Department**

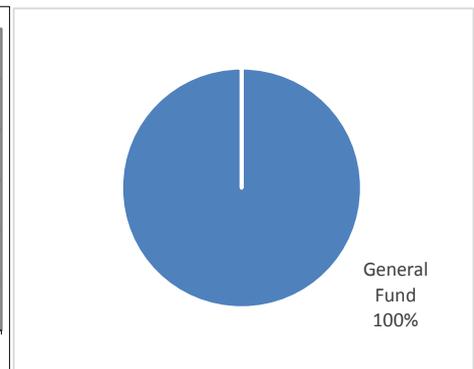
	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Budget
<b>Requirements by Budgetary Category</b>					
Personnel Services	676,555	718,132	772,287	772,287	819,218
Materials & Services	86,518	75,456	116,326	116,317	114,581
Allocated Costs	52,795	56,909	82,753	82,753	77,449
<b>Subtotal Current Expenditures</b>	<b>815,868</b>	<b>850,497</b>	<b>971,366</b>	<b>971,357</b>	<b>1,011,248</b>
Reserves	-	-	-	-	-
Contingency	-	-	-	-	-
Ending Fund Balance(s)	-	-	-	-	-
<b>Total Requirements by Category</b>	<b>815,868</b>	<b>850,497</b>	<b>971,366</b>	<b>971,357</b>	<b>1,011,248</b>
<b>Requirements by Fund</b>					
General Fund - County Treasurer	815,868	850,497	971,366	971,357	1,011,248
<b>Total Requirements by Fund</b>	<b>815,868</b>	<b>850,497</b>	<b>971,366</b>	<b>971,357</b>	<b>1,011,248</b>
<b>Budgeted Full-Time Equivalents</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>



2018-19 Requirements by Category



Full-Time Equivalents



2018-19 Requirements by Fund

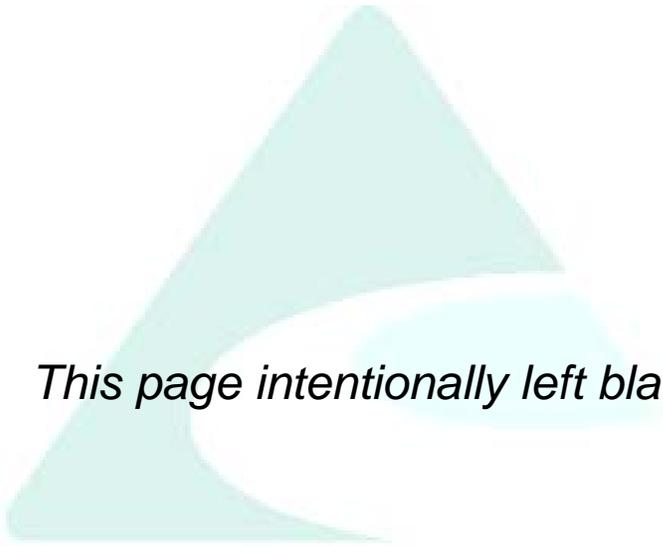


[Department Mission/Purpose](#)

The Mission of the Treasurer's office is to actively invest, account for, manage, distribute and safeguard the County's cash assets.

[General Overview](#)

The Clackamas County Treasurer is the Chief Investment Officer for the County. The Treasurer's office has responsibility for all the cash management and investment activities of the County including reconciliation functions for 11 County bank accounts; distribution of tax revenue to over 100 different taxing authorities in Clackamas County; all Clackamas County investment purchases and sales; maintenance of all banking and investment custody agreements; maintenance of approximately 50 County and public trust accounts; County debt service payments and arbitrage calculations. The Treasurer is also the appointed Internal Audit Director, and has responsibility for managing the internal audit function in Clackamas County.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



## **Sheriff**

**Craig Roberts, Sheriff**

**9101 SE Sunnybrook Blvd  
Clackamas, Oregon 97015  
503-785-5000**

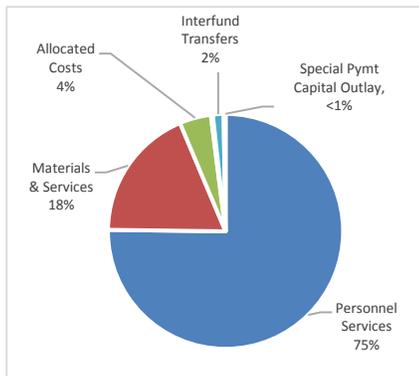
Website Address: <http://www.clackamas.us/sheriff/>



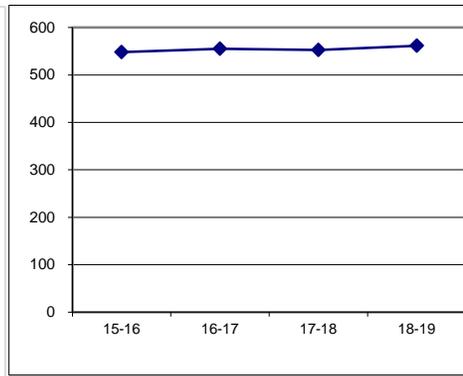
Summary of Requirements by Department

Sheriff's Department

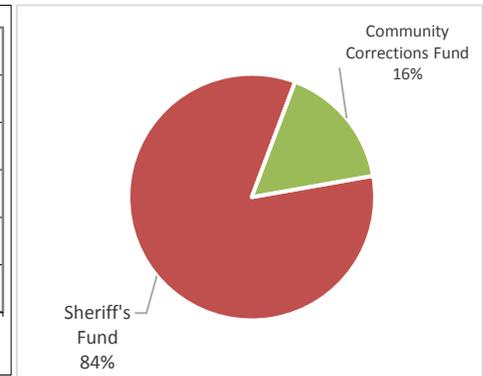
	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Budget
<b>Requirements by Budgetary Category</b>					
Personnel Services	73,014,200	73,876,890	83,485,782	77,170,539	83,592,362
Materials & Services	17,538,345	18,800,854	21,660,893	19,521,201	20,520,902
Allocated Costs	3,989,848	4,387,996	4,797,981	4,797,981	4,815,515
Capital Outlay	420,097	252,227	980,412	693,397	304,500
<b>Subtotal Current Expenditures</b>	<b>94,962,490</b>	<b>97,317,967</b>	<b>110,925,068</b>	<b>102,183,118</b>	<b>109,233,279</b>
Special Payments	174,099	174,520	350,579	224,844	290,579
Interfund Transfers	1,511,184	1,212,520	2,441,837	2,441,837	1,631,731
Contingency	-	-	-	-	-
Ending Fund Balance(s)	5,398,363	7,274,646	-	6,464,115	-
<b>Total Requirements by Category</b>	<b>102,046,136</b>	<b>105,979,653</b>	<b>113,717,484</b>	<b>111,313,914</b>	<b>111,155,589</b>
<b>Requirements by Fund</b>					
Public Safety Local Option Levy Fund	11,235,569	11,254,521	516,672	516,672	
Sheriff's Fund	73,598,980	76,743,216	94,342,510	92,083,990	92,817,746
Community Corrections Fund	17,211,587	17,981,916	18,858,302	18,713,252	18,337,843
<b>Total Requirements by Fund</b>	<b>102,046,136</b>	<b>105,979,653</b>	<b>113,717,484</b>	<b>111,313,914</b>	<b>111,155,589</b>
<b>Budgeted Full-Time Equivalents</b>	<b>548.00</b>	<b>555.35</b>	<b>552.60</b>	<b>552.60</b>	<b>561.35</b>



2018-19 Requirements by Category



Full-Time Equivalents



2018-19 Requirements by Fund



#### Department Mission/Purpose

##### **Sheriff**

All members of the Clackamas County Sheriff's Office (CCSO) improve livability by upholding the law, preventing crime, and promoting safety while serving as innovative leaders in partnership with our community.

The mission of the Clackamas County Sheriff's Office is: To preserve life, uphold the law, prevent crime, hold offenders accountable, and promote safety while finding innovative solutions and building partnerships with the community. CCSO fulfills its mission through teamwork and partnerships, as reflected in our motto: "Working Together to Make a Difference."

##### **Community Corrections**

The mission of Clackamas County Community Corrections is to provide supervision, resources, interventions, treatment and victim services to justice involved individuals and crime victims so they can experience and contribute to a safe community

#### General Overview

##### **Sheriff**

Among the law enforcement programs in the Sheriff's Office are Administration, Support Services, Investigations, Civil, Patrol and the Jail. Administration provides leadership and oversight to all divisions in order to ensure that the residents of Clackamas County receive efficient and effective law enforcement services. Support Services has responsibility for hiring all positions in the Sheriff's Office, as well as, training all staff not working in the Jail. In addition, the Records Division, which handles criminal reports, warrants and protective orders falls under Support Services as does Information Technology, Concealed Handgun Licensing and the Public Safety Training Center. The Investigations Division is responsible for responding to and investigating major criminal incidents, as well as processing any evidence relating to those crimes. The Civil Division is responsible for courthouse security and civil process. The Patrol Division is the first line of defense on crimes against the citizens of Clackamas County. In addition to uniformed patrol officers, it includes units that specialize in marine, dive, canine, search and rescue and school resource needs. The Patrol Division provides services that contribute to the preservation of life, protection of property, preservation of community health and safety and general public assistance. The Jail Division provides secure custody and program services for all adult offenders who have been lodged in jail. It strives to keep all citizens of the community safe and positively impact those who are held or who must serve sentences in the County facility.

In November 2016, the voters of Clackamas County, once again, renewed the five-year, \$51.79 million Public Safety Local Option Levy. The Levy was last renewed by voters in November 2011. Levy revenue funds the 30 sworn staff required to keep 84 jail beds open. These jail beds originally closed in 2002 for lack of funding. The Levy also provides for 18 patrol positions and funds 11 staff members who provide additional enforcement to combat drug-related crimes.

In keeping with the Board of Commissioners' goal of enhancing the effectiveness of all public safety related services, the Sheriff's Office has developed the goals and performance measures that are summarized in document that follows.

##### **Community Corrections**

Community Corrections has five major programs that have the shared purpose of providing justice involved individuals their best opportunity for successful, pro-social reintegration into the community, accountability for their offense while contributing to and remaining in their local community. Additionally, Community Corrections provides support to victims of crime so that they can make informed choices, recover, and feel safer.

*Residential Treatment & Counseling* provides pro-social guidance, treatment, employment & housing services to our clients. This program operates two facilities, the 80 bed Community Corrections Center and the 34 bed Women's Correction Center with the goal to reduce recidivism by providing structure and support that guide community transition for adult offenders. The programs offered target criminogenic risk factors by using evidence based practices and validated cognitive programs. Staff employ strategies to encourage offenders to change negative behavior and thinking patterns with programs such as Corrections Substance Abuse Program (CSAP).

*Transitional Resource Program* provides pre-release, assessment, referral and stabilization services. The Transition Center is a new collaboration with multiple agencies to address the needs of people releasing from jail. The goal is to provide early intervention and reduce the revolving door of clients serving time in the county jail. Services include job search assistance, substance abuse monitoring, treatment services, transitional housing, and cognitive learning groups.

*Community Service Program* provides a cost effective workforce and safe, pro-social sentencing alternative to local community partners. The Community Service Work Crew Program provides a framework through which sentenced and/or sanctioned offenders perform general labor for non-profit agencies and for contract projects through the Department of Transportation, Parks Department, cities and other agencies located in Clackamas County. The program is designed to have offenders provide services to communities and targeted projects that are in keeping with the public expectation that offenders work and give back to the community they have victimized.

*Parole & Probation Supervision Program* provides assessment and case planning, counseling, intervention, and accountability services with the goal to enhance public safety and reduce recidivism by employing evidence based practices to motivate offender change. This is accomplished through offender supervision and services. Active supervision includes meeting offenders in the office, conducting home visits and contacts in the community and providing case management. Outcomes are tied to those required of counties by the Oregon Department of Corrections in the Community Corrections Intergovernmental Agreement.

*Pretrial Supervision Program* provides services to reduce forced jail releases, maximize appropriate jail releases, maximize court appearances, and maximize public safety. Pretrial supervision ensures increased accountability of released defendants in the community with risk-based supervision of pretrial conditions and ensuring that offenders who need to stay in custody remain

*Victim Service Program* provides outreach, support, safety planning, advocacy, and victim notification services to survivors and victims of crime focusing on providing direct services to crime victims who reside in Clackamas County, regardless of where their offender is supervised. The services are designed to meet crime victims' needs for protection, notification and restoration.

In keeping with the Board of Commissioners' goal of enhancing the effectiveness of all public safety related services, and Performance Clackamas, Community Corrections is presenting the following goals previously developed. The following are the Community Corrections strategic results developed in the Managing for Results process, and targeted goal.

**Clackamas County Sheriff's Office Strategic Plan  
Fiscal Year 2018-19**

**Countywide Area of Focus: Keep Our Residents Safe, Healthy and Secure**

**DEPARTMENT GOAL 1: IMPROVE LIVABILITY FOR THE CITIZENS OF CLACKAMAS COUNTY**

		<b>Actual FY15-16</b>	<b>Actual FY16-17</b>	<b>Estimated FY17-18</b>	<b>Projected FY18-19</b>
<b>Activity to Further Goal</b>	Continue to fund and provide leadership to the Clackamas County Inter-Agency Taskforce targeting drug trafficking organizations. Continue support of the Neighborhood Livability Project where deputies, employees and community partners collaboratively develop means to streamline the process of cleaning-up nuisance houses; reducing the process from months to weeks				
<b>Performance Measure</b>	By 2018, the property crime rate will be less than 2,400 per 100,000 persons	2,208	2,121	2,030	2,015
<b>Activity to Further Goal</b>	Continue to provide support and services to survivors of domestic violence, sexual assault and vulnerable adult abuse at A Safe Place Family Justice Center. Enforce the legislation whereby a law enforcement officer may immediately issue a Temporary Restraining Order. In partnership with local Chiefs of Police, continue to fund a Sexual Assault Response Coordinator				
<b>Performance Measure</b>	By 2019, the violent crime rate will be less than 95 per 100,000 persons per year	80	80	77	76

**DEPARTMENT GOAL 2: HOLD OFFENDERS ACCOUNTABLE FOR COURT APPEARANCES AND COMPLIANCE WITH RELEASE CONDITIONS**

		<b>Actual FY15-16</b>	<b>Actual FY16-17</b>	<b>Estimated FY17-18</b>	<b>Projected FY18-19</b>
<b>Activity to Further Goal</b>	Develop a system for service and tracking of arrest warrants through sweeps and daily assignments				
<b>Performance Measure</b>	Reduce the number of outstanding warrants per year over the next three years	8,594	8,697	9,380	9,771

**DEPARTMENT GOAL 3: REDUCE THE NUMBER OF INMATES FORCE RELEASED INTO THE COMMUNITY**

		<b>Actual FY15-16</b>	<b>Actual FY16-17</b>	<b>Estimated FY17-18</b>	<b>Projected FY18-19</b>
<b>Activity to Further Goal</b>	Continue use of video court to adjudicate offenders in a timely manner, creating more bed space for violent offenders. Provide transition services to inmates released from the jail who are not on formal supervision. Develop and implement a pretrial system to assist the judiciary in the release of the appropriate detainee at arraignment				
<b>Performance Measure</b>	Reduce forced releases by 2 percent per year	2,866	2,807	1,851	1,814

Department: Community Corrections		Actual	Actual	Estimated	Projected
Strategic Plan: Fiscal Year 18-19		15-16	16-17	17-18	18-19
Countywide Area of Focus:	<b>Keep our residents safe, healthy and secure</b>				
<b>Department Goal 1:</b>	<b>Reduce recidivism as evidenced by how often clients re-offend by holding offenders accountable.</b>				
Activity to Further Goal:	Utilize evidence based practices, including validated risk tools, to address criminogenic risk factors.				
Performance Measure:	Reduce recidivism as measured by felony probations, tracking for 3 years from initial admission at intake.	23.00%	27.00%	25.00%	25.00%
<b>Department Goal 2:</b>	<b>Assist offenders to change by helping them achieve lifestyle changes that discourage their prior behavior.</b>				
Activity to Further Goal:	Work with clients to help them find jobs and participate in treatment programs while they are on supervision.				
Performance Measure:	Increase employment rates for offenders on supervision.	79.18%	57.53%	57.36%	60.00%
Performance Measure:	Increase rate of participation in treatment programs for offenders on supervision	30.53%	62.00%	65.00%	65.00%
<b>Department Goal 3:</b>	<b>Provide cost-effective, pro-social sentencing alternative to justice involved individuals so they can be accountable for their offense while contributing to &amp; remaining in their local community.</b>				
Performance Measure:	Increase the number of community service hours completed by offenders.	58.60%	63.40%	63.00%	63.00%
<b>Department Goal 4:</b>	<b>Provide Transition Housing and Services to assist offenders from going to or returning to prison.</b>				
Activity to Further Goal:	Provide housing, mentoring and substance abuse treatment.				
Performance Measure:	Parole Officer and Mentor will conduct a Reach-in to offenders prior to release from prison.	71.00%	71.00%	92.25%	95.00%
Performance Measure:	Provide housing and mentoring at Residential Services or a Bridges to Change location. Successful completions.	65.80%	64.16%	69.42%	70.00%
Performance Measure:	Men's Corrections Substance Abuse Program - successful completions.	66.07%	45.70%	42.90%	60.00%
Performance Measure:	Women's Corrections Substance Abuse Program - successful completions.	73.58%	55.00%	87.50%	70.00%



## **District Attorney**

**John S. Foote, District Attorney**

**807 Main Street  
Oregon City, Oregon 97045  
503-655-8431**

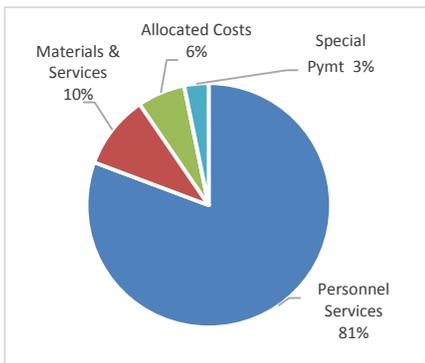
Website Address: <http://www.clackamas.us/da/>



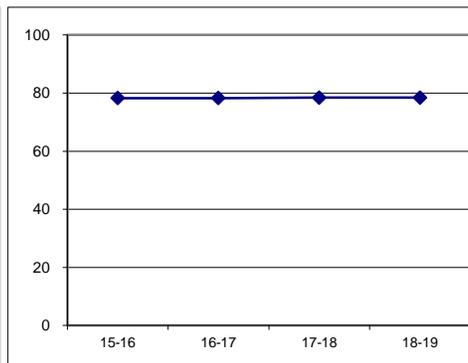
Summary of Requirements by Department

**District Attorney's Department**

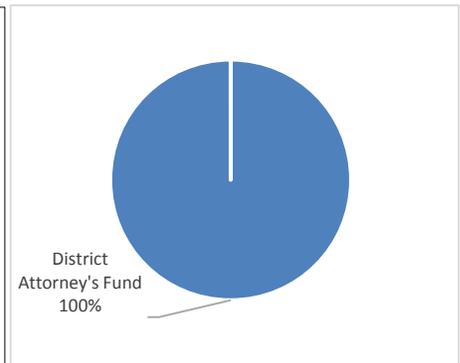
	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Budget
<b>Requirements by Budgetary Category</b>					
Personnel Services	9,082,739	9,466,949	10,691,707	10,155,909	11,007,354
Materials & Services	1,421,109	1,587,842	1,933,572	1,395,103	1,329,698
Allocated Costs	736,887	828,508	867,146	867,146	860,990
Capital Outlay	5,619	-	-	-	-
<b>Subtotal Current Expenditures</b>	<b>11,246,354</b>	<b>11,883,299</b>	<b>13,492,425</b>	<b>12,418,158</b>	<b>13,198,042</b>
Special Payments	-	-	440,000	440,000	440,000
Ending Fund Balance(s)	914,251	844,502	-	833,982	-
<b>Total Requirements by Category</b>	<b>12,160,605</b>	<b>12,727,801</b>	<b>13,932,425</b>	<b>13,692,140</b>	<b>13,638,042</b>
<b>Requirements by Fund</b>					
District Attorney's Fund	12,160,605	12,727,801	13,932,425	13,692,140	13,638,042
<b>Total Requirements by Fund</b>	<b>12,160,605</b>	<b>12,727,801</b>	<b>13,932,425</b>	<b>13,692,140</b>	<b>13,638,042</b>
<b>Budgeted Full-Time Equivalents</b>	<b>78.30</b>	<b>78.30</b>	<b>78.45</b>	<b>78.45</b>	<b>78.45</b>



2018-19 Requirements by Category



Full-Time Equivalents



2018-19 Requirements by Fund



### Department Mission/Purpose

Prosecution services are a cornerstone of any effective public safety system. The District Attorney's Office ("DA's Office") is committed to a fair and impartial administration of justice. We work diligently to protect children, vulnerable adults, and victims of crime by pursuing justice in their cases; including - seeking appropriate sanctions for offenders who engage in criminal activity.

The DA's Office operates under these guiding principles:

- To enforce the Rule of Law by providing fair, equitable, and unbiased prosecution services.
- To be responsive to the needs of our community by proactively working to resolve emerging crime issues through outreach and education.
- To provide effective services to victims of crime by educating them on their constitutional and statutory rights, providing compassionate guidance and support through legal processes, and communicating case outcomes.
- To be responsive to law enforcement partners by being flexible in addressing emerging trends in criminal activity and providing expert legal advice and guidance.
- To find ways at both the adult and juvenile levels to provide education and access to community services and/or programs that are aimed to reduce reentry into the criminal justice system.
- To provide the highest quality, most cost effective child support services.
- Honor diversity in all its forms.

### General Overview of Programs

The DA's Office reviews and prosecutes criminal cases referred by the sheriff's office, city police agencies within the county, and many other agencies throughout the state. It also represents the State of Oregon in cases of juvenile dependency, delinquency, and on matters related to child support.

The DA's Office is lead by the elected District Attorney, who employs 31 deputies and seven to eight law clerks who work in trial teams broken out by crime and/or crime type: Felony-Person, Felony-Property, Misdemeanor, Domestic Violence and Vulnerable Victims, Community Prosecution, Juvenile Dependency and Delinquency, and Family Support Enforcement.

The Deputy District Attorneys are supported by teams of investigators, victim advocates, paraprofessionals, and operations management.

- **Investigators** - Lead the County's Inter-Agency Major Crimes Team, conduct background checks for DA Office employment consideration, assist other law enforcement agencies with investigations, serves legal documents, and is a resource for county law enforcement agencies, and the office.
- **Victim Advocates** – Assists victims of crime with crisis response, advocacy, court preparation and accompaniment, referrals to services, and assistance with obtaining restitution orders from the court.
- **Paraprofessionals** - Perform clerical and specialized tasks that requires knowledge of law office procedure, legal technology, terminology, and specialized, team specific skill, and knowledge that help support the lawyers.
- **Operations Management** - The operations management team which includes the Elected and Chief Deputy district attorneys, sets office policy and provides leadership, coordination, resource allocation, and direction for the Office. It also sets policy and provides direction related to work with local law enforcement, social service agencies, local businesses, and the public. Operations management includes:

- *Controls and Compliance* - Provides office management functions, sets office policy, and ensures compliance with rules and laws.
- *Human Resources* – Provides internal services for recruitment, payroll, the HR and payroll modules in PeopleSoft & Workforce, and benefits administration.
- *Information Technology* – Supports desktop computer systems, software applications, and servers; maintains the Document Management System and the Juvenile/Adult Prosecutor by Karpel (“PbK”) case management systems; and provides reports and data sets to management.
- *Finance* – Provides internal services on all accounts payable/receivable, general ledger, travel and training arrangements, fiscal reporting, budget preparation, grant reporting/monitoring, purchasing, and contracts.
- *Records/Discovery* – Fulfills the Office’s statutory responsibility to provide case specific discovery documents and provides file storage and retrieval for the entire office.

The DA’s Office works collaboratively with other agency partners to affect positive change by looking at and developing new, innovative programs, best practices, and technological advancements that reduce and/or prevent crime.

Alternative solution programs such as the Domestic Violence Deferred Sentencing Program, Mental Health Court, DUII, Restitution, Attendance Court, Community Court, and Adult and Juvenile Drug Courts are all examples of programs that the DA’s Office actively participates in and/or created. Other examples of our work with partner agencies in an effort to affect positive change include – other specialty courts, diversion programs, and the Neighborhood Livability Project.

The DA’s Office is a member of many state and regional law enforcement task forces. Examples include - a multi-jurisdictional investigation and prosecution unit known as the Clackamas County Interagency Task Force (“CCITF”), the High-Intensity Drug Task Force (“HIDTA”), Multi-Disciplinary Child Abuse Team (“MDT”), and Local Public Safety Coordinating Council (“LPSCC”).

The DA’s Office is committed to ensuring our communities are a safe place to live and work. Reducing and/or preventing crime is a topic of regular discussion. Management leverages data & analytics from various sources, including its own case management system to assist with making informed decisions for resource allocation. This helps guide the DA’s Office to invest resources responsibly, and in programs that are likely to achieve its goals.

As with recent years past, our community continues to experience an increase in criminal activity - the number of property crimes, drug manufacturing and distribution all have increased. The DA’s Office continues to do its job of holding the most dangerous offenders accountable while using resources as efficiently and effectively as possible. We have made operational changes internally to increase our capacity to absorb the increase in volume due to the increase in criminal activity. As one of the largest DA’s Office’s in the State of Oregon, representing Oregon’s third most populous county, we are eager to partner with public safety officials to enact public safety policies and laws which increase efficiency and effectiveness system-wide.

Here are some highlights from FY 2017:

- The office reviewed over 9,770 law enforcement reports. Of those, 7,013 turned into criminal cases.
- Victim Advocates assisted 3,981 victims of crime providing them with 20,814 individualized services. Clackamas County’s Victim Assistance Program is known across the State as being a leader in mass fatality support.
- Continuing a history of success, the Child Support Enforcement Division collected just under \$23 million in child support, all of which went to helping households in Clackamas County.

### **Expansion**

- Victims Assistance Program – thanks to expanded financial support from the US Department of Justice - Victims of Crime Act (VOCA) we are able to increase victim advocate staffing by .75 FTE.

Department: District Attorney

Strategic Plan:	Fiscal Year 18-19	Actual 15-16	Actual 16-17	Estimated 17-18	Projected 18-19
<b>Countywide Area of Focus:</b>	<b>Build Public Trust Through Good Government</b>				
<b>Department Goal 1:</b>	<b>Conversion to a "file-less" office:</b>				
Activity to Further	We have dedicated additional resources to increase the				
Goal:	effectiveness of our prosecution efforts by developing and implementing a framework that updates current manual process with a "file-less" solution.				
	<i>This framework also builds the internal ability and capacity for the office to fluidly meet changing business need without interruption to services to support a "continuous improvement" business model.</i>				
Performance Measure:	Removing the reliance on physical files. DDAs will attend court appearances with laptops.			9,770	4,200
Performance Measure:	The number of law enforcement reports transmitted electronically from law enforcement agencies to the DA's Office. FY July - June	9,379	9,770	9,630	10,000
	Achieved! **All law enforcement reports are received electronically.				
Performance Measure:	The number of electronic discovery packets distributed to defense. FY July - June	11,182	12,444	12,447	12,750
	<i>Our internal processes for receiving and producing electronic records (evidence) has been converted from a manual to electronic process. Providing the attorneys with access to the evidence within minutes after it's received.</i>				
<b>Department Goal 2:</b>	<b>To ensure families are receiving Court Ordered child support in the month in which it is due.</b>				
Activity to Further	A focus on working with the parties to establish fair and				
Goal:	equitable Child Support Orders that are consistent with and represent the parties' circumstances to help encourage regular, timely payments.				
	Proactively pursue judicial and administrative enforcement actions as necessary to further encourage compliance.				
Performance Measure:	Collections - Percentage of Current Support Collected. FFY Oct - Sept	80.3%	80.5%	80.3%	82.4%
	Total Current Collections. FFY Oct - Sept	18.9M	19.0M	19.0M	19.7M
	Current and Arrears Collections. FFY Oct - Sept	23.1M	22.9M	22.4M	22.3M
Performance Measure:	Federal Performance Incentives - Federal rewards for operating an effective and efficient child support program. FFY Oct - Sept	\$129,759	\$130,583	\$259,379	\$290,559
Performance Measure:	Cost Effectiveness - For every dollar spent in the Family Support Division, the amount of money that is collected for children and families. FFY Oct - Sept	\$13.23	\$17.05	\$17.20	\$17.35

Department: District Attorney

Strategic Plan:	Fiscal Year 18-19	Actual 15-16	Actual 16-17	Estimated 17-18	Projected 18-19
<b>Countywide Area of Focus:</b>	<b>Ensure safe, healthy and secure communities</b>				
<b>Department Goal 1:</b>	<b>Increase efficiency and effectiveness of the criminal justice system:</b>				
Activity to Further	Continue to allocate staff and resources to case management hearings, early disposition programs, and pre-trial release.				
Goal:					
Performance Measure:	Reduce the percentage of all criminal cases scheduled for trial by resolving cases early at the case management hearings. FY July - June	15%	16%	18%	18%
	<i>Witnesses, victims, and law enforcement are not subpoenaed until a case is scheduled for trial. Therefore, the low percentage of cases actually set for trial saves the state and county money and resources, eliminating preparation and scheduling costs, including law enforcement overtime, as well as court resources which are stretched.</i>				
Performance Measure:	The number of cases resolved in alternative resolution programs.* FY July - June	428	490	842	950
	Community Court	190	194	242	
	Drug Court	60	53	192	
	Mental Health Court	28	94	181	
	Domestic Violence Deferred Sentencing Program	59	84	163	
	DUII Diversion Program	28	26	39	
	Violation Eligible First-Time Offenders	63	39	25	
	Super Early Acceptance of Responsibility (SEAR)			No data yet	
Performance Measure:	Number of court appearances where a warrant has been issued due to defendants failure to appear. FY July - June	5,013	5,485	5,843	<5,843
	<i>The Pre-trial Release program and SEAR new and lacking measurable data. Projection is based on the effectiveness of these programs.</i>				
<b>Department Goal 2:</b>	<b>Protect the constitutional rights of victims:</b>				
Activity to Further	Continue to provide victim(s) "prompt notice" of their constitutional rights as crime victims, which are enumerated in the Oregon constitution. Failure to honor their Constitutional rights can require a case to be completely re-prosecuted.				
Goal:					
Performance Measure:	The percentage of adult criminal cases where the named victim(s) are provided notice of victims' constitutional rights. FY July - June	100%	100%	100%	100%
<b>Department Goal 3:</b>	<b>To provide legal protection for children who have been abused or neglected:</b>				
Activity to Further	To continue to provide legal consultation, support, and courtroom advocacy on all juvenile dependency cases in collaboration with the State Department of Human Services.				
Goal:					
Performance Measure:	The number of juvenile dependency cases consulted (DHS made a policy change and this has resulted in fewer cases starting in 2015-16). FY July - June	217	256	293	340

\*Please note that data entry was corrected at the end of FY 16-17 which has resulted in an increase in specialty court dispositions. While dispositions are generally on the rise, the large jump between FY 16-17 and FY 17-18 can be attributed to this correction.

\*\*The DA's office is working with agency partners on a data integration solution to allow information sharing between systems further streamlining the process of receiving law enforcement reports.

\*\*\*The DA's office has achieved some of the goals listed above and is in the process of pushing forward its file-less initiative which will further streamline internal processes.



## **Justice Court**

**Karen Brisbin, Justice of the Peace**

**11750 SE 82<sup>nd</sup> Ave #D  
Happy Valley, Oregon 97086  
503-794-3800**

Website Address: <http://www.clackamas.us/justice/>

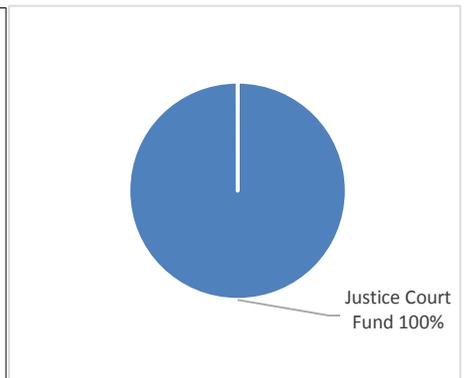
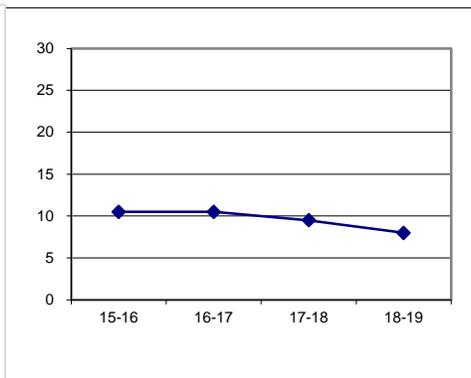
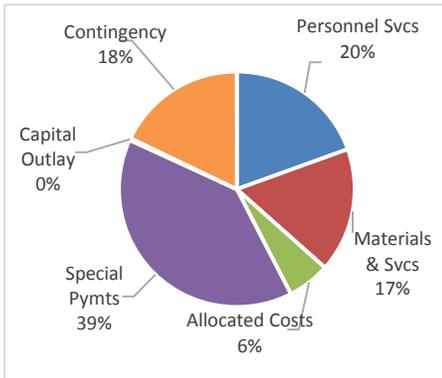


Summary of Requirements by Department

**Justice Court Department**

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Budget
<b>Requirements by Budgetary Category</b>					
Personnel Services	832,265	780,345	909,127	799,541	840,270
Materials & Services	586,287	491,604	586,254	619,536	736,798
Allocated Costs	208,815	246,380	273,074	273,074	252,485
Capital Outlay	-	327,757	145,000	11,995	11,995
<b>Subtotal Current Expenditures</b>	<b>1,627,367</b>	<b>1,846,086</b>	<b>1,913,455</b>	<b>1,704,146</b>	<b>1,841,548</b>
Special Payments	1,243,444	1,097,973	1,345,000	1,345,000	1,700,000
Interfund Transfer	916,237	1,305,683	1,147,266	1,147,266	-
Reserves	-	-	-	-	-
Contingency	-	-	262,145	-	770,606
Ending Fund Balance(s)	1,305,682	1,147,266		591,154	-
<b>Total Requirements by Category</b>	<b>5,092,730</b>	<b>5,397,008</b>	<b>4,667,866</b>	<b>4,787,566</b>	<b>4,312,154</b>
<b>Requirements by Fund</b>					
Justice Court Fund	5,092,730	5,397,008	4,667,866	4,787,566	4,312,154
<b>Total Requirements by Fund</b>	<b>5,092,730</b>	<b>5,397,008</b>	<b>4,667,866</b>	<b>4,787,566</b>	<b>4,312,154</b>

<b>Budgeted Full-Time Equivalents</b>	10.50	10.50	9.50	9.50	8.00
---------------------------------------	-------	-------	------	------	------



2018-19 Requirements by Category

Full-Time Equivalents

2018-19 Requirements by Fund



**Department Mission/Purpose**

The mission of the Justice Court is to promote justice in a fair and impartial forum; establishing public trust and confidence by providing citizens convenient access to justice and utilizing public resources efficiently and in a manner that demonstrates fiscal responsibility, accountability and sustainability.

**General Overview of Programs**

Justice Court operates two departments, criminal and civil, with one elected Justice Court Judge, one administrative services supervisor and five legal secretaries working 4.75 time.

Justice Court's criminal division adjudicates violations including traffic, marine, fish and wildlife, tobacco, drug and alcohol, federal weigh master, state park and Tri Met light rail. There are 42 law enforcement agencies citing violations to the court. Citizens have many options in resolving cases such as pleading not guilty or no contest at the court window with a clerk in the violations bureau, paying the fine in full or setting up a payment plan, seeing a judge in person at scheduled arraignments, or entering a no contest plea and paying the fine online. If a citizen enters a plea of not guilty by mail or in person, a trial is heard by the judge. At trial the citizen may appear before the judge or submit written testimony by affidavit in lieu of personal appearance at trial.

Justice Court's civil division hears Forcible Entry and Unlawful Detainer (FED) Evictions, Small Claims, and civil cases up to \$10,000. The Court provides civil court services to our local citizens at a reasonable cost providing access to justice. The Court pays the county Resolution Services for the parties' cost of mandatory mediation in small claims' cases to assist citizens in resolving their civil disputes in an informal meeting prior to the trial date. For all civil cases, there is an opportunity for a citizen to resolve their individual case by agreement of the parties prior to a contested hearing or trial heard by the judge.

**Significant Issues & Changes**

Justice Court continues to make advances in its strategic of plan of operating a paperless department by implementing new software in May 2017 and continuing to develop technology for court management to streamline case processing and enable the court to produce accurate reports to track data. A byproduct of the development of technology is a reduction in the overall number of staff needed to process cases.

Justice Court violation case filings remain steady with a projected number of 20,749 cases in FY17-18 compared to 20,477 cases filed in FY15-16. The technology processes implemented by the Court eliminate the need for staff to be present with the judge in the courtroom to process violations, reduce overall staff time to process cases and length of time a citizen is in the court building, reduce paper printing and storage by retaining documents electronically, allow electronic posting of judgments between the court and collection agency, and electronic posting of traffic violation convictions from the court to the Department of Motor Vehicles eliminating the need to purchase paper for printing conviction documents and postage to mail paper documents.

Justice Court civil case filings increase each year with a projected number of 2455 cases in FY17-18 compared to 1633 cases in FY15-16. The Court receives eviction and small claims' filings for local disputes in the County. Once paper pleadings are filed with the Court and scanned into the court management program, the case proceeds as a paperless electronic file. Judgments and court orders are entered with the judge's electronic signature. The Court is developing technology that will allow an option of filing cases electronically with the Court in order to further reduce the amount of paper handled by court staff.

Department: JUSTICE COURT

Strategic Plan	Actual 15-16	Actual 16-17	Estimated 17-18	Projected 18-19
<p>Justice Court manages its civil and violation divisions with new software that streamlines all court processes for the benefit of citizens and the County.</p>				
<p><b>DEPARTMENT GOAL:</b> Justice Court will utilize public resources efficiently to demonstrate fiscal responsibility and sustainability</p>				
<p><b>Activity to further goal:</b> Civil court orders and judgments will be entered in the courtroom, electronically attach to the case, then electronically email directly to the attorney’s office to eliminate paper printing and staff time to scan court orders to a case, postage costs to mail orders to attorneys.</p>				
<p><b>Performance Measure:</b> Number of cases using electronic court Orders &amp; Judgments</p>	N/A	N/A	1,518	2,900
<p><b>Activity to further goal:</b> In its continuing development of a paperless Court, eSignature pads will be utilized at the front counter windows allowing citizens to sign a trial notice or payment plan contract that will electronically attach to the case eliminating staff time to scan documents to a violation case and storage of paper in file cabinets.</p>				
<p><b>Performance measure:</b> Number of citizens using eSignature pads</p>	N/A	N/A	16,560	18,690



# **Miscellaneous and Pass-Through Items**



Summary of Requirements by Department

### Miscellaneous & Pass-Through Items

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Budget
<b>Requirements by Budgetary Category</b>					
Personnel Services	17,340,391	17,573,120	20,036,580	18,615,086	21,536,652
Materials & Services	1,963,456	6,631,380	5,920,920	4,870,525	7,276,166
Allocated Costs	5,291,698	5,761,379	5,733,315	5,733,315	6,458,349
Capital Outlay	256,156	24,692	-	7,438	-
<b>Subtotal Current Expenditures</b>	<b>24,851,701</b>	<b>29,990,571</b>	<b>31,690,815</b>	<b>29,226,364</b>	<b>35,271,167</b>
Special Payments	1,631,622	2,667,802	43,047,668	15,754,097	43,210,085
Debt Service	9,283,425	9,303,470	15,225,815	14,903,652	13,640,761
Interfund Transfers	108,762,716	109,122,008	115,573,320	114,223,242	114,801,853
Reserves	-	-	35,482,208	-	20,563,075
Contingency	-	-	12,418,862	-	10,920,048
Ending Fund Balance(s)	28,859,167	98,850,421		81,447,896	
<b>Total Requirements by Category</b>	<b>173,388,631</b>	<b>249,934,272</b>	<b>253,438,688</b>	<b>255,555,251</b>	<b>238,406,989</b>

#### Requirements by Fund

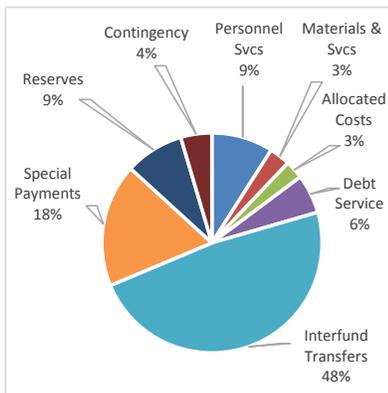
General Fund - WES Payroll	11,192,798	11,182,343	12,277,730	11,640,000	13,512,073
General Fund - NCPRD Payroll	4,163,245	4,344,346	5,596,637	4,831,000	5,879,127
General Fund - Dev Agcy Payroll	644,169	659,277	644,382	631,000	535,458
General Fund - Non Departmental	137,412,872	205,195,940	204,717,945	208,783,365	191,473,126
County School Fund	572,321	64,303	64,803	285,144	269,365
Resolution Services Fund	1,455,978	1,550,634	1,549,650	1,547,802	1,687,357
Law Library Fund	805,614	781,786	737,233	713,195	639,253
Employer Contribution Res Fund	2,316,716	2,685,280	2,703,280	2,710,280	2,710,280
Cty Safety Net Leg Local Proj Fund	49,294	124,752	315,772	318,272	306,162
Transient Room Tax Fund	4,630,195	4,691,928	5,387,810	4,736,560	5,256,676
Debt Service Fund	9,608,233	9,626,646	10,493,372	10,483,694	8,706,303
General Obligation Bond Debt Svcs Func	-	-	4,557,679	4,471,635	4,690,155
Local Improvement District Cons Fund	537,195	541,072	545,478	545,478	99,820
Damascus Successor Private Purpose Trust Fund	-	8,485,965	3,846,917	3,857,826	2,641,834

#### Total Requirements by Fund

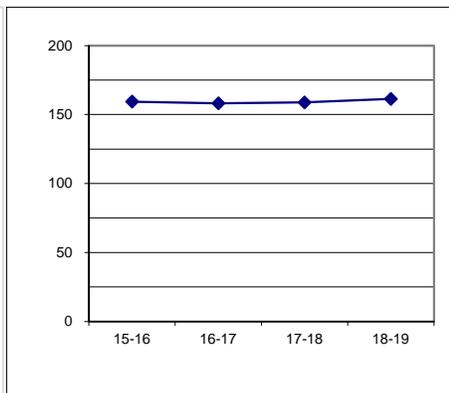
<b>173,388,631</b>	<b>249,934,272</b>	<b>253,438,688</b>	<b>255,555,251</b>	<b>238,406,989</b>
--------------------	--------------------	--------------------	--------------------	--------------------

#### Budgeted Full-Time Equivalents

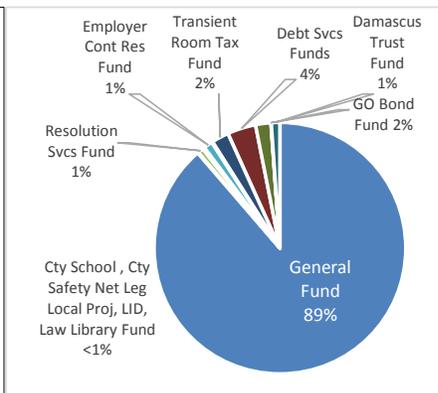
159.39	158.14	158.82	158.82	161.32
--------	--------	--------	--------	--------



2018-19 Requirements by Category



Full-Time Equivalents



2018-19 Requirements by Fund



### Department Mission/Purpose

This section includes units that are not part of other departments.

### General Overview of Programs

*Water Environment Services (Utilities), North Clackamas Parks and Recreation District and Development Agency Payrolls* account for personal services costs of county employees contracted to work for independent county agencies. All costs are reimbursed to the County General Fund by the agencies receiving services.

The *Non-Departmental* organizational unit contains the costs of operations not directly attributable to other organizations within the General Fund, operating transfers to other funds within the County, contingency and reserves.

*The County School Fund* is a pass-through repository for contributions to school districts in the county. This fund receives a portion of the Mt. Hood Forest Reserves and Forest Products Severance Tax receipts.

*Resolution Services* provides prevention and intervention services including information and referral, counseling, mediation, education and training services for couples, families and youth who are or are at risk of becoming involved in the court system to help them reach agreements about their disputes and to build conflict resolution skills. Divorce and marriage filing fees and General Fund subsidy support the operations of this program.

Operating revenue for the *Law Library Fund* comes from a portion of the filing fee in civil court cases plus a small amount from interest and fees for copies.

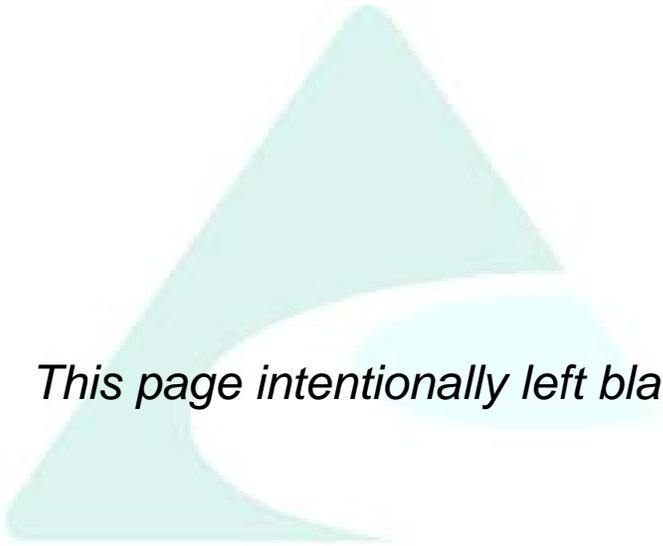
The *Employer Contribution Reserve Fund* was established to hold moneys set aside to offset increases in required employer contributions for employee benefit programs.

The *County Safety Net Legislation Local Projects Fund* accounts for eligible local projects and activities per the Secure Rural Schools and Community Self-Determination Act.

*The Transient Room Tax Fund* accounts for the proceeds of Clackamas County's hotel and motel tax. These moneys are used to support tourism development and the County Fair.

*Debt Service* accounts for principal and interest payments on general obligation long-term debts and the accumulation of resources from which to make those payments.

The *Damascus Successor Private Purpose Trust Fund* accounts for transactions required to terminate former city operations and return remaining funds to residents after City of Damascus voters elected to disincorporate in 2016.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y

Clackamas County's budget is put together by fund. There are both federal and state requirements for local governments to budget by fund as means of maintaining records for resources that are designated to carry out specific activities or meet particular objectives. Oregon Administrative Rules define a fund as, "a fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific, regulated activities and objectives." (OAR 150-294.352)

This section contains financial and narrative summaries for each of the County's budgeted funds. Resources and requirements are summarized by category. Operating revenues are compared with operating expenditures and changes in each are graphed. Fund balance and staffing levels are also presented. In the narrative discussion, significant revenue and expenditure items are highlighted and issues and changes in the current budget are explained. Funds are grouped in this section by type. The following is a brief explanation of the purpose of each fund type.

*General Fund* – The General Fund is used to record transactions relating to activities for which specific types of funds are not required. It is the general operating fund for local governments.

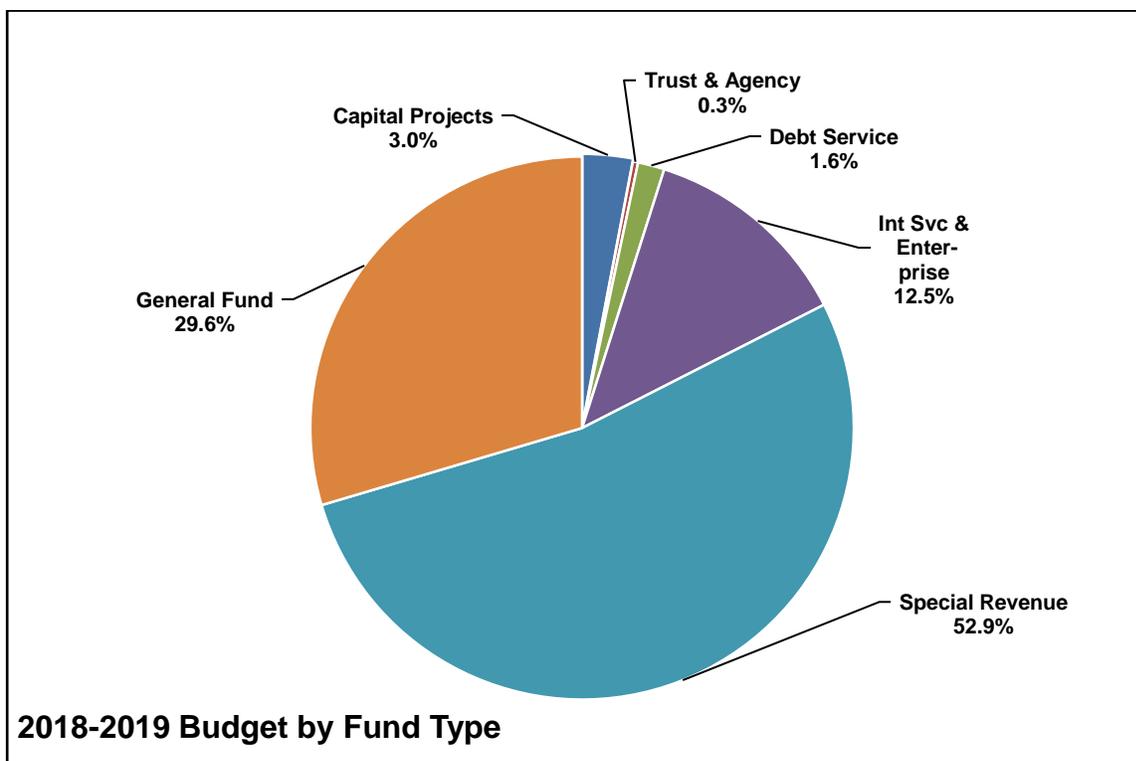
*Special Revenue Funds* – This type of fund accounts for specific revenue sources that are restricted to expenditures for designated purposes.

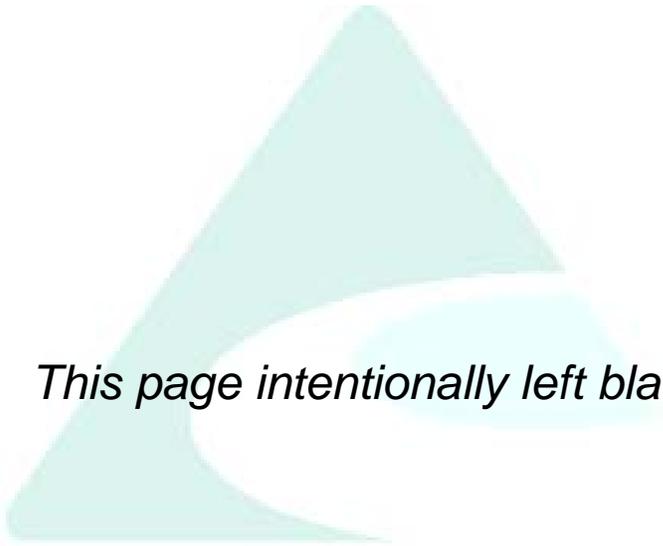
*Internal Service and Enterprise Funds* – An Internal Service fund is used to account for services furnished by one County department to other departments within the County. An Enterprise fund is used to account for a business activity operated by the County for which a customer pays a fee or charge for a service or product.

*Debt Service Funds* – Principal and interest payments on general obligation long-term debt are recorded in a Debt Service fund. Resources cannot be diverted or used for any other purpose.

*Capital Project Funds* – A Capital Project fund accounts for the receipt and disbursement of moneys used to finance the building or acquisition of capital facilities. These activities are non-recurring, major expenditures.

*Trust and Agency Fund* – This type of fund is used to account for assets held by a government in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds.

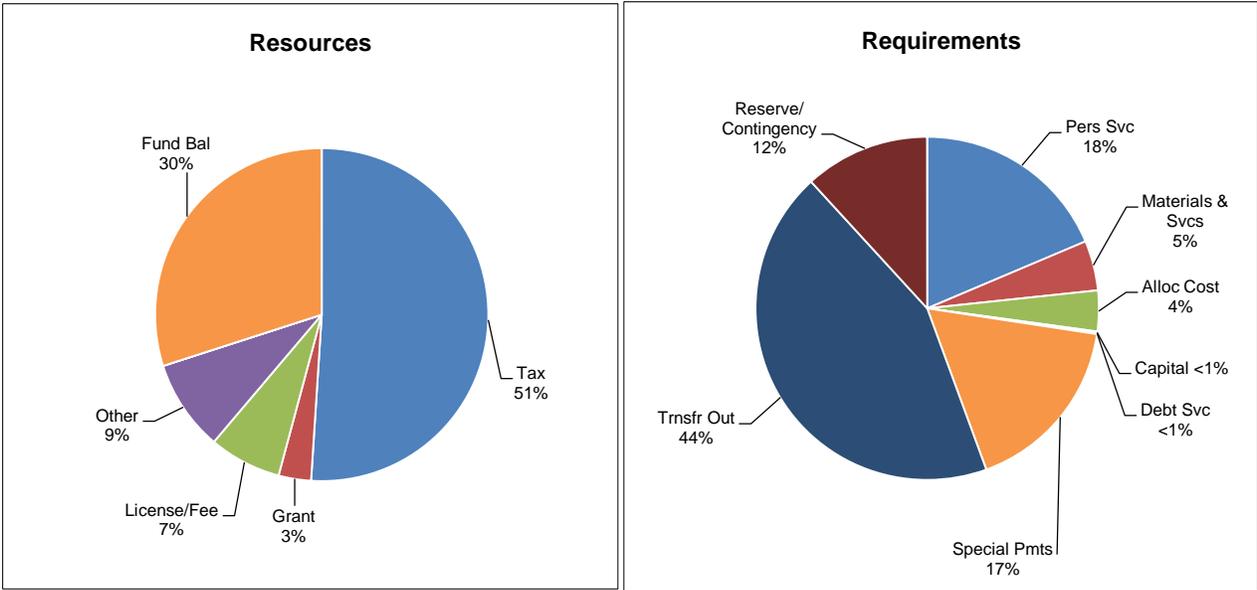




*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y

# General Fund



The General Fund is used to account for activities for which specific types of funds are not required. It is the general operating fund for local governments.

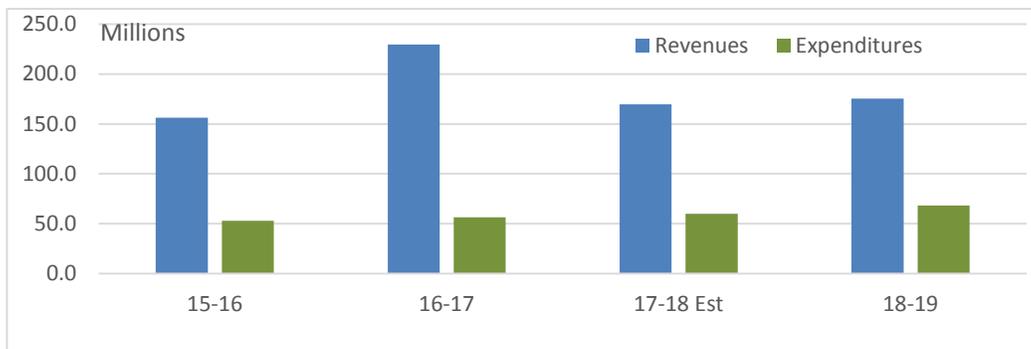


**General Fund**

**General Government**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	27,247,687	24,756,082	90,404,182	90,467,975	75,074,871
<b>Current Revenues</b>					
Taxes	111,269,171	116,930,139	121,461,581	122,226,000	127,820,000
Federal Revenue	1,753,961	1,865,714	1,687,380	2,114,612	1,689,397
State Revenue	4,855,196	4,756,459	4,483,075	6,421,901	5,811,000
Local Revenue	1,083	392,765	393,565	333,565	380,306
Licenses	1,951,318	2,147,560	2,147,906	2,148,906	2,140,512
Fees & Fines	16,277,304	17,398,631	16,968,312	15,931,776	15,443,490
Other Revenue					
Salary Reimbursement	16,355,540	16,900,620	19,156,139	17,774,046	20,840,068
Bond Sale Proceeds & Premiu	-	66,165,794	-	-	-
Miscellaneous	1,284,947	1,374,856	1,201,472	1,407,025	1,295,474
Interfund Transfers	2,582,905	1,649,210	1,797,266	1,147,266	10,000
<b>Subtotal Current Revenues</b>	<b>156,331,425</b>	<b>229,581,748</b>	<b>169,296,696</b>	<b>169,505,097</b>	<b>175,430,247</b>
<b>Total Resources</b>	<b>183,579,112</b>	<b>254,337,830</b>	<b>259,700,878</b>	<b>259,973,072</b>	<b>250,505,118</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	38,342,201	40,103,425	43,682,935	41,386,723	46,675,753
Materials & Services	6,153,981	7,059,733	8,790,985	9,387,171	11,740,317
Allocated Costs	7,896,487	8,756,846	9,030,112	9,030,112	9,630,517
Capital Outlay	664,435	428,431	210,490	155,403	340,000
<b>Subtotal Current Expenditures</b>	<b>53,057,104</b>	<b>56,348,435</b>	<b>61,714,522</b>	<b>59,959,409</b>	<b>68,386,587</b>
Special Payments	1,090,776	2,559,586	42,679,203	15,468,953	42,647,382
Debt Service	244,303	244,303	244,303	244,303	244,303
Interfund Transfers	104,430,847	104,717,527	109,268,741	109,225,536	109,650,177
Reserves	-	-	35,763,161	-	20,857,839
Contingency	-	-	10,030,948	-	8,718,830
Ending Fund Balance	24,756,082	90,467,979	-	75,074,871	-
<b>Total Requirements</b>	<b>183,579,112</b>	<b>254,337,830</b>	<b>259,700,878</b>	<b>259,973,072</b>	<b>250,505,118</b>

<b>Budgeted Full-Time Equivalents</b>	359.20	369.21	351.28	351.28	356.40
---------------------------------------	--------	--------	--------	--------	--------



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The General Fund is the main operating fund of Clackamas County. It accounts for the activities of elected officials not reported in separate funds including the County Commissioners, Assessor, Clerk and Treasurer, and for other activities not fitting in any other fund.

**Revenue Summary**

Beginning Fund Balance is budgeted at \$15 million lower for 2018-19 than it was in 2017-18 due to the planned purchase of emergency radio equipment from proceeds of a general obligation bond.

Revenues not designated for special purposes are recorded in the General Fund. These include property tax receipts although most of this revenue is subsequently transferred to other funds. For 2018-19, property tax revenue (current and delinquent) is budgeted at \$127.8 million, an increase of \$6.4 million over the previous year's budget. After several years of slow growth during the recession, total property tax collections are now rising again.

Federal Revenue has been unpredictable over the past few years due to almost annual changes in timber legislation. For 2016-17, no timber revenue was expected but \$1 million was received. Since the Secure Rural Schools and Community Self-Determination Act which had existed with multiple changes and extensions since 2000 was not further extended, the disbursement formula reverted to the previous legislation. Federal revenue for 2018-19 is expected to be similar to that of 2016-17.

Included in State Revenues are \$1.4 million to support the operation of the County Assessor, and \$2.7 million in cigarette and liquor taxes. Court Assessments provide an additional \$500,000. For 2018-19, state funding is expected to increase \$1.3 million due to the introduction of legalized marijuana sales.

Licenses are budgeted at \$2.1 million for 2018-19, almost all attributable to cable franchise fees. This has been a stable revenue source for the County for years but has started to show a decline as cable customers discontinue service in favor of other options.

Charges from General Fund supported departments to other departments for services rendered appear as Fee Revenue. These include administration, legal, accounting, personnel and purchasing services among others. As a group, these amount to about \$12.8 million in 2018-19 and provide operating income for the corresponding services. Another significant revenue in this category is recording fees which are estimated to total \$2.6 million in the Clerk's Office.

The most changeable category of General Fund revenue in the last two years has been Other Revenue. In 2016-17 it increased \$59 million due to the issuance of debt to finance the update of emergency radio communications in Clackamas County as discussed above. As expected, there is a corresponding reduction in revenue budgeted for 2017-18. Salary reimbursements from other County agencies for payroll costs provide \$20.8 million also classified as Other Revenue. The County processes the payrolls for these separate entities and they reimburse costs dollar for dollar. Additional salary reimbursements within the General County, interest earned and special district elections reimbursements are other revenues reported in this category.

The Interfund Transfer revenue category appearing in the 2017-18 budget included \$1.1 million from the Justice Court. Although a transfer is expected from the Justice Court again in 2018-19, the amount is unknown and has not been budgeted.

## Expenditure Summary

Personnel Services expenditures account for \$46.7 million in the 2018-19 budget, an increase of \$3 million. Counted in this category is \$20.8 million of reimbursed payroll costs from other agencies: Water Environment Services, North Clackamas Parks and Recreation District and the Development Agency. Other costs include staffing for elected officials and the other general service divisions.

The Materials and Services category encompasses a wide variety of items totaling \$11.7 million. Items classified as materials and services include office rental, postage, printing, supplies, election costs, professional services, and communications costs.

Costs are allocated to General Fund divisions for services provided to them by other divisions. These include data processing, facilities maintenance and records management and amount to \$9.6 million for 2018-19.

The Capital Outlay budget is \$340,000. This is an allowance for items such as computer hardware and software upgrades and building improvements as may be needed and varies from year to year.

Special Payments is category that includes contributions made by Clackamas County to other governments and agencies to support programs that benefit county residents. In 2016-17, \$59 million in bond proceeds was budgeted here but equipment was not purchased nearly as quickly as anticipated and actual expenditure for that year was less than \$3 million. The larger than normal expenditures in the ensuing years reflect communication equipment as it is being acquired by cities and fire districts. Other more routine expenditures that are accounted for in this category provide for watermasters in districts serving Clackamas County, fire patrols, predation control and a variety of small annual grants to local service providers.

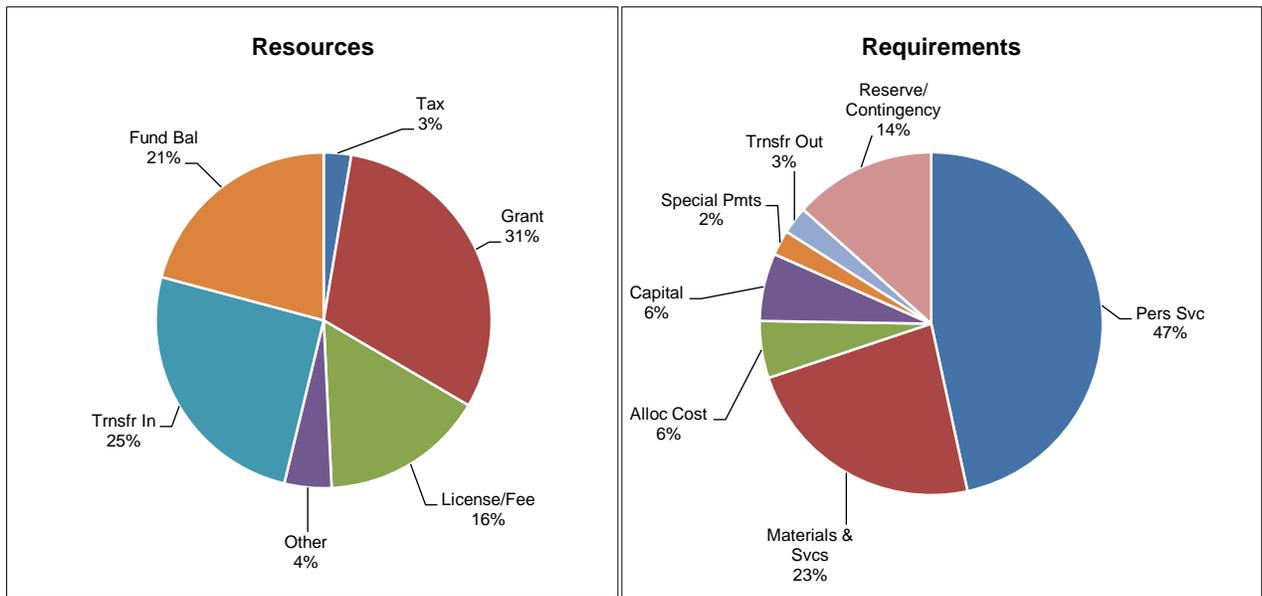
Interfund Transfers totaling \$109.7 million flow from the General Fund to many other funds to support their operations. Among the larger recipients are the Sheriff (\$57 million), District Attorney (\$10 million), and Juvenile Department (\$8.1 million).

Contingency and Reserves amount to \$29.6 million for 2018-19, a reduction of \$16 million. This is money set aside for unforeseen expenses in the current year (Contingency) and money set aside for the future (Reserves). As the need arises, the County Commissioners can transfer from contingency to particular General Fund divisions or other funds to help them meet unexpected costs. The reduction is found in Reserves which is declining as expected as dedicated funds are expended.

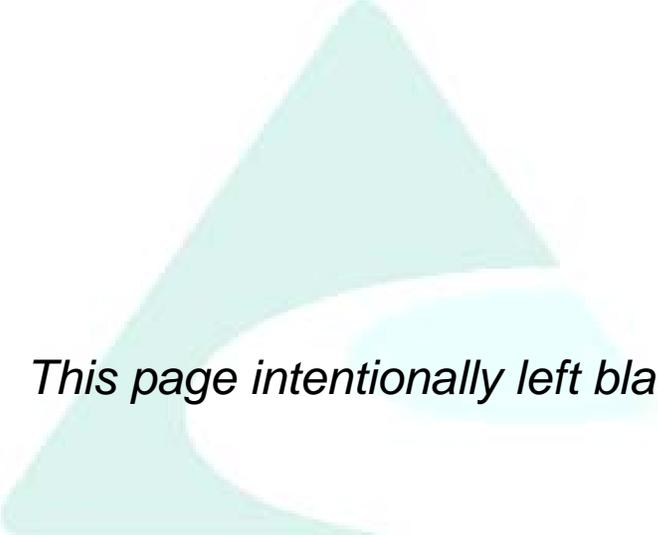
## Significant Issues & Changes

Property tax revenue, by far the largest source of non-restricted revenue in the County is accounted for in the General Fund. After several years of slow growth following the collapse in the real estate market, collection rates have returned to normal levels which enables the County to provide maintenance level funding to operations that must depend upon this support.

# Special Revenue Funds



This type of fund accounts for specific revenue sources that are restricted to expenditures for designated purposes.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y

**Funds Included In This Section:****Department:**

County Fair Fund	Business and Community Services
County School Fund	Miscellaneous and Pass Through
Building Codes Fund	Transportation and Development
Public Safety Local Option Levy Fund (History)	Sheriff
Resolution Services Fund	Miscellaneous and Pass Through
Business and Economic Development Fund	Business and Community Services
Emergency Management	Emergency Management
Law Library Fund	Miscellaneous and Pass Through
Library Services Fund	Business and Community Services
Parks Fund	Business and Community Services
Planning Fund	Transportation and Development
Road Fund	Transportation and Development
Sheriff Fund	Sheriff
Code Enforcement, Resource Conservation and Solid Waste	Transportation and Development
Property Resources Fund	Business and Community Services
Community Corrections Fund	Sheriff
District Attorney Fund	District Attorney
Justice Court Fund	Justice Court
Transportation SDC Fund	Transportation and Development
Public Land Corner Preservation Fund	Transportation and Development
Joint Transportation SDC Fund	Transportation and Development
Health, Housing and Human Services Administration Fund	Health, Housing & Human Services
Behavioral Health Fund	Health, Housing & Human Services
Social Services Fund	Health, Housing & Human Services
Community Development Fund	Health, Housing & Human Services
Community Solutions for Clackamas County Fund	Health, Housing & Human Services
Children, Youth and Families Fund	Health, Housing & Human Services
Dog Services Fund	Transportation and Development
Employer Contribution Reserve Fund	Miscellaneous and Pass Through
County Safety Net Legislation Local Projects Fund	Miscellaneous and Pass Through
Public Health Fund	Health, Housing & Human Services
Clackamas Health Centers Fund	Health, Housing & Human Services
Transient Room Tax Fund	Miscellaneous and Pass Through
Tourism Development Fund	Tourism and Cultural Affairs
Forest Management Fund	Business and Community Services
Juvenile Fund	Juvenile

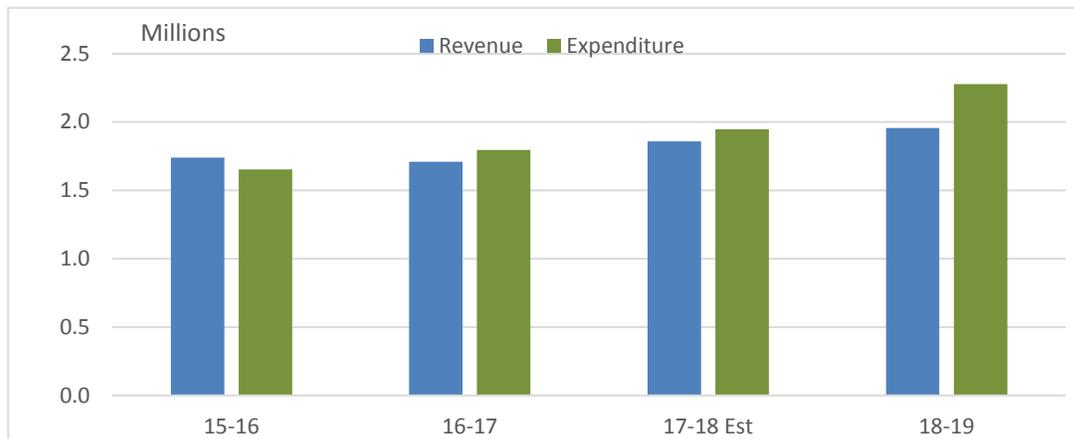


**Culture, Education and Recreation**

**County Fair Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	528,931	615,142	528,821	528,821	439,272
<b>Current Revenues</b>					
State Revenue	53,667	53,667	50,000	53,167	53,167
Local Revenue	2,000	3,111	1,500	2,000	3,000
Fees & Fines	515,485	444,119	533,600	504,431	527,261
Other Revenue					
Rents/Concessions	571,312	599,878	594,300	646,967	724,438
Miscellaneous	154,106	159,730	218,074	193,206	170,500
Interfund Transfers	444,060	449,390	458,830	458,830	477,870
<b>Subtotal Current Revenues</b>	<b>1,740,630</b>	<b>1,709,895</b>	<b>1,856,304</b>	<b>1,858,601</b>	<b>1,956,236</b>
<b>Total Resources</b>	<b>2,269,561</b>	<b>2,325,037</b>	<b>2,385,125</b>	<b>2,387,422</b>	<b>2,395,508</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	497,766	453,798	556,700	479,700	506,000
Materials & Services	1,140,952	1,249,707	1,246,689	1,348,182	1,270,318
Capital Outlay	15,701	92,711	306,227	120,268	502,744
<b>Subtotal Current Expenditures</b>	<b>1,654,419</b>	<b>1,796,216</b>	<b>2,109,616</b>	<b>1,948,150</b>	<b>2,279,062</b>
Special Payments	-	-	5,000	-	5,000
Contingency	-	-	270,509	-	111,446
Ending Fund Balance	615,142	528,821	-	439,272	-
<b>Total Requirements</b>	<b>2,269,561</b>	<b>2,325,037</b>	<b>2,385,125</b>	<b>2,387,422</b>	<b>2,395,508</b>

**Budgeted Full-Time Equivalent**



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The purpose of the *County Fair Fund* is to account for the general operation, facility maintenance, and capital outlay needs of the annual County Fair and Rodeo held in August. During the remainder of the year, over 780 other activities are held at the Event Center on the 49-acre premises, including meetings, parties, weddings and fundraisers. This year, the 112th County Fair will be held in August 2018.

**Revenue Summary**

Total revenue for the *County Fair Fund* is budgeted at \$2,395,508. Self-generated revenues account for 62% of the fund's income. This classification includes admission fees, parking, facilities rentals and concessions. An interfund transfer of Transient Room Tax provides an additional 20% of total revenue with the remaining 18% accounted for in fund balance.

**Expenditure Summary**

Personnel services costs comprise about 21% of total expenditures. This includes eight full-time and three temporary part-time staff as well as additional seasonal workers. Materials and services are budgeted at \$1,270,318, which make up 53% of total expenditures and include all fair expenses, building and grounds maintenance, insurance, and utilities. Capital outlay expenses total 21% of which includes Main Pavilion roof replacement and Development of a Master Plan.

**Significant Issues & Changes**

BCS and County administration working with the Fair Board, recently completed a Fair Management Agreement. The agreement clearly articulates the roles and responsibilities of each party and should enhance the working relationship of both parties by providing more efficient operations due to better coordination and collaboration on activities related to the Fair and Event Center.

The Fair Board has contracted with LRS Architects to develop a Master Plan for the Fair and Event Center. The plan will include review of existing facility demands and use, analysis of physical improvements to the site, research related to travel and tourism, projections of future demands and more.

Finally, in 2014, the Livestock Barn on the Clackamas County Fairgrounds was demolished due to being deemed unsafe. The 39,000 square foot barn was utilized year-round for a multitude of events. For the past four years, Tent-Structures have been rented to fulfill the needs of the County Fair and other events.

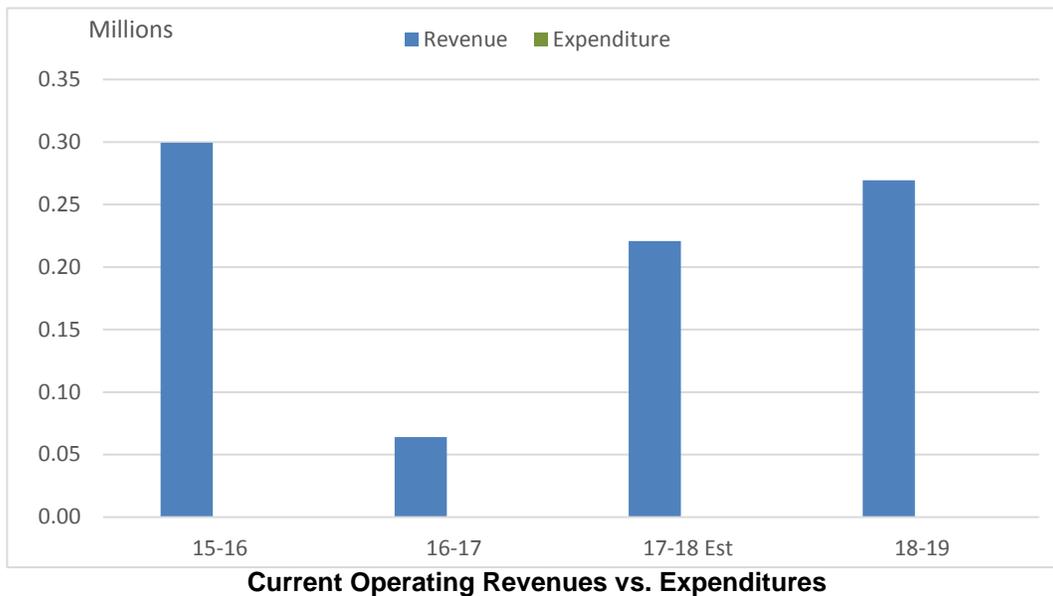


**Not Allocated to Organizational Unit**

**County School Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	272,797	378	64,303	64,303	-
<b>Current Revenues</b>					
Federal Revenue	298,982	63,671	500	220,841	269,365
Miscellaneous Revenue	542	254	-	-	-
<b>Subtotal Current Revenues</b>	<b>299,524</b>	<b>63,925</b>	<b>500</b>	<b>220,841</b>	<b>269,365</b>
<b>Total Resources</b>	<b>572,321</b>	<b>64,303</b>	<b>64,803</b>	<b>285,144</b>	<b>269,365</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Materials & Services	-	-	-	-	-
<b>Subtotal Current Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Special Payments	571,943	-	64,803	285,144	269,365
Ending Fund Balance	378	64,303	-	-	-
<b>Total Requirements</b>	<b>572,321</b>	<b>64,303</b>	<b>64,803</b>	<b>285,144</b>	<b>269,365</b>

<b>Budgeted Full-Time Equivalents</b>	-	-	-	-	-
---------------------------------------	---	---	---	---	---





**Description of Fund**

The County School Fund is a pass-through repository for contributions to school districts that flow through Clackamas County's books. These collections are then distributed to school districts in the County based on the resident average daily attendance for the preceding fiscal year, as reported by the County Education Service District's administrative office. All activities in this fund are mandated by Oregon statute.

**Revenue Summary**

Historically most of the revenue has come through the Secure Rural Schools and Community Self-Determination Act. Smaller amounts have been provided by other federal and state forest related sources.

**Expenditure Summary**

Dollars collected in this fund are paid to the Education Service District for distribution to school districts in Clackamas County.

**Significant Issues & Changes**

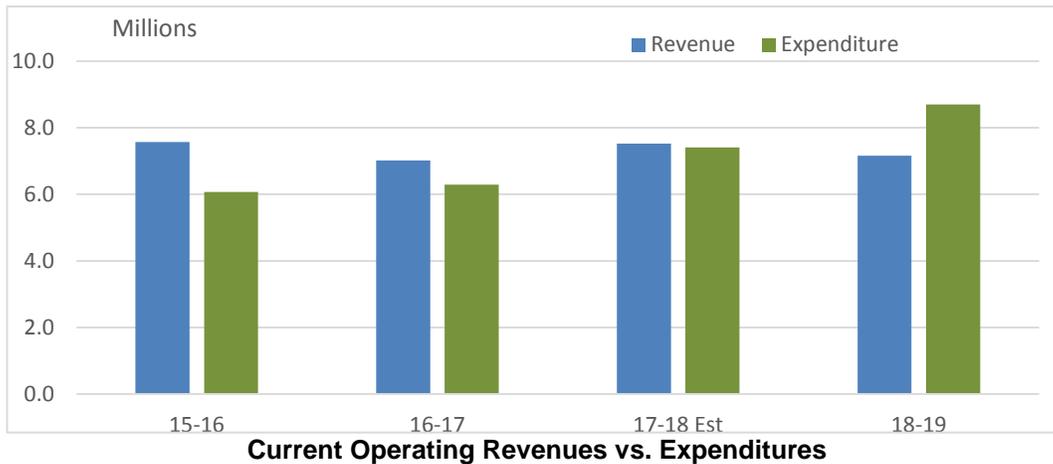
None



**General Government**

**Building Codes Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	3,126,979	4,633,272	5,354,682	5,354,682	5,474,967
<b>Current Revenues</b>					
Federal Revenues	1,712	-	-	-	-
Licenses	7,210,039	6,604,242	6,474,525	7,181,751	6,827,500
Fees & Fines	298,788	293,954	333,500	210,333	201,450
Local Revenue	-	-	-	-	-
Other Revenue	63,364	117,147	91,245	136,327	130,698
Interfund Transfers	875	-	-	-	-
<b>Total Subtotal Current Revenues</b>	<b>7,574,778</b>	<b>7,015,343</b>	<b>6,899,270</b>	<b>7,528,411</b>	<b>7,159,648</b>
<b>Requirements by Category</b>	<b>10,701,757</b>	<b>11,648,615</b>	<b>12,253,952</b>	<b>12,883,093</b>	<b>12,634,615</b>
<b>Current Expenditures</b>					
Personnel Services	3,999,952	4,361,162	5,122,713	5,122,713	5,319,399
Materials & Services	1,061,910	1,070,790	1,488,446	1,237,296	1,336,536
Allocated Costs	939,855	713,073	848,117	848,117	781,052
Capital Outlay	66,768	148,908	205,500	200,000	1,267,000
<b>Subtotal Current Expenditures</b>	<b>6,068,485</b>	<b>6,293,933</b>	<b>7,664,776</b>	<b>7,408,126</b>	<b>8,703,987</b>
Reserves	-	-	3,525,000	-	3,211,232
Contingency	-	-	1,064,176	-	719,396
Ending Fund Balance	4,633,272	5,354,682	-	5,474,967	-
<b>Total Requirements</b>	<b>10,701,757</b>	<b>11,648,615</b>	<b>12,253,952</b>	<b>12,883,093</b>	<b>12,634,615</b>
<b>Budgeted Full-Time Equivalents</b>	<b>33.00</b>	<b>38.00</b>	<b>38.00</b>	<b>38.00</b>	<b>38.00</b>





**Description of Fund**

The Building Codes Fund is used solely for the administration of the County's Building Codes Division and related building codes activities. The fund receives revenue from the sale of permits for construction within the County and in those cities with which the County has contracts for building code administration and enforcement.

**Revenue Summary**

The Building Codes Division is funded exclusively by dollars collected through permitting activity. It typically does not receive any money from the General Fund for its operation. Revenue is generated from three basic sources: building, plumbing and electrical permits.

- The building permits category includes revenues from permits for structural, life safety, mechanical construction activity and related plan review.
- The plumbing permits category includes revenues from plumbing permits and related plan review.
- The electrical permits category includes revenues from electrical permits and related plan review.

Due to the cyclical nature of the construction industry, it is both prudent and appropriate for the Division to establish a reserve to weather those periodic downturns that are typical of the industry. Best practice suggests that a 6-12 month reserve is appropriate to retain key personnel and those with special skills and/or certifications, such as building inspectors and plans examiners.

**Expenditure Summary**

Expenditures for materials and services fluctuate due to permit activity and inspections as the Division adjusts key inspection, plan review and support positions to support the workloads.

**Significant Issues & Changes**

The Building Codes Division continues to experience significant development and related permit activity. To assist in facilitating our high level of permitting activity, a position was added in the front counter support staff team, and the Division continues to develop and implement its succession plan. Approximately 25% of the Division's staff will be eligible for retirement in the next 5 years.

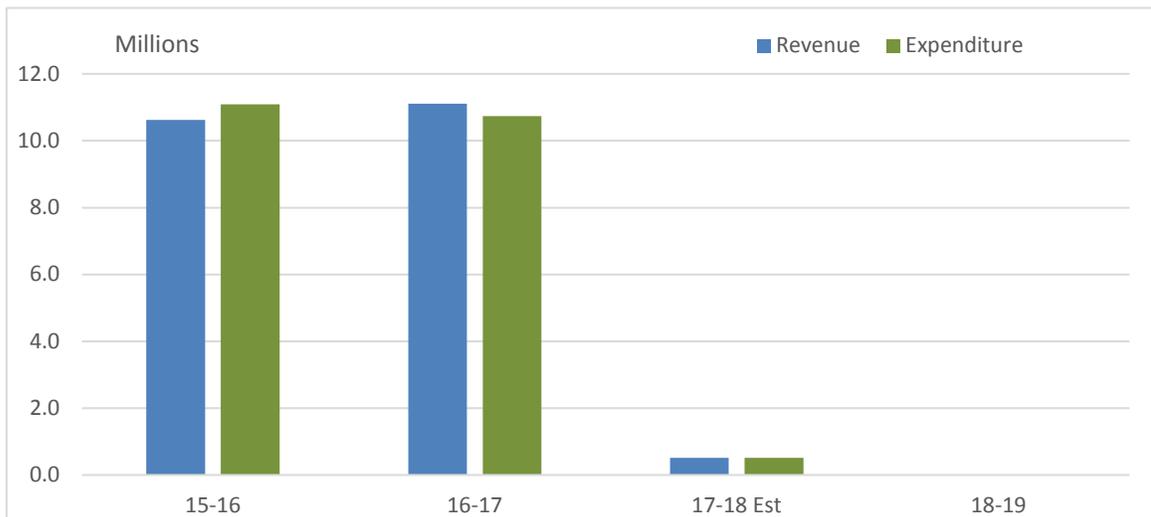
The Division is closely watching the Oregon Legislative Sessions as there have been a number of proposed bills that could impact our business model, including the addition of tiny homes to our regulatory authority.



**Public Protection**

**Public Safety Local Option Levy Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	612,709	150,189	516,672	516,672	-
<b>Current Revenues</b>					
Prior Year Revenue (Dedicated)	-	22,355	-	-	-
Federal Revenues	124,261	73,573	-	-	-
Taxes	10,485,292	10,996,251	-	-	-
Other Revenue	13,307	34,508	-	-	-
<b>Subtotal Current Revenues</b>	<b>10,622,860</b>	<b>11,104,332</b>	-	-	-
<b>Total Resources</b>	<b>11,235,569</b>	<b>11,254,521</b>	<b>516,672</b>	<b>516,672</b>	-
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	9,259,397	9,063,513	-	-	-
Materials & Services	1,451,018	1,287,226	-	-	-
Interfund Transfer	-	-	516,672	516,672	-
Allocated Costs	374,965	387,110	-	-	-
Capital Outlay	-	-	-	-	-
<b>Subtotal Current Expenditures</b>	<b>11,085,380</b>	<b>10,737,849</b>	<b>516,672</b>	<b>516,672</b>	-
Reserves	-	-	-	-	-
Contingency	-	-	-	-	-
Ending Fund Balance	150,189	516,672	-	-	-
<b>Total Requirements</b>	<b>11,235,569</b>	<b>11,254,521</b>	<b>516,672</b>	<b>516,672</b>	-
<b>Budgeted Full-Time Equivalents</b>	59.00	59.00	-	-	-



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The Public Safety Local Option Levy Fund was established to account for activities supported by a local option tax that was first approved by voters in November 2006 and subsequently renewed in 2011 and 2016. The 2017-18 budget reflects the first year of the latest five year renewal of a fixed rate levy of \$0.248 per \$1,000 of assessed value in the County.

The levy has provided 31 FTE to keep approximately 84 jail beds open. These beds had been closed since 2002 due to lack of revenue. The levy also funds 18 patrol positions and expands enforcement to combat methamphetamine abuse and other drug related crimes by funding 10 positions in the Investigations Division.

**Significant Issues & Changes**

Beginning with fiscal year 2017-18, the public safety local option levy is accounted for in the Sheriff's Fund.

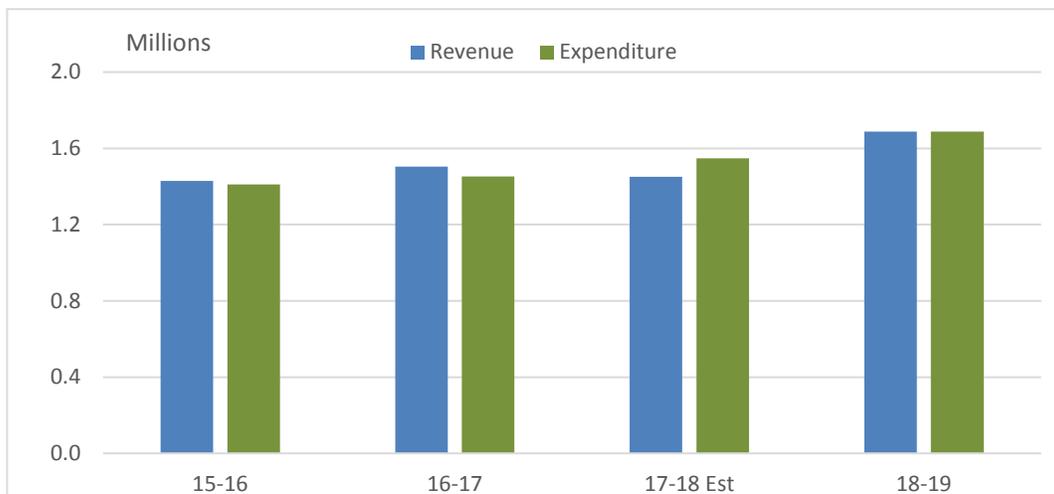


**General Government**

**Resolution Services Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	26,558	46,026	97,550	97,550	-
<b>Current Revenues</b>					
State Revenue	125,217	97,590	87,000	87,537	78,413
Local Revenue	8,790	4,675	12,000	7,653	7,500
Licenses	24,160	23,460	25,000	24,000	25,000
Fees & Fines	760,918	836,568	740,081	736,072	795,711
Other Revenue	825	(118)	150	7,121	126
Interfund Transfers	509,510	542,433	587,869	587,869	780,607
<b>Subtotal Current Revenues</b>	<b>1,429,420</b>	<b>1,504,608</b>	<b>1,452,100</b>	<b>1,450,252</b>	<b>1,687,357</b>
	<b>1,455,978</b>	<b>1,550,634</b>	<b>1,549,650</b>	<b>1,547,802</b>	<b>1,687,357</b>
<b>Total Resources</b>					
<b>Current Expenditures</b>					
Personnel Services	1,084,543	1,151,481	1,243,167	1,243,522	1,323,984
Materials & Services	160,543	135,642	136,653	134,450	195,959
Allocated Costs	164,866	165,961	169,830	169,830	167,414
<b>Subtotal Current Expenditures</b>	<b>1,409,952</b>	<b>1,453,084</b>	<b>1,549,650</b>	<b>1,547,802</b>	<b>1,687,357</b>
Ending Fund Balance	46,026	97,550	-	-	-
<b>Total Requirements</b>	<b>1,455,978</b>	<b>1,550,634</b>	<b>1,549,650</b>	<b>1,547,802</b>	<b>1,687,357</b>

<b>Budgeted Full-Time Equivalents</b>	10.08	10.63	10.43	10.43	10.43
---------------------------------------	-------	-------	-------	-------	-------



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

Clackamas County Resolution Services (CCRS) aims to enhance public safety by reducing the harmful impact of family and community conflict, strengthening family and community relationships, and reducing the reliance on the court for the adjudication of these conflicts. CCRS accomplishes this aim by assisting family and community members to constructively resolve their disputes and build conflict resolution skills. CCRS provides a continuum of prevention and intervention services including information and referral, counseling, mediation, facilitation, education and training services.

**Revenue Summary**

Revenues for this department come from a variety of sources. We receive State revenues including from the Judicial Department Conciliation Fees (30%), the Oregon Office of Community Dispute Resolution (3%), the Department of Justice's Oregon Foreclosure Avoidance Program (1%), and marriage license fees (2%). In addition we charge fees for services through contracts with local governments and other agencies (1%), contracts with other Clackamas County departments (6%), and direct fees charged to clients (11%). Finally, we receive County General Fund support (46%).

**Expenditure Summary**

The largest expenditure is personnel services (78%) for direct services program staff and administrative support. The remaining expenditures are cost allocations (10%) and materials and services (12%). Materials and services costs for FY19 include implementing our new data management system, a one-time expense. It is important to note that the work of Resolution Services is greatly enhanced by our group of 42 dedicated active volunteers, including 2 general interns in Victim Offender Dialogue Program and Community Mediation. They are projected to provide over 2,000 hours of voluntary service to the citizens of Clackamas County.

**Significant Issues & Changes**

Resolution Services presents a maintenance level budget for 2018-19. We will continue to provide conflict resolution services and skill-building opportunities in order to sustain healthy communities and keep our residents safe, healthy and secure.

For the 2018-19 budget year we are facing two opportunities to re-envision how we work.

- 1) With some funding sources flat or declining, and costs increasing, we are at a crux in strategic planning. We are requesting a fee increase for FY19 to help offset increasing costs. We will focus more on revenue-generating work opportunities, which will also encourage community outreach and partnerships with other public and private agencies.
- 2) We must replace our aging MS Access database. Our vendor will help us customize a system to meet our specific needs. By analyzing and streamlining workflow and business processes, and improving scheduling, communication and document access for clients, we can significantly reduce our administrative burden while improving client service and experience. Within a year, this investment should recover its annual cost while freeing staff to focus on more and better client service.

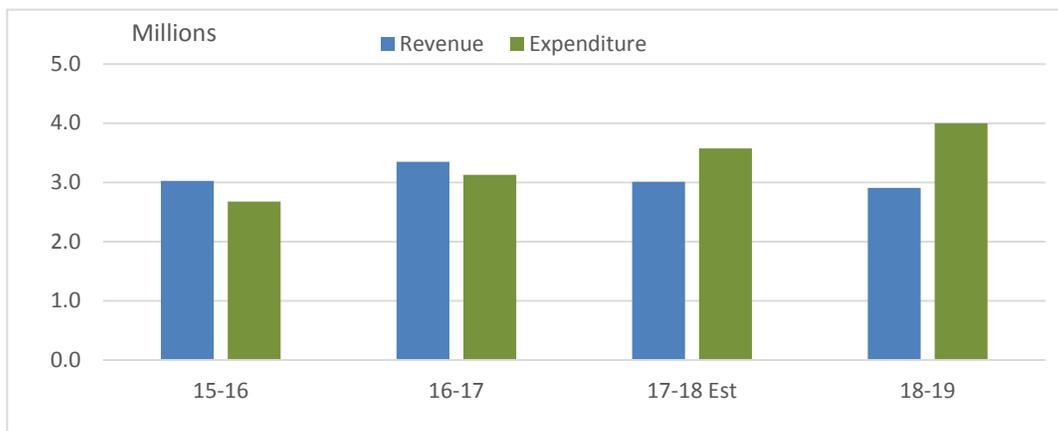
We plan to continue to expand our fee for service offerings in an effort to diversify our funding sources, including contracts with local municipalities and businesses.



**Economic Development**

**Business & Economic Development Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	2,275,267	2,555,435	2,255,330	2,690,240	1,889,494
<b>Current Revenues</b>					
Prior Year Revenue (Dedicated)	-	3,380	-	-	-
Federal Revenue	26,876	1,570	154,144	30,000	20,000
State Revenue	1,923,050	2,038,370	2,120,935	1,800,000	1,760,000
Local Revenue	12,500	217,500	-	30,000	-
Licenses	27,487	2,204	10,000	29,172	29,172
Fees & Fines	1,016,311	1,034,892	1,101,026	1,101,026	1,081,240
Other Revenue	18,200	20,035	12,000	19,000	19,000
Interfund Transfers	-	30,000	-	-	-
<b>Subtotal Current Revenues</b>	<b>3,024,424</b>	<b>3,347,951</b>	<b>3,398,105</b>	<b>3,009,198</b>	<b>2,909,412</b>
<b>Total Resources</b>	<b>5,299,691</b>	<b>5,903,386</b>	<b>5,653,435</b>	<b>5,699,438</b>	<b>4,798,906</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	1,286,416	1,420,499	1,779,008	1,728,770	1,722,934
Materials & Services	1,254,902	1,556,828	2,635,814	1,669,466	2,097,047
Allocated Costs	136,519	147,819	173,708	173,708	179,134
<b>Subtotal Current Expenditures</b>	<b>2,677,837</b>	<b>3,125,146</b>	<b>4,588,530</b>	<b>3,571,944</b>	<b>3,999,115</b>
Special Payments	3,420	25,000	525,000	175,000	335,000
Interfund Transfer	63,000	63,000	63,000	63,000	63,000
Contingency	-	-	476,905	-	401,791
Ending Fund Balance	2,555,434	2,690,240	-	1,889,494	-
<b>Total Requirements</b>	<b>5,299,691</b>	<b>5,903,386</b>	<b>5,653,435</b>	<b>5,699,438</b>	<b>4,798,906</b>
<b>Budgeted Full-Time Equivalents</b>	<b>10.40</b>	<b>10.40</b>	<b>10.40</b>	<b>10.40</b>	<b>9.70</b>



**Current Operating Revenues vs. Expenditures**



### Description of Fund

The Business and Economic Development Fund is comprised of two lines of business. The *Administration* line of business, comprised of the *Office of the Director Program* and *Budgeting, Financial Management and Planning Program*, provides leadership, direction, communication, budgeting, and financial management support to the Department of Business and Community Services (BCS).

The *Economic Development* line of business comprised of the *Economic Development Program*, *Economic Opportunity Program*, and *Agriculture and Economic Development Program* supports and manages programs related to business retention, expansion or relocation of established businesses, recruitment of new businesses, as well as business assistance such as the new export initiative. Some of the other economic development programs include tracking employment lands, the Urban Lumber Program, Cross Laminated Timber Project, studying business supply chains and implementing initiatives to expand the economic base, and assisting in building vital community centers through the Main Street Program.

### Revenue Summary

Funding for the *Administration* line of business is provided through cost allocation to the majority of BCS programs. For fiscal year 2018-19, total allocations to be received are budgeted at \$1.08 million.

Revenue for the *Economic Development* line of business is provided almost entirely from Oregon State Video Lottery revenue that is legislated to provide for economic development efforts throughout the county. State lottery revenues are budgeted at \$1.76 million in fiscal year 2018-19.

### Expenditure Summary

The *Administration* line of business expenditures are primarily personnel expenditures and represent 55% of the \$1.5 million budget. The remaining expenditures are related to supporting the staff in all BCS divisions.

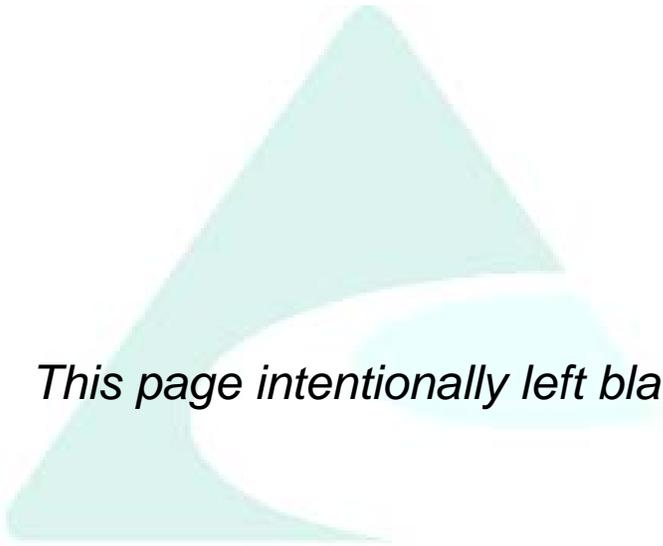
The *Economic Development* line of business personnel expenditures represent 27% of the \$3.3 million budget. Projects, programs, and economic development initiatives make up the balance of the expenditure and include Economic Opportunity and Employment Land Asset Mapping, continued work on the Economic Landscape project, support for the Main Street/Commercial Revitalization Program, continued support to communities for development of their Community Economic Preparedness Program, Urban Lumber Project, Cross-Laminated Timber Project, and continued development of the Clackamas County Export Initiative and Industry Cluster analysis.

### Significant Issues & Changes

- *Economic Development* has been able to fill two vacant positions to provide full staffing for programs and projects. Economic Development will focus on Business Retention, Employment Lands, and support the Cross Laminated Timber Initiative. These are in addition to seven other main programs from this division.
- *Agriculture and Forest Economic Development* is a member of the Pacific Northwest Manufacturing Partnership (PNMP). Cross Laminated Timber (CLT) technology development has been targeted as the top priority for PNMP. The County has applied for grant funding from the United States Department of Agriculture Secure Rural Schools to design a model project driven timber sale as part of a proposed federal forestland pilot project seeking to increase the supply and utilization of federal and private timber for cross laminated timber processing in Western Oregon and Southwest Washington. Staff is taking a lead role in identifying CLT supply chain opportunities and carrying out strategic initiatives around supply, building codes and investment. Staff has applied for grant funding from the United States Department of Agriculture - Wood Innovations Grant Program to design a "purpose driven" timber sale as part of a proposed federal forestland pilot project seeking to increase the supply and utilization of federal timber for cross

laminated timber processing. The purpose of the CLT grant is to develop a replicable, scalable, and sustainable "Forest to Frame" timber sale focused on the utilization of CLT with the following goals and objectives:

- Provide a strategy that improves the certainty of supply and predictability of product;
  - Target rural revitalization through additional timber receipt revenues, increase County services, and economic stimulus to primary and secondary forest industry sectors;
  - Ensure environmental co-benefits are achieved through the CLT supply chain; and
  - Promote the adoption of mass timber and advanced manufacturing within the region for domestic and export markets.
- In 2015, the State legislature passed HB 2734 allowing for the formation of land bank authorities in the State of Oregon. In a Policy Session in February 2018, the BCC approved the concept of a Clackamas County Land Bank Authority (CCLBA) and approved BCS to pursue a grant from Business Oregon's Brownfield Fund with the purpose of developing a business plan for a CCLBA. The CCLBA's primary role would be to acquire, remediate and position Brownfield properties for future development and to increase the supply of employment lands within the County. BCS is in the process of hiring a consultant to work on establishing a five-year plan to identify seed funding for the startup and ongoing sources and uses of funding to ensure the program would be sustainable and feasible in the long-term. The business plan would also identify proposed staffing along with potential projects for the CCLBA. BCS will report back in October 2018 with a completed Business Plan and recommendation on whether to proceed with the formation of a CCLBA.
  - In 2016, representatives from Clackamas County traveled to China to better understand opportunities for trade partnerships. This resulted in the establishment of a sister county relationship between Guanyun County, Jiangsu Province, PRC and Clackamas County. In 2017, Clackamas County hosted a delegation from China in addition to co-sponsoring the Oregon China Economic Forum for the second time. Staff is currently in the process of developing an International Trade Strategy that will provide a guide to activities such as hosting delegations, participating in outbound trade missions and the diplomatic protocols of international relations. In addition, Clackamas County co-sponsored the 2018 Oregon China Economic Forum in Oregon City. County officials and staff also facilitated a forum to explore foreign direct investment opportunities in manufacturing, food processing, and Cross Laminated Timber.
  - In fiscal year 2016-17, the department added a limited term, part-time, two-year Heritage Project Manager Position. It is the mission of the Heritage Coordination Project to build a lasting local capacity and commitment to protecting, enhancing, promoting, and sharing expertise and resources within Clackamas County to include:
    - Effective stewardship of locally-owned museum collections and archives;
    - Preservation of local historic and cultural resources; and
    - A sustainable network of financially secure local heritage organizations and institutions.
  - The County and Clackamas County Business Alliance (CCBA) signed a two-year agreement in March 2018 providing \$150,000 in funding to the CCBA over three fiscal years. The main goal of the agreement is to strengthen the CCBA by uniting the county, cities within the county, and county-based businesses in a professional and focused collective that will lead to greater positive outcomes to increase county-wide economic prosperity and that provide a business perspective to the Board of County Commissioners. Total funding will be \$150,000 in lottery funds to be dispersed over the next three years, \$18,750 in lottery funds for fiscal year 2017/18, \$75,000 in lottery funds for fiscal year 2018/19, and \$56,250 in lottery funds for fiscal year 2019/20. This \$150,000 is in addition to the \$25,000 that is currently provided annually for membership/grant support.
  - Public and Government Affairs (PGA) in partnership with BCS and Health, Housing & Human Services (H3S) is hiring a full time position to support both departments with communication, media relations, marketing and community relations. The position will be funded by a 50% contribution from BCS and 50% contribution from H3S.
  - NCPRD hired a full time Finance Operations Manager in February 2018. This new position will provide the full time support needed for NCPRD and will also free up the Deputy Director to focus on BCS business operations as they will no longer have the additional role of NCPRD Business Operations Director.



*This page intentionally left blank*

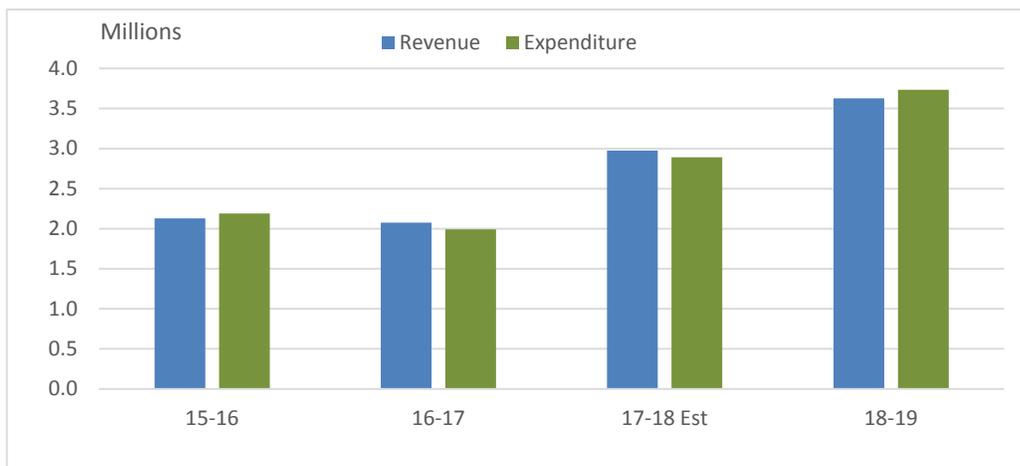
**CLACKAMAS**  
C O U N T Y



**Public Protection**

**Disaster Management Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	958,919	896,639	853,567	853,567	565,760
<b>Current Revenues</b>					
Federal Revenue	280,845	313,470	1,285,990	1,090,906	1,439,132
State Revenues	-	-	21,000	8,000	16,000
Fees & Fines	203	328	-	-	-
Local Revenue	25,990	6,032	-	-	-
Other Revenue	26,608	13,792	-	-	-
Interfund Transfers	1,793,911	1,742,118	1,874,696	1,874,696	2,171,183
<b>Subtotal Current Revenues</b>	<b>2,127,557</b>	<b>2,075,740</b>	<b>3,181,686</b>	<b>2,973,602</b>	<b>3,626,315</b>
<b>Total Resources</b>	<b>3,086,476</b>	<b>2,972,379</b>	<b>4,035,253</b>	<b>3,827,169</b>	<b>4,192,075</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	1,476,688	1,506,705	1,664,532	1,660,332	1,727,598
Materials & Services	463,436	261,511	635,434	418,659	709,347
Allocated Costs	249,713	221,860	248,907	248,907	238,016
Capital Outlay	-	-	565,000	564,063	1,058,955
<b>Subtotal Current Expenditures</b>	<b>2,189,837</b>	<b>1,990,076</b>	<b>3,113,873</b>	<b>2,891,961</b>	<b>3,733,916</b>
Reserves	-	-	-	-	-
Contingency	-	-	540,180	-	308,159
Ending Fund Balance	896,638	853,567	-	565,760	-
<b>Total Requirements</b>	<b>3,086,475</b>	<b>2,972,379</b>	<b>4,035,253</b>	<b>3,827,169</b>	<b>4,192,075</b>
<b>Budgeted Full-Time Equivalent</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>



**Current Operating Revenues vs. Expenditures**



### Description of Fund

The Disaster Management Fund accounts for the operation of the Disaster Management Department. The Department is comprised of two divisions. The Disaster Management Division is responsible for planning and implementing prevention, mitigation, preparedness, response and recovery activities to prevent loss of life and minimize impacts on the community due to disasters. The Medical Examiner's Office is responsible for investigating deaths occurring under violent, questionable or unexplained circumstances, accidents, or unattended deaths.

### Revenue Summary

Revenue sources for the Disaster Management Division includes a transfer from the County General Fund to support a majority of the day-to-day operations of the Department. Homeland Security and Emergency Management grants are also awarded to the department for special projects. A majority of the federal funds are passed through to local partners. There is also a fund balance revenue line that is applied toward the operational budget. The Fund Balance is restricted revenue associated with grant funding.

The Medical Examiner's Office is entirely supported by the General Fund.

### Expenditure Summary

Personnel Services expenditures comprise 41% of total expenditures (both programs) and fund 11 full-time equivalent positions (FTE) including, disaster management staff and medical examiner staff. \$100,000 is entered into the budget for FY 2018-19 Emergency Management Performance Grant (EMPG) that may offset the cost of a portion of the FTEs within the Disaster Management Division's operational budget. However, major cuts are proposed to this item in the federal budget and may not be available to local governments in Oregon depending on Oregon Emergency Management (OEM) decisions regarding the dollars.

Materials and Services expenditures accounts for 17% of the total expenditures and Capital Outlay for 25% of total expenditures. The Capital Outlay of \$1,058,955 includes \$450,000 federal grant dollars from the Urban Area Security Initiative for a full body scanner for the Medical Examiner's Office, which is a shared asset with the Oregon State Medical Examiner's Office. The remainder is federal funding that is pass-through dollars to cities, public works, fire districts, law enforcement, and other entities for projects, specialized training, and materials to promote community preparedness.

### Significant Issues & Changes

Fund 209 was newly established in FY 2010-11. The Department's Disaster Management Division budget fluctuates greatly because of grant funding and pass through dollars that go to local jurisdictions such as: fire districts, law enforcement, incorporated cities, and public works departments. Establishing a separate fund to articulate these unique revenue sources provides a clearer representation of the Disaster Management Department budget. Disaster Management strives to keep some dollars in contingency funding so that some funding, though a very small amount which would be needed in a large disaster, and would be used for supplies, Disaster Management staff overtime, and Emergency Operations Center (EOC) support.

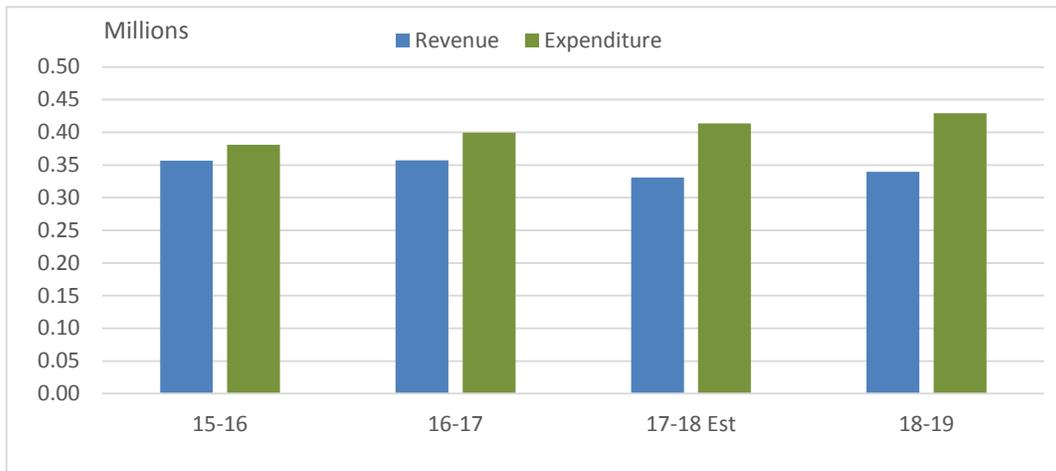
The Medical Examiner's Office is seeing a significant increase in the number of deaths requiring an investigation, up approximately 12% in 2017. The increase in deaths is taxing existing staffing resources, consideration needs to be given to future planning to add a staff member.



**Public Protection**

**Law Library Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	448,791	424,473	382,379	382,379	299,437
<b>Current Revenues</b>					
Fees & Fines	3,318	3,205	2,500	2,500	2,500
Other Revenue					
Courts Reimbursements	349,854	349,854	349,854	324,816	324,816
Other Financing Sources	-	-	-	-	10,000
Interest	3,652	4,254	2,500	3,500	2,500
<b>Subtotal Current Revenues</b>	<b>356,824</b>	<b>357,313</b>	<b>354,854</b>	<b>330,816</b>	<b>339,816</b>
<b>Total Resources</b>	<b>805,615</b>	<b>781,786</b>	<b>737,233</b>	<b>713,195</b>	<b>639,253</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	203,356	211,827	229,664	224,564	241,010
Materials & Services	112,706	117,159	127,669	124,569	127,380
Allocated Costs	65,081	70,421	64,625	64,625	60,863
<b>Subtotal Current Expenditures</b>	<b>381,143</b>	<b>399,407</b>	<b>421,958</b>	<b>413,758</b>	<b>429,253</b>
Reserves	-	-	50,000	-	50,000
Contingency	-	-	265,275	-	160,000
Ending Fund Balance	424,472	382,379	-	299,437	-
<b>Total Requirements</b>	<b>805,615</b>	<b>781,786</b>	<b>737,233</b>	<b>713,195</b>	<b>639,253</b>
<b>Budgeted Full-Time Equivalents</b>	<b>2.24</b>	<b>2.24</b>	<b>2.44</b>	<b>2.44</b>	<b>2.44</b>



**Current Operating Revenues vs. Expenditures**



### Description of Fund

In accordance with state statute (ORS 9.815), Clackamas County maintains and operates a Law Library available at reasonable hours to the public at a convenient location. Law Library resources, materials, services and professional staff are available to all citizens, including but not limited to Clackamas County Circuit Court Judges, County Counsel, the District Attorney's office, County Departments, attorneys, litigants, self-represented litigants, legal professional staff, authors, reporters, students, and others. The Law Library provides legal research resources and materials in a highly selective and well-balanced collection in both print and electronic formats. It is necessary to make legal research materials available in multiple formats to help people perform thorough, reliable and accurate legal research. The physical Law Library collection includes approximately 15,000 legal titles, the majority of which are not available online or not available for free or at a low cost online. Many titles in our collection are no longer being updated regularly due to largely static revenue and rising costs. The Law Library electronic collection includes subscriptions to Westlaw Next, LexisNexis Online, Oregon State Bar BarBooks and access to other free and low-cost computer assisted legal research databases. Purchasing access to commercial online legal research subscription databases is only available for public access in bundled formats and costs continue to rise. The Law Library also provides other services, including but not limited to: conference/study rooms, legal research materials on microfilm/fiche, photocopy/fax/print machines, and remote legal documents request. The Law Library employs professionals with public law library experience, education and training to manage, operate and maintain the Law Library and provide patrons with legal research assistance, legal information dissemination and other legal reference assistance.

### Revenue Summary

The Law Library revenue source was altered by the 2011 Oregon State Legislature (2011 House Bills 2710, 2712, and 5056). Prior to this shift, since 1927, all Law Library revenue was generated from a portion of the filing fees collected in each civil suit, action or proceeding. For the 2011-2013 biennium, Law Library revenue was derived from a set appropriation (2011 HB 5056). The Chief Justice distributed these funds to counties based on revenue received from filing fees collected in the 2009-2011 biennium from civil actions commenced in each county's circuit court. The amount was less (proportionately reduced) than its 2009-2011 amount since the legislative appropriation for 2011-2013 was approximately 26 percent below the 2009-2011 amounts. Clackamas County Law Library was allocated \$713,128.71 for the 2011-2013 biennium. The State Court Administrator's office is now statutorily mandated to conduct biennial surveys of county law library services, staffing and usage. The Legislative Interim Committee on State Courts Revenue Structure (created by 2011 HB 2710 Sec. 171) was directed to study funding of county law libraries and make recommendations on the manner in which they are funded no later than January 1, 2013 (2011 HB 2367). The authority of counties to set "add-on" fees for law libraries was repealed and any funds generated from add-ons go to the state and not the county (2011 HB 2710). The Law Library beginning fund balance, which comprises the majority of the Law Library's total resources, is funding accumulated by the Law Library for anticipated necessary expenditures for the future of the Law Library. Minor contributions to revenue come from earned interest and copier/printer fees. The 2013 Oregon State Legislature appropriated \$100,000 less funding for county law libraries for the 2013-2015 biennium. Clackamas received 9.64% of this total appropriation. The 2017 Oregon State Legislature further cut the law library allocation resulting in approximately \$25,000 less for each fiscal year in this biennium for Clackamas. The Law Library is making significant adjustments to minimize the impact on existing resources and services and looking for alternate revenue sources.

### Expenditure Summary

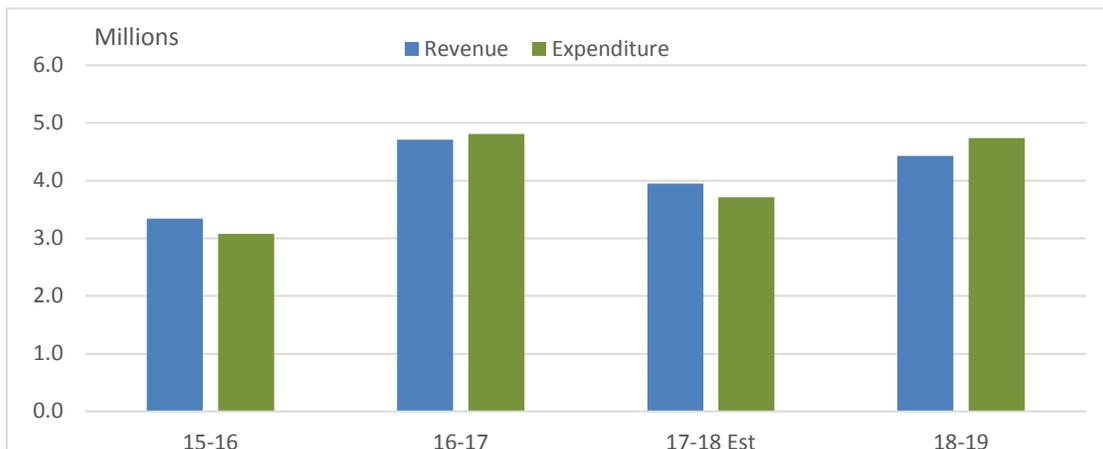
The majority of available funds have been held in reserve and contingency for anticipated future expenditures of continuing to provide, support and maintain a robust Law Library program with modern services at existing levels. Even with significant expenditure adjustments, due to the recent changes in Law Library funding, the "future" is here. Cost allocations, professional staff, subscriptions to online legal research databases, and updating books, treatises and other print materials necessary to provide equal access to legal research information, referrals, and other assistance continue to rise and comprise the majority of Law Library expenditures while revenue has decreased.



**Culture, Education and Recreation**

**Library Services Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	9,432,095	6,766,929	4,665,069	4,665,069	3,885,025
<b>Current Revenues</b>					
Federal Revenues	-	3,881	15,000	14,779	-
State Revenue	5,486	5,513	5,400	5,748	5,765
Local Revenue	740,000	860,000	1,257,570	1,213,000	1,396,670
Fees & Fines	17,274	15,328	14,800	13,000	108,085
Other Revenue	297,824	1,593,595	606,600	448,964	495,600
Interfund Transfers	2,279,053	2,230,371	2,251,746	2,251,746	2,420,811
<b>Subtotal Current Revenues</b>	<b>3,339,637</b>	<b>4,708,688</b>	<b>4,151,116</b>	<b>3,947,237</b>	<b>4,426,931</b>
<b>Total Resources</b>	<b>12,771,732</b>	<b>11,475,617</b>	<b>8,816,185</b>	<b>8,612,306</b>	<b>8,311,956</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	1,411,405	1,602,158	2,002,343	1,753,558	2,452,319
Materials & Services	1,164,687	2,360,682	1,947,446	1,586,133	1,980,391
Allocated Costs	166,934	185,040	215,811	215,811	221,481
Capital Outlay	336,672	658,787	274,596	157,000	82,000
<b>Subtotal Current Expenditures</b>	<b>3,079,698</b>	<b>4,806,667</b>	<b>4,440,196</b>	<b>3,712,502</b>	<b>4,736,191</b>
Special Payment	2,925,104	2,003,881	3,100,000	1,014,779	2,100,000
Reserve	-	-	1,179,246	-	1,384,318
Contingency	-	-	96,743	-	91,447
Ending Fund Balance	6,766,930	4,665,069	-	3,885,025	-
<b>Total Requirements</b>	<b>12,771,732</b>	<b>11,475,617</b>	<b>8,816,185</b>	<b>8,612,306</b>	<b>8,311,956</b>
<b>Budgeted Full-Time Equivalents</b>	<b>14.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>17.00</b>



**Current Operating Revenues vs. Expenditures**

**Description of Fund**

The *Library Services Fund* includes the operations of *Library Systems*, *Shared Library Services*, and *Oak Lodge Library*.

*Library Systems* provides the centralized hardware, software, cataloging and technical support services to one county branch in Oak Lodge and 11 city library customers in Canby, Estacada, Gladstone, Happy Valley, Lake Oswego, Milwaukie, Molalla, Oregon City, Sandy, West Linn, and Wilsonville.

*Shared Library Services* focuses on the delivery of centralized materials handling, administrative, and other services to these same customer libraries so they can collaborate together as a Library District.

Clackamas County Library provides and promotes informational, educational, cultural and recreational materials, and resources to enhance the economic, social, and cultural vitality of the community. Service is offered at the *Oak Lodge Library*. Sunnyside Library was transferred to the City of Happy Valley effective July 1, 2015.

**Revenue Summary**

The primary revenue sources for *Library Systems* and *Shared Library Services* are interfund transfers from the General Fund of \$815,430 and \$1,605,381, respectively. In addition, *Shared Library Services* estimates that it will receive \$475,000 from local jurisdictions in Clackamas County as a reimbursement for purchases of computer hardware, software or other goods and/or services on behalf of these government agencies, mostly related to the implementation of Radio Frequency Identification (RFID) and Automated Materials Handling (AMH) technologies. Beginning fund balance of approximately \$3.2 million in *Library Systems* reflects the allowance for capital improvement projects to be submitted and approved for funding from district libraries as per agreements in a special Intergovernmental Agreement (IGA) between the Board of County Commissioners and each participating jurisdiction.

The primary revenue for operations of *Oak Lodge Library* is from the distribution of Library District funds. The distribution is anticipated to total \$1,396,670.

**Expenditure Summary**

Total expenditures for the *Library Systems* are budgeted at \$4,063,039 of which \$2,100,000 is for payments to other governments (the above-mentioned capital improvement projects for which district libraries must submit a written request to the Board of County Commissioners). Expenditures for *Shared Library Services* total \$2,488,426 of which \$475,000 is for reimbursable purchases for customer libraries, mostly related to the implementation of RFID and AMH technologies. The remaining expenditures in these two programs are related to the provision of services for the eleven city libraries and one County library in the Library District of Clackamas County.

The expenditures for operations at *Oak Lodge Library* are budgeted at \$1,760,491, of which, 58% are for personnel costs.

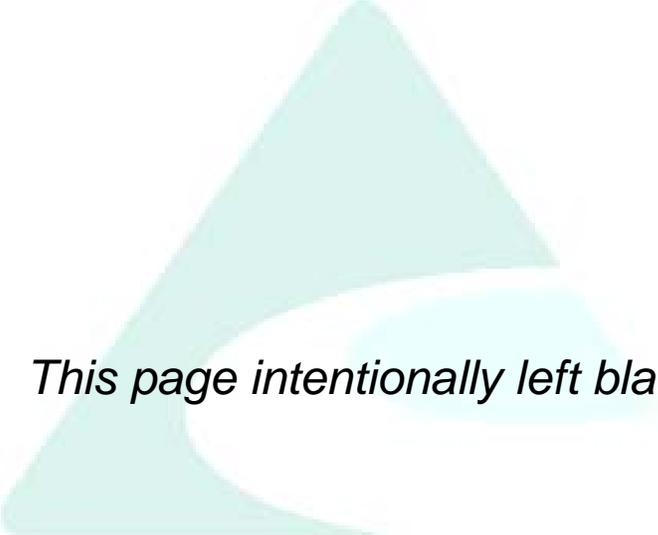
The *Sunnyside Library* transferred to the city of Happy Valley on July 1, 2015, and thus has no budget for fiscal year 2018-19.

**Significant Issues & Changes**

After a successful initial implantation of RFID (Radio Frequency Identification) and AMH (Automated Materials Handling) technologies, *Library Systems* and *Shared Library Services* are currently coordinating the evaluation, procurement, implementation and ongoing management of additional products and services which build upon the Library District's RFID/AMH infrastructure. These initiatives include implementing additional features (such as book recommendations) on self-checkout machines and working with libraries to further stream line materials handling and delivery processes throughout the District.

By the start of fiscal year 2018-2019 *Library Systems* anticipates filling a vacant, recently reclassified Technical Services Librarian position. Filling the reclassified position will allow the department to better support customer needs, particularly in the areas of cataloging, system support, and data integrity.

In fiscal year 2017-18, the County and the City of Gladstone entered into a Settlement Agreement which contemplates the construction of two new libraries, one located within the City of Gladstone, and one located in unincorporated Clackamas County within the Oak Lodge Library service area with a specific site to be determined after appropriate public input. During the same period, NCPRD finalized the acquisition of the Concord Elementary School from the North Clackamas School District. In order to determine the best future use(s) of the Concord School property, BCS, with support from PGA, is coordinating and supporting a community-driven process to evaluate the suitability of the Concord School property as both an NCPRD facility and a potential site for a new Oak Lodge library. We anticipate the formation of a citizen Concord School and Library Planning Task Force, and anticipate providing significant staff support to the Concord School planning process, including hiring a limited-duration, full-time project manager.



*This page intentionally left blank*

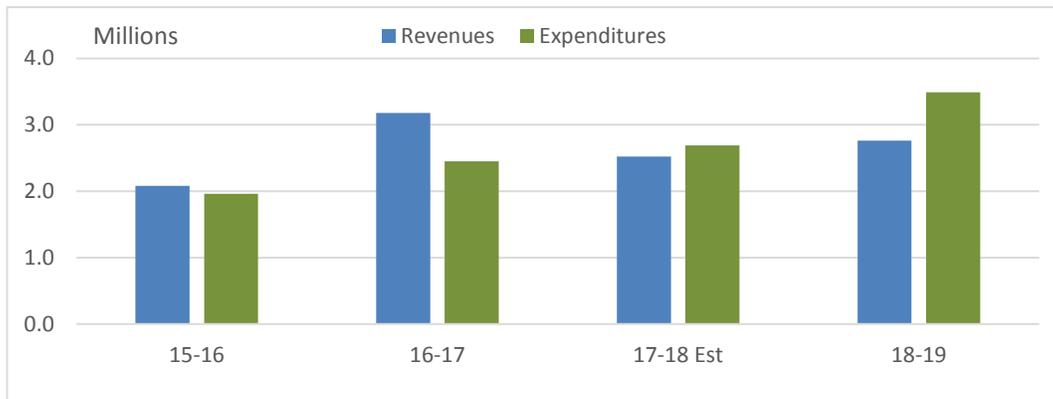
**CLACKAMAS**  
C O U N T Y



**Culture, Education and Recreation**

**Parks Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	357,237	458,347	1,190,313	1,190,313	1,020,800
<b>Current Revenues</b>					
Federal Revenue	1,350	4,178	1,350	1,350	1,350
State Revenue	611,760	1,022,803	906,437	795,837	1,026,500
Fees & Fines	920,625	876,616	902,791	849,691	871,811
Other Revenue	94,362	103,212	84,800	49,645	29,415
Interfund Transfers	452,632	1,174,207	825,259	825,259	832,622
<b>Subtotal Current Revenues</b>	<b>2,080,729</b>	<b>3,181,016</b>	<b>2,720,637</b>	<b>2,521,782</b>	<b>2,761,698</b>
<b>Total Resources</b>	<b>2,437,966</b>	<b>3,639,363</b>	<b>3,910,950</b>	<b>3,712,095</b>	<b>3,782,498</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	937,266	980,997	1,188,253	1,063,335	1,148,164
Materials & Services	576,953	574,115	647,361	617,523	746,185
Allocated Costs	179,089	198,427	202,566	202,566	228,979
Capital Outlay	267,311	695,511	1,383,760	807,871	1,365,500
<b>Subtotal Current Expenditures</b>	<b>1,960,619</b>	<b>2,449,050</b>	<b>3,421,940</b>	<b>2,691,295</b>	<b>3,488,828</b>
Special Payments	19,000	-	10,000	-	-
Reserve	-	-	199,824	-	81,337
Contingency	-	-	279,186	-	212,333
Ending Fund Balance	458,347	1,190,313	-	1,020,800	-
<b>Total Requirements</b>	<b>2,437,966</b>	<b>3,639,363</b>	<b>3,910,950</b>	<b>3,712,095</b>	<b>3,782,498</b>
<b>Budgeted Full-Time Equivalents</b>	<b>5.64</b>	<b>5.64</b>	<b>5.64</b>	<b>5.64</b>	<b>5.64</b>



**Current Operating Revenues vs. Expenditures**

**Description of Fund**

The Clackamas County Parks system was created in 1934 with the purchase of property from the Bear Creek Logging Company. This was followed in 1937 by a donation of contiguous property from the US Government under the Roosevelt Administration. This 300-acre property is now known as Eagle Fern Park. The park system has continued to grow and most of its development occurred in the mid 1960's. Today, County Parks employs 5.64 full-time staff and hires numerous summer temporary employees in order to operate and maintain facilities to serve park patrons during the peak season.

*County Parks* operates 19 park sites in rural Clackamas County. Facilities include:

- Reserved picnic areas serving 2,500 users and non-reserved picnic areas serving 2,000 users
- 201 recreation vehicle-suitable campsites
- 6 non-community public use water systems
- Ball fields, volleyball courts and children's play structures
- 13 restroom buildings and 8 caretaker residences
- A 96-slip boat moorage, marina and 7 boat launches
- Approximately 1,000 acres of County-owned park land
- Over 4,000 acres of leased park land and over 180 acres of mowed turf
- Several miles of County park hiking trails including the popular Stone Creek Golf Club park walking trail
- 5 natural area parks (220 acres) with river access

**Revenue Summary**

Total revenue for fiscal year 2018-2019 includes \$1,020,800 in fund balance, a \$300,000 interfund transfer from the Forest Management Fund for capital improvements, \$208,122 transferred from the General Fund, and \$324,500 transferred from the net proceeds of the Stone Creek Golf Course.

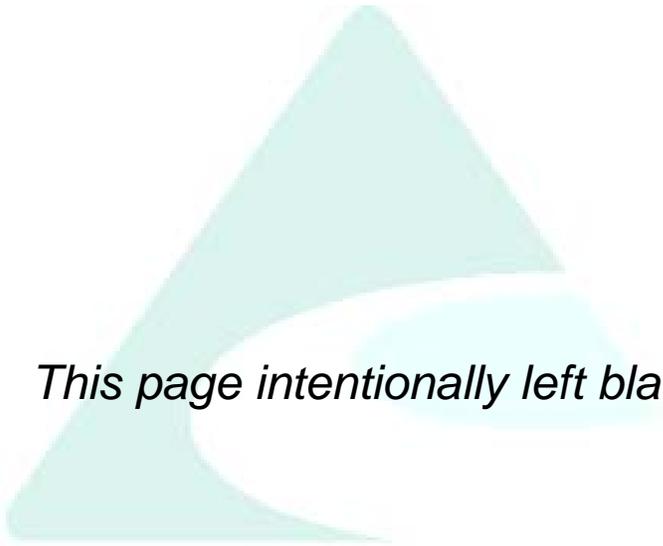
The Oregon Parks and Recreation grant program has awarded County Parks \$150,000 to upgrade and replace the Barton Park day-use restroom facility. In addition, staff has applied for \$160,000 from the Oregon Parks and Recreation Local Government grant program to upgrade and replace the Metzler Park campground restroom facility, and applied for \$37,500 to complete at Phase 1 replacement of Barton Park's main water line. Oregon Parks and Recreation County Opportunity grant funds will be requested in the amount of \$60,000 for an asphalt overlay at the Barton East RV campground. Grant funds totaling \$120,000 will be requested through the State Marine Board to construct an overflow parking lot at Hebb Park and to complete an asphalt overlay on the parking lot and boat ramp at Carver Park. State RV licensing fees and State marine gas tax revenues are budgeted at \$500,350 and will fund parks operations and maintenance and county park boat ramp maintenance, respectively. Fees and services are budgeted to bring in \$871,811.

**Expenditure Summary**

Personnel expenditures are budgeted at \$1,148,164 and represent 30% of the *County Parks* budget. County Parks will continue concentrating on operations and maintenance of the camping and day-use areas in the County parks and at the Boones Ferry Marina, with total materials and services and allocated costs budgeted at \$975,164. Capital construction costs are \$1,365,500, 36% of the budget, and include well and water line system replacement, restroom replacement, parking lot expansion and improvements, campground road improvement, marina slip float replacement, and automated parking machines in three parks.

### Significant Issues & Changes

The focus for County Parks since 2016 with the adoption of Performance Clackamas for BCS/Parks Division has been the replacement of aging infrastructure to meet the public's expectations for clean and safe park facilities. In recent years, County Parks, in partnership with Oregon Parks and Recreation Department and Oregon State Marine Board, has been able to leverage its capital reserve funds to replace aged and unsafe playground structures in Barton, Metzler, and Feyrer Parks and replace a failing dock at Hebb Park. County Parks is now focused on replacing aged and failing restrooms at Feyrer, Barton and Metzler Parks while also improving ADA needs. In addition, County Parks has been able to rehabilitate a fire pond at Barton Park to meet defensible space objectives and complete the demolition of the structurally unsound Dorman Center at Hoodland Park. Total completed project costs are approximately \$1.8 million dollars. This has significantly reduced the backlog of deferred capital repair/replace projects estimated in 2012 to be at \$4.8 million dollars.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y

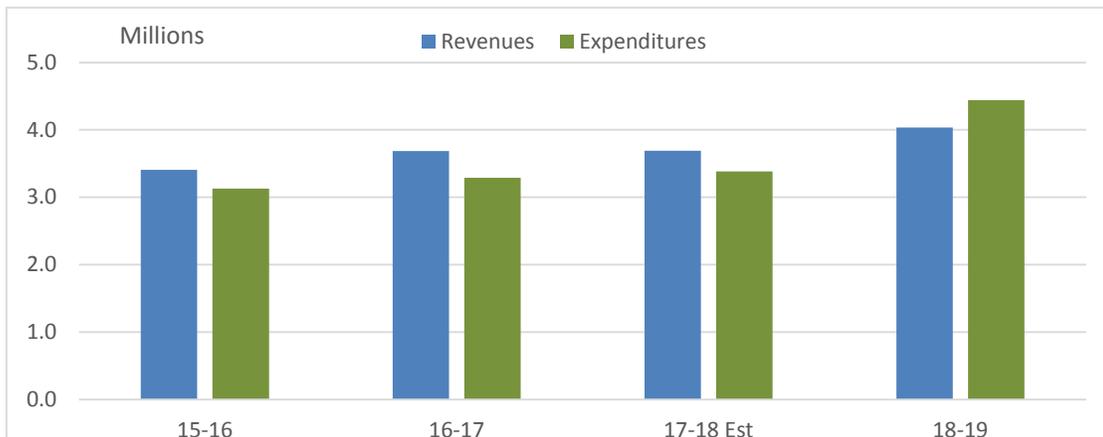


**Planning Fund**

**Economic Development**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	675,429	938,194	1,331,547	1,331,547	1,311,419
<b>Current Revenues</b>					
Federal Revenue	33	-	-	-	-
State Revenue	13,000	-	-	-	-
Local Revenue	93,104	98,995	90,000	75,000	260,000
Licenses	77,671	85,424	80,000	80,000	83,000
Fees & Fines	745,204	924,685	688,900	695,700	841,437
Other Revenue	14,544	4,253	2,000	15,000	25,000
Interfund Transfers	2,461,420	2,570,678	2,823,889	2,823,889	2,824,514
<b>Subtotal Current Revenues</b>	<b>3,404,976</b>	<b>3,684,035</b>	<b>3,684,789</b>	<b>3,689,589</b>	<b>4,033,951</b>
<b>Total Resources</b>	<b>4,080,405</b>	<b>4,622,229</b>	<b>5,016,336</b>	<b>5,021,136</b>	<b>5,345,370</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	2,124,586	2,377,422	2,646,116	2,289,821	2,677,184
Materials & Services	688,533	597,676	691,192	608,712	1,095,942
Allocated Costs	317,093	315,584	436,684	436,684	408,151
Capital Outlay	-	-	75,000	50,000	260,000
<b>Subtotal Current Expenditures</b>	<b>3,130,212</b>	<b>3,290,682</b>	<b>3,848,992</b>	<b>3,385,217</b>	<b>4,441,277</b>
Special Payments	12,000	-	-	-	-
Interfund Transfer	-	-	324,500	324,500	110,000
Reserve for Future Expenditures	-	-	394,347	-	463,856
Contingency	-	-	448,497	-	330,237
Ending Fund Balance	938,193	1,331,547	-	1,311,419	-
<b>Total Requirements</b>	<b>4,080,405</b>	<b>4,622,229</b>	<b>5,016,336</b>	<b>5,021,136</b>	<b>5,345,370</b>

<b>Budgeted Full-Time Equivalents</b>	19.20	20.70	20.70	20.70	20.70
---------------------------------------	-------	-------	-------	-------	-------



**Current Operating Revenues vs. Expenditures**



### Description of Fund

The Planning Fund provides the resources for the Land Use & Permitting function (Planning Division) and the Long Range Land Use Planning program. The planning division is responsible for processing land use permits, preparing land use plans and providing the public and other agencies with land use information. The Long Range Land Use Planning activities include updated the Zoning Development Ordinance and coordinating with local and regional jurisdictions on various land use issues.

This fund also covers a Historic Preservation program responsible for the Heritage Tree program and designating historic landmark structures, as well as the cost of administering and updating the County's Community Rating System (Floodplain Program) which results in substantial reduction in floodplain insurance premiums for residents living in regulated floodplains in the unincorporated areas of the County.

The planning division provides staffing to support the County's Historic Review Board, Design Review Committee, Planning Commission, Land Use Hearings Officer and Board of County Commissioners in reviewing land use applications.

### Revenue Summary

An interfund transfer from the General Fund provides:

- Full support for the Public Service function (providing information at the customer service counter and on the phones, public outreach programs and community planning organizations, Hamlet and Village presentations); and
- Partial support for the Land Use Development Review function, for projects that include the preparation of community plans, amendments to the comprehensive plan and zoning ordinance, and preparation of land use plans as requested by the Board of County Commissioners, Planning Commission, or citizens or required by regional, state and federal governments.

Land use application fees offset some of the costs of processing land use applications and are dependent on economic trends and development activity.

Revenue is generated through contracts for services with the Engineering Division, Water Environment Services and Business and Community Services. The Division also provides planning services on contract for the cities of Estacada, Molalla and Gladstone. These local revenue sources are variable and dependent upon the needs of the contracting bodies.

### Expenditure Summary

Personnel costs account for about two-thirds of the total budget, leaving one-third for materials and services. Significant expenditures in the materials and services category include allocated costs to other County divisions, building rent, permit software, contracted services for a land use hearings officer, and zoning code compliance services.

### Significant Issues & Changes

This fund has seen a continued high level of permitting activity, which is consistent with statewide construction trends. One in approximately every thirty customer interactions results in a paying customer. Public service costs are fully supported by the General Fund.

The tight labor market, especially for certified technical staff, has made it difficult to hire and this continues to be an ongoing issue.

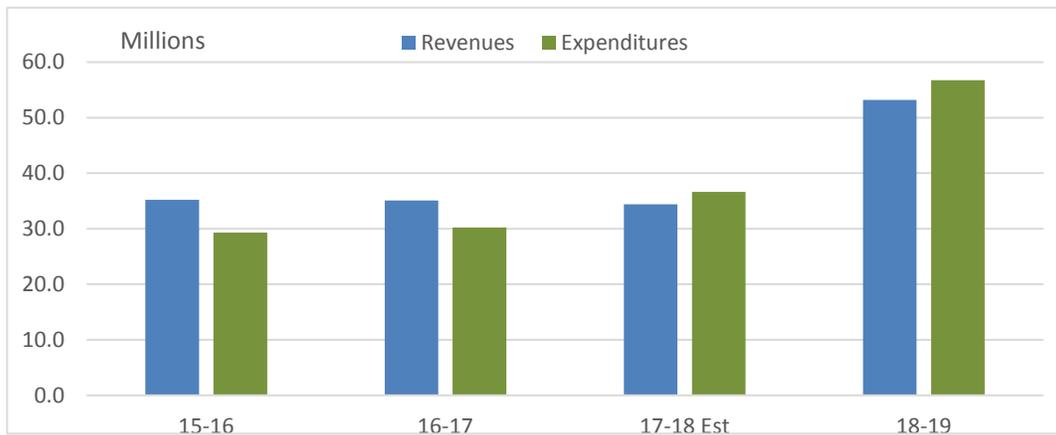


**Public Ways and Facilities**

**Road Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	13,984,282	19,013,977	19,587,300	19,587,300	15,431,545
<b>Current Revenues</b>					
Federal Revenue	1,039,648	1,072,395	434,913	1,076,675	3,346,082
State Revenue	26,236,287	25,577,050	26,385,000	26,984,272	36,375,144
Local Revenue	464,332	418,904	635,409	575,548	995,401
Licenses	142,667	116,134	75,000	125,000	165,000
Fees & Fines	4,957,467	6,759,693	3,832,476	4,130,720	3,157,776
Other Revenue	338,955	403,258	3,284,780	379,580	4,629,780
Interfund Transfers	2,016,837	751,460	1,157,614	1,157,153	4,526,713
<b>Subtotal Current Revenues</b>	<b>35,196,193</b>	<b>35,098,894</b>	<b>35,805,192</b>	<b>34,428,948</b>	<b>53,195,896</b>
<b>Total Resources</b>	<b>49,180,475</b>	<b>54,112,871</b>	<b>55,392,492</b>	<b>54,016,248</b>	<b>68,627,441</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	15,131,372	15,360,779	18,721,535	16,368,552	20,268,629
Materials & Services	10,634,364	10,590,808	16,219,592	15,363,201	14,973,395
Allocated Costs	2,490,415	2,248,762	2,340,309	2,340,309	2,582,407
Capital Outlay	1,058,983	2,037,551	3,884,000	2,561,518	18,940,287
<b>Subtotal Current Expenditures</b>	<b>29,315,134</b>	<b>30,237,900</b>	<b>41,165,436</b>	<b>36,633,580</b>	<b>56,764,718</b>
Special Payments	-	19,000	500,000	250,000	500,000
Interfund Transfers	851,365	4,268,671	2,713,366	1,701,123	-
Reserves	-	-	8,500,000	-	3,104,046
Contingency	-	-	2,513,690	-	8,258,677
Ending Fund Balance	19,013,976	19,587,300	-	15,431,545	-
<b>Total Requirements</b>	<b>49,180,475</b>	<b>54,112,871</b>	<b>55,392,492</b>	<b>54,016,248</b>	<b>68,627,441</b>

<b>Budgeted Full-Time Equivalents</b>	147.55	155.55	160.75	160.75	169.25
---------------------------------------	--------	--------	--------	--------	--------



**Current Operating Revenues vs. Expenditures**



### Description of Fund

The Clackamas County road fund provides the resources needed to provide safety, maintenance, construction and operations services to users of the transportation system so they can travel safely in Clackamas County. This revenue is focused on operations that ensure a safe and well maintained County's system of over 1,400 road miles and 179 bridges. The County road network includes approximately 40,000 traffic signs and 150 traffic signals. The workgroups responsible for this system include **Transportation Maintenance, Traffic Safety, Transportation Development Review, Transportation Engineering & Construction, Long Range Transportation Planning, Damascus Roads** and **Department Administration**. Each workgroup performs essential activities that ensure the system remains safe and efficient for all users.

#### **Transportation Maintenance**

The purpose of the Transportation Maintenance program is to provide repair, maintenance, preservation and emergency response services to the public so they can live, work, recreate and travel safely on a well-maintained County transportation system.

#### **Transportation Engineering & Construction**

The purpose of the Transportation Engineering & Construction program is to provide survey, design, right of way, construction and project management services to the public so they can safely and efficiently connect with goods, services, employment and people.

DTD (Department of Transportation and Development) Capital Projects were moved in to Fund 215 in FY 2018-19 to more effectively track the revenues and expenditures of projects within the department. Capital project expenditures include planning, design, construction, and right-of-way purchase for road projects, bike/pedestrian projects, safety projects, bridge projects and storm drainage projects.

Historically, the major sources of capital project revenues are interfund transfers from:

- Countywide System Development Charge (SDC)
- Tax Increment Financing Districts (Urban Renewal)
- Federal and State Grants
- State Highway Fund (Road Fund)

#### **Traffic Safety**

The purpose of the Traffic Safety program is to provide education, commercial vehicle inspection, traffic operations and engineering services to all road users so they can safely and efficiently use the transportation system.

#### **Land Use & Permitting: Transportation Development Review**

The purpose of the Land Use, Development Review and Permitting program is to provide comprehensive information, plan review, permitting and inspection services to the public, residents, property owners, businesses, the development community and other agencies so they can make informed decisions and advance their projects in a timely manner facilitating economic growth, public health and safety.

#### **Long Range Transportation Planning**

The purpose of the Long-Range Planning program is to provide land use and transportation plan development, analysis, coordination and public engagement services to residents; businesses; local, regional and state partners, and County decision-makers so they can plan and invest based on a coordinated set of goals and policies that guide future development.

### **Damascus Roads**

The purpose of the Damascus Roads program is to provide transportation safety, planning, construction and maintenance services to the public so they can live, work, conduct business, recreate and travel safely on the transportation system within the boundaries of the former city of Damascus.

### **Department Administration**

The purpose of the Department Administration line of business is to provide leadership, supervision, financial, communication and emergency support services to the Board of County Commissioners, decision-makers, DTD employees, other county departments, other jurisdictions and the public, so they can provide well-managed services to people so they can live, work, play and do business in Clackamas County safely and successfully.

### **Revenue Summary**

Transportation funds available to Clackamas County over the last decade have come from a variety of state and federal sources, including the State Highway Fund (motor vehicle fund), Secure Rural Schools and Community Self Determination Act, the Oregon Transportation Investment Act programs, Federal Highway Administration grants and other state and federal competitive grants.

Historically, we have relied on the local funds, such as Tax Increment Financing (TIF) in urban renewal districts and transportation system development charges to fill the gap between the state and federal revenues for new project construction. TIF funds are dwindling and system development charges can only be used for a percentage of the total project cost. Unfortunately, none of these sources have been steady, and the purchasing power of each dollar received has declined as the cost of labor and material continues to increase.

Roads connect people, goods and services and the condition of this vital asset is getting worse as Federal and State funding has not kept pace with road maintenance costs. Without a local funding source Clackamas County is falling behind with many roads already needing to be reconstructed at a much greater cost than preventive maintenance.

### **Expenditure Summary**

The Transportation Maintenance program uses four primary treatments for repair and maintenance of road surfaces: contracted roadway paving/preservation, maintenance paving/patching, chip/slurry seal applications and crack sealing.

The Transportation Engineering & Construction program will continue to provide the technical services of project scoping, planning, survey, design, construction inspection, project management, and program administration for capital and large scale maintenance projects.

The Traffic Safety program focuses on education and outreach to citizens and business. As such, a majority of their expenses are in the form of staff time and outreach.

The Transportation Development Review program expenses are primarily staffing expenses. This group performs the plan review and inspection of civil drawings for parking and public improvements.

The Long Range Transportation Planning program continues to focus on its role of coordinating with local and regional partners, working with the North Clackamas School District to identify key routes where improvements create safer places for children to bike and walk to school, the implementation of the ADA transition plan and other transportation planning activities.

### **Significant Issues and Changes**

We continue to focus revenues on maintaining existing infrastructure, but despite these efforts delays in paving or other road treatments lead to an increasing need for more expensive pavement reconstruction. The condition of our road system is a growing concern, as this network provides direct access to homes, schools, and businesses. Public safety responders rely on this road system to protect residents throughout the county. It is not likely that road funds from the State Highway Fund received by the county will ever be enough to address this problem.

For more than a decade, Department Administration has actively worked with citizens to identify viable funding options to address this increasing need and the county continues to explore the benefits of a variety of local funding sources to help fill this growing gap.

- The recent passage of House Bill 2017 provided the relief of some additional road funding that will increase over the next 10-years, ultimately providing an additional \$13 million each year for Clackamas County transportation programs.
- The federal budget that passed in March 2018, included a renewal of the Secure Rural Schools program and is anticipated to bring in approximately \$500,000 each year until the program sunsets again in 2020.

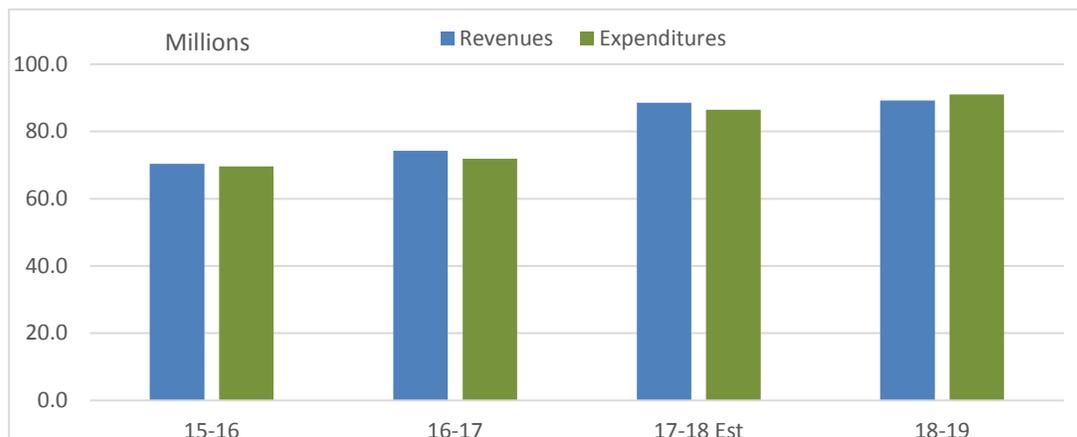
The road fund does not have a sustainable funding source for capital projects and programming projects for construction is constrained by the lack of a funding source that is line with needs. This is due to funding being largely dependent on state and federal funds and programs that may or may not exist in the future.



**Public Protection**

**Sheriff Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	3,254,975	2,462,853	3,553,124	3,553,124	3,637,856
<b>Current Revenues</b>					
Prior Year Revenue	-	162,329	-	27,718	-
Taxes	-	-	11,500,000	11,090,000	11,947,963
Federal Revenue	859,218	811,576	1,081,679	929,042	870,876
State Revenue	158,849	293,249	164,500	300,311	227,500
Local Revenue	8,590,076	8,011,112	8,465,783	7,934,000	8,662,609
Licenses	682,032	1,041,662	480,700	881,500	534,300
Fees & Fines	2,364,443	3,273,856	3,380,315	2,358,836	3,468,461
Other Revenue					
Salary Reimbursements	5,204,026	5,168,667	5,746,385	5,645,000	5,896,892
Miscellaneous	500,265	413,390	1,135,950	410,385	599,800
Interfund Transfers	51,985,096	55,104,521	58,834,074	58,954,074	56,971,489
<b>Subtotal Current Revenues</b>	<b>70,344,005</b>	<b>74,280,362</b>	<b>90,789,386</b>	<b>88,530,866</b>	<b>89,179,890</b>
<b>Total Resources</b>	<b>73,598,980</b>	<b>76,743,215</b>	<b>94,342,510</b>	<b>92,083,990</b>	<b>92,817,746</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	53,677,483	54,721,373	70,188,871	66,338,284	70,230,801
Materials & Services	12,792,101	14,016,109	17,608,240	15,753,773	16,917,361
Allocated Costs	2,784,758	3,121,586	3,788,280	3,788,280	3,788,353
Capital Outlay	320,579	68,060	676,954	536,367	79,500
<b>Subtotal Current Expenditures</b>	<b>69,574,921</b>	<b>71,927,128</b>	<b>92,262,345</b>	<b>86,416,704</b>	<b>91,016,015</b>
Special Payments	50,022	50,443	155,000	104,265	170,000
Interfund Transfers	1,511,184	1,212,520	1,925,165	1,925,165	1,631,731
Ending Fund Balance	2,462,853	3,553,124	-	3,637,856	-
<b>Total Requirements</b>	<b>73,598,980</b>	<b>76,743,215</b>	<b>94,342,510</b>	<b>92,083,990</b>	<b>92,817,746</b>
<b>Budgeted Full-Time Equivalents</b>	<b>384.50</b>	<b>390.35</b>	<b>446.60</b>	<b>446.60</b>	<b>455.35</b>



**Current Operating Revenues vs. Expenditures**



Description of Fund

The Sheriff's Operations Fund accounts for all budget activities of the Sheriff's Office not paid for by the Enhanced Law Enforcement District. Beginning in FY 2017-18 the Public Safety Local Option Levy Fund (Levy) merged into the Sheriff's Operations Fund. The Levy dollars remain distinct within the Sheriff's Operations budget. Levy revenue and expense are tracked and reconciled separately from other revenue sources and expenditure categories. Merging of the two Funds allows for greater efficiencies in managing the overall Sheriff's Office budget.

The *Administration Division* exercises supervision over all divisions and establishes policy and long-range planning; composes and monitors all division budgets; prepares statistical information; and directs procurement, maintenance and storage of supplies and equipment. Public information and internal investigations are also included under this division.

The *Support Services Division* is comprised of the Personnel, Training, Information Technology, Records and Public Safety Training Center activities. The Personnel section is responsible for coordinating all hiring efforts including background investigations of all department personnel, as well as, all training required to keep sworn staff certified. Information Technology coordinates all computer needs for the Sheriff's Office including desktop equipment, laptops and phones to enable information access in patrol cars. The Records unit processes criminal reports taken by Patrol and Investigations. It also maintains warrants and protective orders for Clackamas County and various city police departments and assists crime analysis and case management efforts. Activity at the Public Safety Training Center accounts for costs of a facility which houses a shooting range plus meeting and classroom space. The facility is used by County staff, as well as, other law enforcement agencies in the area. Fees are charged to outside agencies and public users to cover costs related to maintenance and operation. The goal is to have the facility pay for itself between these fees and overtime savings generated from deputies being able to shoot during their regular shifts.

The *Patrol Division* provides patrol services to ensure protection of life, property and individual rights, utilizing uniformed officers who employ a proactive, community policing approach rather than a reactive approach to policing whenever possible. It is solely responsible for patrolling County roads and waterways and includes special units such as special weapons and tactics (SWAT), search and rescue (SAR) and a K-9 unit.

The *Investigations Division* is responsible for responding to and investigating major criminal incidents, as well as processing any evidence relating to those crimes. The division is comprised of the following units to create a coordinated and specialized response to events within the County: Homicide and Violent Crimes Unit (HVCU), Property Crimes, Child Abuse Team (CAT), Interagency Child Exploitation Prevention Team (INTERCEPT), Clackamas County Interagency Task Force (CCITF), Computer Forensics, Crime Scene Investigation (CSI), Forensic Art, Property and Evidence, and the Domestic Violence Response Team (DVERT). In addition to any unit-specific training and knowledge an Investigations member must maintain special skills such as warrant preparation, interviewing techniques, evidence collection and preparation, preparing for and testifying at trial, and other assigned and required duties.

The *Civil Division* is responsible for serving civil process, providing security for 13 courtrooms spread between the county courthouse, juvenile building, and justice court, and transport of individuals in custody to and from the courthouse for trial, sentencing and appearances. In Calendar Year 2017, there were more than 162,000 visitors to the courthouse (an increase of more than 30,000 from last year); some of whom attempted to bring in over 13,000 prohibited items. In FY 2016-17 the Civil Division received more than 5,100 legal papers for service, processed 499 court-ordered foreclosure sales and transported more than 6,200 inmates from the jail for court.

The *Jail Division* maintains a safe and secure jail facility for both inmates and staff in compliance with statutory authority, court decisions and Oregon Jail Standards. It strives to keep all citizens of the community safe and to positively impact those who are held or who must serve sentences in the facility.

## Revenue Summary

The Sheriff's Operations Fund receives 74% of its revenue from property tax and other general county resources in the form of an interfund transfer from the General Fund (\$56,971,489) and Public Safety Local Option Levy (\$11,770,963). Other major sources of revenue include contracts with the cities of Wilsonville and Happy Valley for patrol services (local revenue) at \$7,025,000; a reimbursement from the Enhanced Law Enforcement District for personnel costs (other revenue) at \$5,866,892 and a variety of fees for services such as alarm permits and civil process service.

## Expenditure Summary

The largest expenditure category in the Sheriff's Operations Fund is Personal Services (76%) at \$70,230,801 which pays for 449.60 full-time equivalent positions. In the materials and services category, significant expenditures include: 1) \$3,538,042 for contracted medical and mental health services to inmates at the jail; and 2) a user fee of \$2,181,699 for CCOM dispatch services. FY 2018-19 Cost Allocation charges to the Sheriff's Operations Fund total \$3,788,352.

## Significant Issues & Changes

An overview of the Sheriff's Operations Fund FY 2017-18 issues and accomplishments include:

- **Americans with Disability Act (ADA) Audit.** The jail had a complete Americans with Disability Act (ADA) Audit by an outside consultant to determine our application and adherence to the requirements of the ADA. In addition all security staff were trained in the requirements and understanding of the ADA and those with disabilities.
- **Background and Recruitment Accomplishments.** As of 01/29/2018, the Background Unit has completed backgrounds to allow 24 FTE hires and 6 temporary employee hires since **07/01/2017**. CCSO has experienced the highest number of retirements in more than 12 years and has kept-up with the demand for hiring and training.
- **Clackamas County Interagency Task Force.** The Levy supports 7 Deputies, 3 sworn supervisors and 1 non-sworn support position assigned to the Clackamas County Interagency Task Force (CCITF). The purpose of the CCITF is investigating, deterring, and combating illegal drug use, manufacturing, and distribution, and the related crimes associated with drug offenses and addiction. In 2017, CCITF investigations resulted in the seizure of: 23.4 pounds of heroin, 406 pounds of methamphetamine, 6.7 pounds of cocaine and crack, 2,323 pounds of marijuana, 6,512 illicit prescription pills, and \$222,116 in cash associated with the drugs. These statistics are a small snapshot of what CCITF does; they do not include the firearms related seizures, drug overdose death investigations, Drug Trafficking Organizations (DTO) investigated and dismantled, or other related crimes and criminal activity associated with the vicious cycle of drug trafficking and abuse.
- **Continued Success of the Behavioral Health Unit.** Partnering with Health Housing and Human Services the Patrol Division has worked to support the success of the Behavioral Health Unit (BHU). We have added additional training and equipment in support of BHU and in anticipation of incorporating additional BHU members very soon. We have increased our number of referrals and seen an increase in successful follow-ups and diversion of citizens in mental health crisis.
- **Contract Cities.** Strengthening of contractual relationship with the Cities of Happy Valley and Wilsonville by adding 1 FTE to each – paid by the Cities.
- **Cost Savings Efforts.** The jail completed the occupation of the old property building. One of the uses for this space is for on-duty training which creates a savings in overtime costs. Storage space is used for the purchase of bulk items to create a savings in overall cost of items regularly used within the jail to include sundries, consumables and supplies.
- **Creation of Pretrial Team.** Pretrial services program is a joint venture between the jail, courts, district attorney, defense bar and parole and probation. The team will gather the information that the judge is required by statute to consider in making pretrial release decisions. That information is then used to formulate an assessment of the risks each defendant poses of endangering the safety of the community or of any individual within the community, and of failing to appear in court as required. The information and

risk assessment are presented to the court at the initial appearance, along with an appropriate option for best assuring the community's safety and the defendant's appearance. This pretrial services program benefits the County by allowing judges to make much more informed decisions that take into account the individual risks of each defendant and fashion an appropriate response. This new program will attempt to change the process to be more efficient and effective to the criminal justice system.

- **Jail Discharge Team.** This team works on having a plan for those inmates who are released and ensure they are connected to services. For many individuals that return to jail it is found a lack of support from family or friends can lead to a return to criminal behavior. The goal of the team is to have a plan for which individuals released are connected to services that can help in reducing the allure to return to old ways which often include criminal behavior.
- **Law Enforcement Assisted Diversion (LEAD).** The Clackamas County Sheriff's Office, along with the District Attorney's Office and Health, Housing and Human Services, is formulating a new diversion program aimed at helping low-level offenders stay out of jail by connecting them with the tools and services they need to change their lives. LEAD candidates are often homeless or suffering from mental-health and addiction issues which are better addressed outside of the court system. Services available include addiction counseling, job resources and housing resources.
- **Records Management.** The Information Technology Unit assisted in implementation of Mark 43 Records Management System (RMS); including transfer of all existing data from the prior RMS. CCSO's Records Department entered 10,835 warrants in 2017 and cleared 10,420.
- **START.** The START group is focused on the mental health side of those incarcerated. They work on plans for treatment with an emphasis on early release from custody when possible and referred to the Jail Discharge Team. If the jail has an inmate with severe mental illness it should be on their radar and discussed at a weekly meeting with a goal of having a plan for treatment and discharge. This team has been very active in maintaining contact with the Courts to help speed along the process of those in custody with mental illness. The team is a diverse group of partners and decision makers from multiple agencies committed to safely reducing the number of people with mental illnesses in the jail. This group consists of a multi-disciplinary team that represents jail security staff, parole and probation, jail classification staff, county mental health, patrol, jail mental health, and jail medical staff.
- **Solution to the Foreclosure Process.** The Sheriff is required to levy on and sell real property foreclosed on by the court during the judicial foreclosure process. The foreclosure crisis, and several subsequent court rulings resulted in a tremendous increase in judicial foreclosures. Each foreclosure conducted by the Sheriff involves review and creation of highly technical legal documents, requiring up to 8 hours of staff time. This limited the Civil Division's capacity to process only 4 foreclosures each week. During FY 2016-17, the Civil Division launched newly created software to help create the legal documents and track the various steps in the process. With the new software, the Civil Division's capacity to process writs increased to 45 each week, allowing us to process 499 foreclosures last year and completely eliminated the backlog of cases.
- **Specialized Training.** All security staff received training in de-escalation techniques and Mental Health First Aid. These trainings were for the purpose of teaching staff how to identify, understand and respond to signs of mental illnesses and substance use disorders in the institution and how to deal with people in crisis and help calm situations to prevent escalation of encounters, increase communication and reduce physical confrontation.

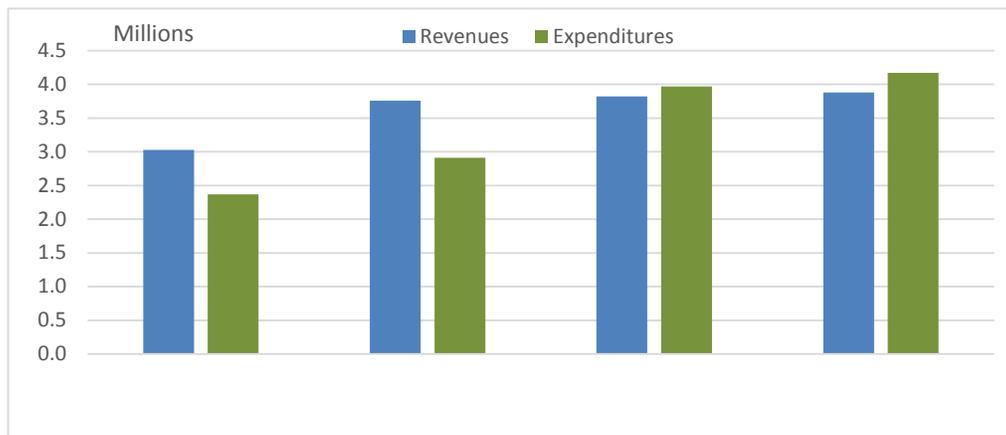


**General Government**

**Code Enforcement & Resource Conservation & Solid Waste Fund**

*Resources and Requirements by Fund*

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	738,287	1,357,711	2,175,229	2,175,229	1,938,742
<b>Current Revenues</b>					
Federal Revenue	1,036	-	-	-	-
State Revenues	-	19,767	-	16,233	-
Local Revenue	305,093	419,444	430,750	420,981	423,500
Licenses	1,685,958	1,989,643	1,894,000	2,057,000	2,075,000
Fees & Fines	877,062	1,135,897	1,130,427	1,149,314	1,196,694
Other Revenue	47,966	81,437	35,800	44,919	43,850
Interfund Transfers	112,558	112,503	134,534	134,534	138,916
<b>Subtotal Current Revenues</b>	<b>3,029,673</b>	<b>3,758,691</b>	<b>3,625,511</b>	<b>3,822,981</b>	<b>3,877,960</b>
<b>Total Resources</b>	<b>3,767,960</b>	<b>5,116,402</b>	<b>5,800,740</b>	<b>5,998,210</b>	<b>5,816,702</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	1,400,866	1,904,096	2,395,365	2,372,112	2,610,589
Materials & Services	638,352	697,294	982,776	953,298	1,023,388
Allocated Costs	323,269	273,798	356,825	356,825	365,752
Capital Outlay	5,900	33,738	256,000	286,000	170,000
<b>Subtotal Current Expenditures</b>	<b>2,368,387</b>	<b>2,908,926</b>	<b>3,990,966</b>	<b>3,968,235</b>	<b>4,169,729</b>
Special Payments	41,862	32,247	20,000	16,233	-
Interfund Transfer	-	-	75,000	75,000	75,000
Reserve for Future Expenditures	-	-	617,522	-	907,771
Contingency	-	-	1,097,252	-	664,202
Ending Fund Balance	1,357,711	2,175,229	-	1,938,742	-
<b>Total Requirements</b>	<b>3,767,960</b>	<b>5,116,402</b>	<b>5,800,740</b>	<b>5,998,210</b>	<b>5,816,702</b>
<b>Budgeted Full-Time Equivalents</b>	<b>14.75</b>	<b>19.75</b>	<b>20.55</b>	<b>20.55</b>	<b>20.80</b>



**Current Operating Revenues vs. Expenditures**



## Code Enforcement & Resource Conservation Solid Waste Fund

---

### **CODE ENFORCEMENT**

#### **Description of Fund**

Code Enforcement addresses violations of codes and ordinances administered by a variety of workgroups in the Department of Transportation and Development (DTD). It is the goal of the code enforcement function to work cooperatively and collaboratively with the County agencies on whose behalf they perform this work and with citizens to ensure safety, preserve resources, enhance community livability and quality of life, and reduce environmental degradation.

#### **Revenue Summary**

- Building Codes provides revenue for code-related violations of the Oregon Structural Specialty Code, Oregon Residential Specialty Code, Oregon Electrical Specialty Code, Oregon Plumbing Specialty Code, the Oregon Mechanical Code, the Code for the Abatement of Dangerous Buildings and Structures (local ordinance), County Grading Ordinance amongst others.
- Transportation Engineering pays for the enforcement of the Road Use Code, for the enforcement of conditions of approval established in land use decisions, and for mediation service costs associated with road use issues.
- Planning & Zoning pays the cost of compliance services for violations of the Zoning and Development Ordinance which now includes marijuana-related violations.
- Resource Conservation & Solid Waste pays for the enforcement of Clackamas County's Solid Waste Code.

#### **Expenditure Summary**

Historically, Code Enforcement (CE) revenues have not kept pace with expenditures and the balance of building code, solid waste, and zoning compliance actions have been funded by solid waste franchise fees. The program receives a small contribution from the general fund which offsets but does not fully cover the shortfall. The gap between the actual cost of operating the CE program and the revenue collected through direct billings for services will likely widen as costs for the CE program continue to increase and as demand for services increases due to recent policy directives, changes in enforcement priorities, and recent enforcement areas such as those related to marijuana.

#### **Significant Issues and Changes**

The Code Enforcement Program is now operated based on current enforcement policies and philosophy as directed by the Board of Commissioners (BCC). The program still encourages voluntary resolution of code violations and staff works cooperatively with property owners within the County in the resolution of compliance issues related to their property. With the modifications made as a result of the performance review performed in 2013-14 and prior BCC recommendations and directives, the program is more efficient and predictable. New practices and cost recovery mechanisms (like the monthly \$75 file maintenance fee and the availability of collection methods not previously available to the County) help to ensure that the County can more effectively recoup costs associated with enforcement actions.

## **SUSTAINABILITY & SOLID WASTE (SSW)**

### **Description of Fund**

Sustainability & Solid Waste (SSW) provides for a safe, healthy and effective solid waste and recycling collection system; the oversight and administration of franchised private collection companies and one transfer station that serve 52,000+ business and residential accounts and pick up garbage, recycling and yard debris an estimated 6.7 million times a year; technical assistance, outreach and education to reduce waste and promote best practices among businesses, residents, and schools; and participation in regional and state waste planning. The program ensures community-wide compliance with goals and objectives of the Regional Solid Waste Management Plan and Oregon Revised Statutes such as the Opportunity to Recycle Act for the unincorporated and incorporated areas of the county.

These programs and initiatives save money, honor and conserve natural resources, prevent waste, and ensure a healthy, safe, solid waste and recycling system, contributing towards the well-being of the County now and for future generations.

### **Revenue Summary**

The program is funded almost completely by franchise fees and regional revenue from Metro. Franchise fees are a percentage of the gross revenue received by collection companies for garbage and recycling services. Metro returns revenues to the county that originate from regional solid waste fees to maintain existing programs and occasionally offers additional funds to support additional technical assistance to businesses or to support emerging recovery or waste reduction goals. Agreements are in place with all local cities that direct Metro funding to the County in return for the County taking responsibility to plan and implement required programs in those cities and to engage in regional planning. Other nominal revenues come from fines on solid waste violations, recycling licenses, and incentives tied to the solar array on the Development Services Building (DSB).

In past years the program has also received grants to promote more efficient, greener county operations through energy and water efficiency, solar projects, practices that reduce waste and procurement of more environmentally responsible goods, and has also promoted public education on energy efficiency and renewable energy.

### **Expenditure Summary**

The County is a leader in developing and implementing new and innovative waste reduction programs. Franchise fees and regional funds pay for administration of the solid waste collection system, the associated waste reduction and technical assistance programs, and the annual financial review of collection companies and their costs, to set garbage and recycling collection fees. These funds are also used to enforce and abate solid waste code violations and nuisances. In FY 2018-19 these funds will also support the Dump Stoppers program. Metro funds are directed to increase technical assistance to businesses and to meet community education requirements; addressing food waste through collection, food donation, and waste reduction efforts is a current priority for Metro funds. Incentive payments tied to the DSB solar array are set aside for energy efficiency projects in County operations and to support this program's role as a co-champion for Strategic Energy Management.

### **Significant Issues and Changes**

In FY 18-19 continued priorities include development of food scrap collection, modernizing and updating franchise administrative rules and code, and finalizing the County's first Disaster Debris Plan. An issue that emerged in 17-18 and will remain a challenge, with implications for collection fees, is the significant drop in recycling markets. Engaging at the regional and state level to manage the problem, and developing strategies to partially mitigate the problem by reducing contamination in recycling is a new focus.

Amidst continued evidence of climate change and the growing recognition of the importance of aggressively reducing our carbon footprint, the Board reaffirmed historic climate commitments in 2017. Because climate strategy and action is a cornerstone of any vision for a sustainable community, the program proposes to change its name to Sustainability and Solid Waste, and with guidance from the Board, to add or re-establish efforts such as a climate strategy for County operations or county-wide. Much of the carbon emissions we generate are influenced by or relate to the use of energy for buildings, transportation, and solid waste, making DTD ideal for a coordinating role as the Board explores how the County can fulfill its climate commitments.

With a healthy fund balance for the first time in several years, the program is presented with opportunities to (a) maintain an operational reserve, (b) pursue new strategies for food donation, promote waste reduction, and reduce contamination in recycling, and/or (c) provide businesses with assistance in modernizing garbage and recycling enclosures.

## **SEPTIC & ONSITE WASTEWATER**

### **Description of Fund**

Septic & Onsite Wastewater (SOWP) is responsible for the review and permitting of the septic systems in unincorporated areas of Clackamas County that are not serviced by a sanitary sewer provider.

This group works collaboratively with the Code Enforcement group to enforce unusually difficult or complex violations of the Department of Environmental Quality subsurface sewage disposal regulations.

### **Revenue Summary**

The Septic and Onsite Wastewater program is funded exclusively by dollars collected through permitting activity. It does not receive any money from the General Fund for its operation.

### **Expenditure Summary**

The Septic & Onsite Wastewater expenditures are expected to be covered by fees for service.

### **Significant Issues and Changes**

The Septic & Onsite Wastewater Program (SOWP) is a new program in Transportation & Development, but expenditures are expected to be covered by local fees for service.



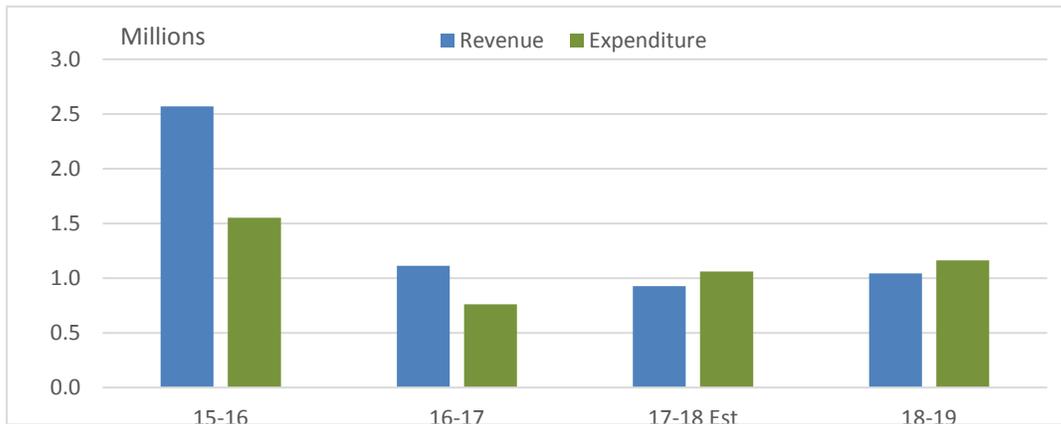
**General Government**

**Property Disposition Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	420,014	1,439,607	1,778,871	1,778,871	1,445,483
<b>Current Revenues</b>					
Fees & Fines	1,568,560	509,788	672,711	404,689	421,361
Other Revenue					
Land Sale Proceeds	943,664	580,050	781,672	500,000	600,000
Miscellaneous	58,503	22,619	12,711	21,361	21,361
<b>Subtotal Current Revenues</b>	<b>2,570,727</b>	<b>1,112,457</b>	<b>1,467,094</b>	<b>926,050</b>	<b>1,042,722</b>
<b>Total Resources</b>	<b>2,990,741</b>	<b>2,552,064</b>	<b>3,245,965</b>	<b>2,704,921</b>	<b>2,488,205</b>

<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	124,341	140,616	180,009	180,009	217,535
Materials & Services	1,387,060	601,390	1,428,004	780,314	830,529
Allocated Costs	13,330	18,686	24,115	24,115	24,129
Capital Outlay	26,403	-	75,000	75,000	90,000
<b>Subtotal Current Expenditures</b>	<b>1,551,134</b>	<b>760,692</b>	<b>1,707,128</b>	<b>1,059,438</b>	<b>1,162,193</b>
Special Payments	-	12,501	205,000	200,000	450,000
Reserve for Future Expenditures	-	-	1,240,987	-	778,465
Contingency	-	-	92,850	-	97,547
Ending Fund Balance	1,439,607	1,778,871	-	1,445,483	-
<b>Total Requirements</b>	<b>2,990,741</b>	<b>2,552,064</b>	<b>3,245,965</b>	<b>2,704,921</b>	<b>2,488,205</b>

<b>Budgeted Full-Time Equivalents</b>	1.20	1.20	1.20	1.20	1.40
---------------------------------------	------	------	------	------	------



**Current Operating Revenues vs. Expenditures**

**Description of Fund**

The *Property Disposition Fund* includes two programs – *Tax Title Land* and *Property Disposition*.

The *Tax Title Land program* accounts for tax foreclosed property proceeds. The County annually forecloses upon tax-delinquent properties following a six-year notification process. After the sixth year of delinquency, the property is deeded to the County in lieu of the uncollected taxes. The properties are then typically sold at public auction or transferred to other government agencies for public use. Tax Title Land receives the proceeds from the sale of those properties. In return, it reimburses Property Disposition for all costs associated with the management and disposal of the foreclosed properties. Any funds remaining are distributed to the taxing districts of the County.

The *Property Disposition program* is responsible for the management and disposition of County real properties. It is generally self-supporting and is not dependent upon the County's General Fund. Areas of responsibility include:

- Managing and disposing of surplus real properties that are deeded to the County through statutory tax foreclosure through a public oral auction, transferred to another county department, county agency or municipality, or through a private sale.
- Providing property management services including title/deed documentation, inspection, maintenance, marketing, contracting, and administration as needed to the tax foreclosed real properties until properties can be sold or transferred.

**Revenue Summary**

The primary source of revenue for this fund is receipts from the sale of tax foreclosed properties generated by the annual auction or a private sale.

**Expenditure Summary**

*Tax Title Land* expenditures include an Internal County Contracted Service charge of \$421,361 paid to *Property Disposition* to reimburse the program for costs related to the management of tax foreclosed properties in Clackamas County.

*Property Disposition* expenditures include a Property Agent position and other expenditures including legal services, property management services, and other costs associated with the holding, sale, and transfer of surplus real properties. Expenditures also include a Reserve for Future Expenditures of \$778,465 to mitigate costs related to the unknown hazards and possible clean-up of future hazardous contaminated tax foreclosed properties.

**Significant Issues & Changes**

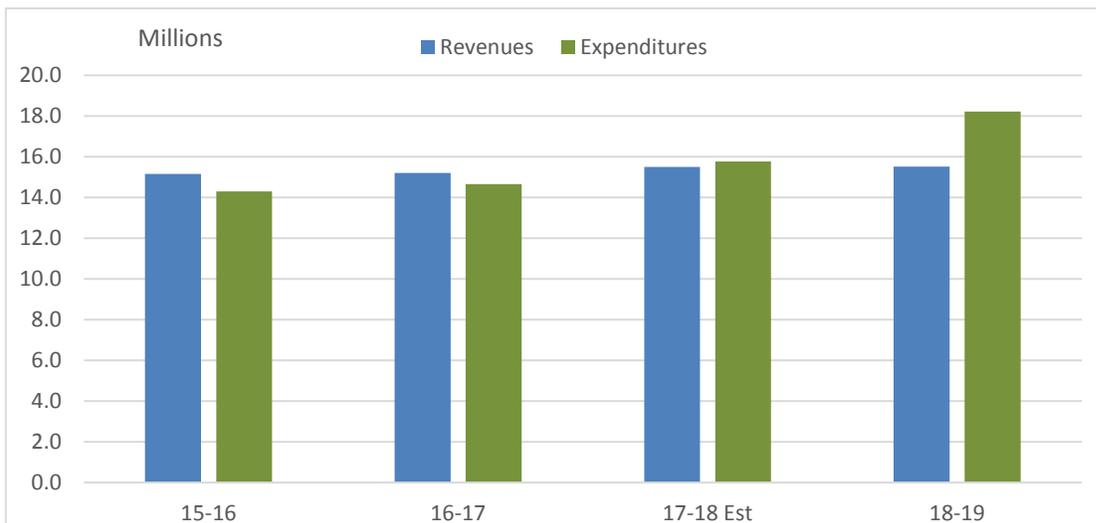
Exposure to unknown hazardous property conditions can create a significant risk management and financial liability to Property Disposition. As the division does not receive County general funds, resources must be set aside in reserve to mitigate for these unknown future hazardous tax foreclosed properties.



**Public Protection**

**Community Corrections Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	2,055,098	2,785,322	3,204,850	3,204,850	2,826,259
<b>Current Revenues</b>					
Federal Revenue	62,524	14,478	-	-	-
State Revenue	9,615,550	9,659,925	9,896,392	9,971,392	9,971,392
Local Revenue	93,900	121,200	100,000	105,000	110,000
Fees & Fines	998,485	855,681	969,192	790,608	671,675
Other Revenue					
Client Maintenance Fees	112,289	89,817	102,000	41,500	43,500
Miscellaneous	85,024	79,103	38,930	52,961	42,930
Interfund Transfers	4,188,718	4,376,391	4,546,938	4,546,941	4,672,087
<b>Subtotal Current Revenues</b>	<b>15,156,490</b>	<b>15,196,595</b>	<b>15,653,452</b>	<b>15,508,402</b>	<b>15,511,584</b>
<b>Total Resources</b>	<b>17,211,588</b>	<b>17,981,917</b>	<b>18,858,302</b>	<b>18,713,252</b>	<b>18,337,843</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	10,077,320	10,092,004	13,296,911	10,832,255	13,361,561
Materials & Services	3,295,226	3,497,519	4,052,653	3,767,428	3,603,541
Allocated Costs	830,125	879,300	1,009,701	1,009,701	1,027,162
Capital Outlay	99,518	184,167	303,458	157,030	225,000
<b>Subtotal Current Expenditures</b>	<b>14,302,189</b>	<b>14,652,990</b>	<b>18,662,723</b>	<b>15,766,414</b>	<b>18,217,264</b>
Special Payments	124,077	124,077	195,579	120,579	120,579
Contingency	-	-	-	-	-
Ending Fund Balance	2,785,322	3,204,850	-	2,826,259	-
<b>Total Requirements</b>	<b>17,211,588</b>	<b>17,981,917</b>	<b>18,858,302</b>	<b>18,713,252</b>	<b>18,337,843</b>
<b>Budgeted Full-Time Equivalents</b>	<b>104.50</b>	<b>106.00</b>	<b>106.00</b>	<b>106.00</b>	<b>106.00</b>



**Current Operating Revenues vs. Expenditures**



### Description of Fund

The Community Corrections Fund was established to receive moneys from the State Department of Corrections to manage adult parole and probation supervision services and interventions in Clackamas County. Funds are allocated to counties each biennium derived from a legislative formula. Counties develop plans in partnership with their Local Public Safety Coordinating Councils that identify how Community Corrections will serve the local offender population. Clackamas County operates the following programs:

- *Residential Treatment & Counseling* provides pro-social guidance, treatment, employment, and housing services to clients so they can experience their best opportunity for successful, pro-social reintegration into the community.
- *Transitional Resource Program* provides pre-release, assessment, referral and stabilization services to justice involved individuals, those at risk and those affected so they can experience their best opportunity for successful, pro-social reintegration into the community.
- *Community Services Program* provides a cost effective workforce and safe, pro-social sentencing alternative to local community partners and justice involved individuals so they can be accountable for their offense, while contributing to and remaining in their local community.
- *Parole & Probation Supervision Program* provides assessments and case planning, counseling, intervention and accountability services to individuals on parole or probation so they can experience their best opportunity for successful, pro-social reintegration into the community.
- *Pretrial Services* provide services to reduce forced jail releases, maximize appropriate jail releases, maximize court appearances, and maximize public safety. Pretrial supervision ensures increased accountability of released defendants in the community with risk-based supervision of pretrial conditions and ensuring that offenders who need to stay in custody remain.
- *Victim Services Program* provides outreach, support, safety planning, advocacy, and victim notification services to survivors and victims of crime so they can make informed choices, recover, and feel safer.

### Revenue Summary

The largest revenue source in the Community Corrections Fund is State Revenue (49%) which is dedicated to the provision of felony offender supervision. General Fund (25%) is used to provide misdemeanor supervision and client treatment services. Client Fees and Fines make up 3% and Community Service Work contracts contribute 1%. Justice Reinvestment Act funds (6%) support our Pretrial program and expansion of Short-term Transition Leave (STTL) and Corrections Substance Abuse Program (CSAP). Prior year revenue is 15% of the budget with 20% of that is unspent Justice Reinvestment Act funds from fiscal year 2017-18.

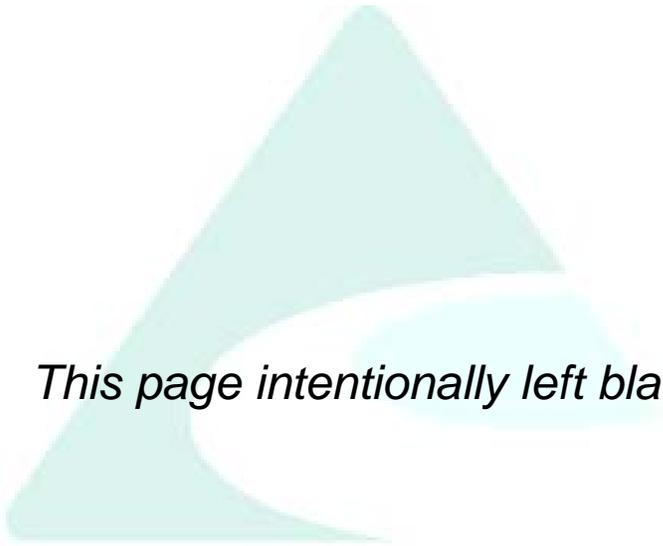
### Expenditure Summary

Personnel service costs represent the largest expenditure in this fund, accounting for 72.9% of the total budget. Materials and services total 20.3% and include housing, mentoring, employment, mental health and other contracted treatment services. Allocated costs amount to 5.6% and the remaining 1.2% is earmarked for capital expenditures.

### Significant Issues and Changes

Justice Reinvestment (JRI) funds 2017-2019 were received January 2018. These funds support the Pretrial program and expansion of Short-Term Transitional Leave (STTL) and Corrections Substance Abuse Program (CSAP). CSAP has increased from 56 beds to 84 beds. JRI programs include seven FTE and contracts for a Mental Health Specialist from Behavioral Health and data management software for the tracking, supervision, communication and assessment required for all phases of the Pretrial program. Ten percent of the JRI funding is earmarked for Victim Services which Clackamas Women's Services, Children's Center, Los Niños Cuentan, and Safety Compass have received.

The Transition Center and programs will continue on for FY 2018-19 using prior year revenue carryover.



*This page intentionally left blank*

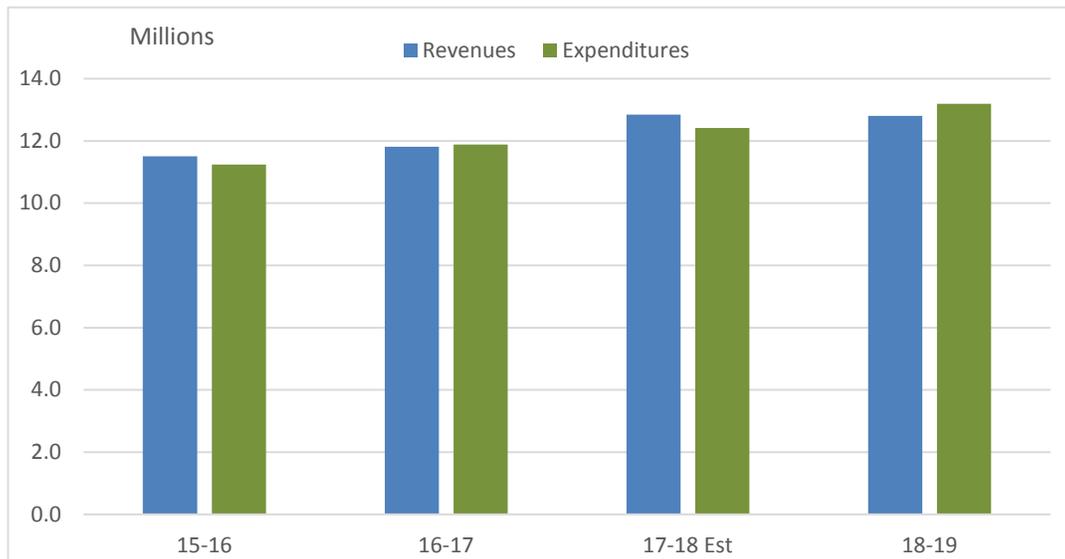
**CLACKAMAS**  
C O U N T Y



**Public Protection**

**District Attorney Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	654,725	914,251	844,503	844,503	833,982
<b>Current Revenues</b>					
Prior Year Revenue	3,684	383	308,767	308,767	-
Federal Revenue	1,242,529	1,123,359	1,787,407	1,567,602	1,638,937
State Revenue	819,747	806,189	844,062	825,062	812,430
Fees & Fines	342,185	365,794	334,580	334,580	363,078
Other Revenue	53,027	2,976	-	(1,480)	-
Interfund Transfers	9,044,708	9,514,850	9,813,106	9,813,106	9,989,615
<b>Subtotal Current Revenues</b>	<b>11,505,880</b>	<b>11,813,551</b>	<b>13,087,922</b>	<b>12,847,637</b>	<b>12,804,060</b>
<b>Total Resources</b>	<b>12,160,605</b>	<b>12,727,802</b>	<b>13,932,425</b>	<b>13,692,140</b>	<b>13,638,042</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	9,082,739	9,466,949	10,691,707	10,155,909	11,007,354
Materials & Services	1,421,109	1,587,842	1,933,572	1,395,103	1,329,698
Allocated Costs	736,887	828,508	867,146	867,146	860,990
Capital Outlay	5,619	-	-	-	-
<b>Subtotal Current Expenditures</b>	<b>11,246,354</b>	<b>11,883,299</b>	<b>13,492,425</b>	<b>12,418,158</b>	<b>13,198,042</b>
Special Payments	-	-	440,000	440,000	440,000
Ending Fund Balance	914,251	844,503	-	833,982	-
<b>Total Requirements</b>	<b>12,160,605</b>	<b>12,727,802</b>	<b>13,932,425</b>	<b>13,692,140</b>	<b>13,638,042</b>
<b>Budgeted Full-Time Equivalents</b>	<b>78.30</b>	<b>78.30</b>	<b>78.45</b>	<b>78.45</b>	<b>78.45</b>



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The District Attorney represents the state of Oregon in prosecuting felony and misdemeanor crimes, grand jury proceedings, hearings involving mental commitment, family abuse prevention, and juvenile delinquency and dependency, as well as child support actions. The primary purpose of the Clackamas County District Attorney's Office is to fairly, and impartially enforce all criminal laws with honesty and integrity. The ultimate goal is to provide justice to victims and the communities in Clackamas County with a safe and healthy place to live.

**Revenue Summary**

Programs in the DA's office are funded by revenue streams received from grants, federal incentive monies, the County General Fund, and monies collected from the state and defendants for Discovery fees. The total revenue for 2018-19 FY budget is \$13,638,042, of which 73.25% or \$9,989,615 is County General Fund.

**Expenditure Summary**

Personnel Services is the greatest expense category in the DA's Office budget and consumes 80.71% or \$11,007,354 of the 2018-19 FY budget. Materials and Services is the second greatest expense consuming 9.75% or \$1,329,698, followed by Allocated Costs consuming 6.31% or \$860,990, then Special Payments consuming only 3.23% or \$440,000.

**Significant Issues & Changes**

**Revenue and Expenditure Changes**

General Fund expenditures (Personnel Services and Allocated Costs) will have a net increase of 2.17% or \$239,437 over 2017-18 FY. This is a 44.96% or \$128,955 reduction in General Fund revenue over the previous 2017-18 FY. "Other Revenue" makes up the remaining 26.82% or \$3,648,427 of the DA's Office budget. State cuts in juvenile dependency, and our decision to reallocate 1.5 FTE positions from Family Support (where actual expenses are reimbursed at 66%) to another organizational unit to meet changing business need attributed to the cumulative decrease of 10.25% or \$416,868 in "other revenue". Lastly, the State's final reimbursement of actual expenses occurring in 2017-18 FY for Family Support posted late, and in the 1<sup>st</sup> quarter of 2018-19 FY.

**Increase in Workload Volume**

The DA's Office monitors the volume of its caseload office wide by tracking the number of referrals it receives for juvenile dependency, family support, and law enforcement reports representing criminal activity. The DA's Office diligently assesses the ebbs and flow of office wide workload and shifting resources from one area to another to meet workload demands. To meet the increase in volume over the past few years, the DA's office pro-actively trained its administrative staff to work cross functionally throughout all areas of the office, streamlining manual processes, and leveraging the technology we already have in place to increase our capacity which has allowed us to absorb the increase in volume thus far without hiring additional FTE. This has created larger caseloads for our employees, and with pending budget cuts in juvenile dependency, our capacity to continue to take on additional cases with current staffing is not sustainable over the long term if crime continues to rise.

**Grand Jury Recordation**

The DA's office is working on an impact analysis to address the gap in fiscal resources created with the passage of SB 505, requiring the recordation of grand jury proceedings. Multnomah County District Attorney's office estimates a cost increase totaling \$683,038 for the 2017-19 biennium. The estimate for Clackamas County is nearly half or \$341,069 per biennium.

Despite challenges facing the DA's office, its focus remains on the people we serve, and providing high quality and timely services.

## **Ensure Safe, Healthy and Secure Communities**

The DA's Office works collaboratively with other agency partners to affect positive change by looking at and developing new, innovative programs, best practices, and technological advancements that reduce and/or prevent crime.

The Neighborhood Livability Project "NLP". The NLP utilizes a collaborative approach to address problem houses that invite criminal activity bringing significant quality of life challenges in these neighborhoods throughout the county. Since its inception in March 2015, the NLP has successfully resolved issues negatively impacting neighborhoods on 132 vacant houses in Clackamas County. 74% or 98 of these houses are now in "closed" status which resulted in a reduction or elimination of criminal activity to the point where there is no longer negative impacts on the community. To date, 18 houses are in review status, 11 are active, 2 are new, and 3 are in priority status to be completed as soon as possible. In August 2017 the Clackamas County NLP was recognized by the National Association of Counties (NACo) by receiving the 2017 Achievement Award for "Neighborhood Livability Project" for Criminal Justice and Public Safety and has been selected as one of the 100 Brilliant Ideas at Work, as part of NACO President Bryan Desloge's presidential initiative.

## **Supporting Families**

The Clackamas County Family Support Enforcement Office continues to be one of the top three counties for highest collection of court-ordered child support. Over this past FY the Family Support Unit has focused on strengthening performance in the five areas which the Federal Office of Child Support Enforcement (OCSE) awards incentive money for effective and efficient child support programs. The focus in these areas led to an estimated increase of \$128,796 in incentive funding, an almost 100% increase over the year prior. Additionally, the Family Support Unit has increased its cost effectiveness by 28.9%. For every dollar spent by the Unit, \$17.05 are collected for children and families. Finally, the amount of money collected for children and families in the month in which it is due increased from 80.3% to 80.5%.

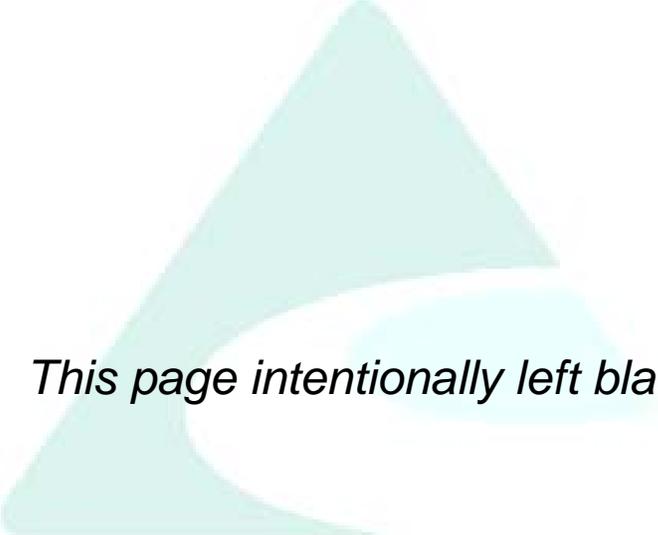
This FY the Unit will continue its focus to become a more effective and efficient child support program. The goal is to increase collection of child support in the month it is due, improve cost effectiveness and increase incentive award funding. These goals will help ensure families are receiving the financial and emotional support children need to grow and thrive. Every dollar collected goes directly to support children and families and encourages self-sufficiency.

## **Build a Strong Infrastructure**

In 2008, the DA's office began an ambitious initiative to move from physical paper files and manual workflow processes to relying on digital media or *electronic files* and built in workflow processes automating some functions through our case management system, PBK. We have converted many of our manual processes that occur between other agencies to an electronic process, for example – delivering discovery to defendants and/or their attorneys, receiving police reports, and evidence electronically, and laptops in court for prosecutors to access their files digitally.

Over this past FY the DA's office has developed and is in the process of implementing the framework to shift from a traditional to an agile "continuous improvement" business model through efforts put forth in our "File-Less Initiative" as we pursue our goal of becoming a "file-less" office. Our time and effort working in the "File-Less Initiative" is building internal capacity to respond and adapt fluidly to change without disrupting services.

The DA's office continues to leverage as many as eight law students each year through our work study program. These students participate actively in the work of the office, obtaining valuable hands on experience while under direct supervision of a senior Deputy District Attorney whose responsible for training and directing the students learning experience through on the job training. This program benefits the office and the students by providing the office with cost effective additional legal resources to perform the legal work of the less serious cases, while giving the students the benefit of exposure to the criminal justice system, and real hands on experience prosecuting low level cases under the watchful eye of the senior DDA. The DA's office has developed excellent working relationships with the three Oregon law schools, who view our program with high regard. This Program has also served as an excellent recruiting tool when seeking to fill deputy district attorney vacancies.



*This page intentionally left blank*

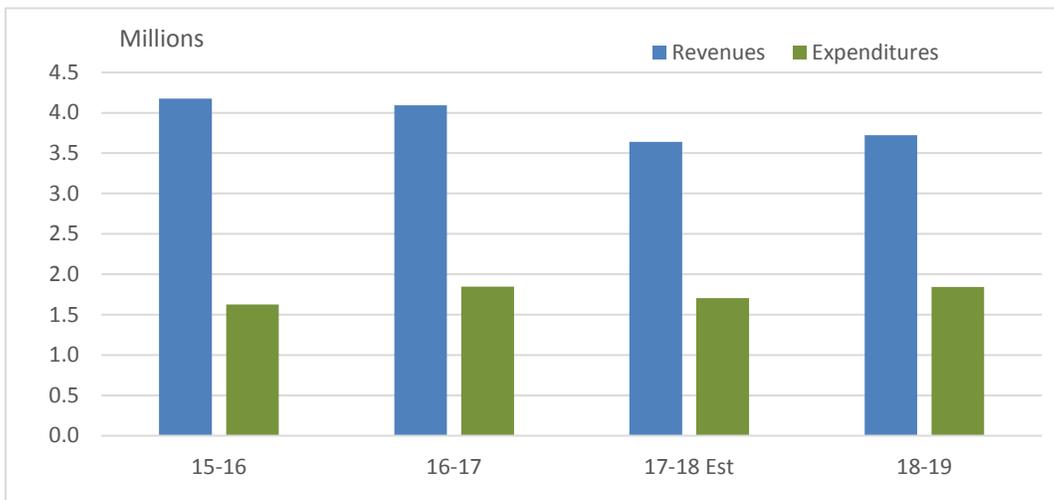
**CLACKAMAS**  
C O U N T Y



**Public Protection**

**Justice Court Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	916,237	1,305,683	1,147,266	1,147,266	591,154
<b>Current Revenues</b>					
Fees & Fines	4,166,525	4,078,593	3,507,800	3,637,700	3,716,400
Other Revenue	9,969	12,732	12,800	2,600	4,600
<b>Subtotal Current Revenues</b>	<b>4,176,494</b>	<b>4,091,325</b>	<b>3,520,600</b>	<b>3,640,300</b>	<b>3,721,000</b>
<b>Total Resources</b>	<b>5,092,731</b>	<b>5,397,008</b>	<b>4,667,866</b>	<b>4,787,566</b>	<b>4,312,154</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	832,265	780,345	909,127	799,541	840,270
Materials & Services	586,287	491,604	586,254	619,536	736,798
Allocated Costs	208,815	246,380	273,074	273,074	252,485
Capital Outlay	-	327,757	145,000	11,995	11,995
<b>Subtotal Current Expenditures</b>	<b>1,627,367</b>	<b>1,846,086</b>	<b>1,913,455</b>	<b>1,704,146</b>	<b>1,841,548</b>
Special Payments	1,243,444	1,097,973	1,345,000	1,345,000	1,700,000
Interfund Transfers	916,237	1,305,683	1,147,266	1,147,266	-
Contingency	-	-	262,145	-	770,606
Ending Fund Balance	1,305,683	1,147,266	-	591,154	-
<b>Total Requirements</b>	<b>5,092,731</b>	<b>5,397,008</b>	<b>4,667,866</b>	<b>4,787,566</b>	<b>4,312,154</b>
<b>Budgeted Full-Time Equivalents</b>	<b>10.50</b>	<b>10.50</b>	<b>9.50</b>	<b>9.50</b>	<b>8.00</b>





**Description of Fund**

The purpose of the Justice Court Fund is to increase public access to courts, help promote traffic safety, education and compliance with local laws in the public interest, and provide a local court option for the resolution of civil disputes through a civil division adjudicating Forcible Entry and Unlawful Detainer (FED) Evictions, Small Claims and related civil cases.

**Revenue Summary**

Justice Court adjudicates violations filed by 42 law enforcement agencies including the Clackamas County Sheriff, Oregon State Police, local city police departments and other agency law enforcement officers.

Pursuant to Oregon law, revenue from violations is forwarded by the Court to either the County General fund, the County Assessment fund, the State of Oregon, local cities or other law enforcement agencies whose officers file violation citations in Justice Court.

Justice Court's civil division receives filings of FED evictions, Small Claims and civil cases up to \$10,000; all civil revenue is forwarded by the court to the County General fund.

For FY18-19, revenue is projected to total \$3,721,000. Of the total revenue, \$2,181,000 is projected violation revenue; \$95,000 is projected civil case revenue; and \$1,445,000 is projected revenue that will be forwarded to the State of Oregon, local cities or other law enforcement agencies based on the agency where the law enforcement officer is employed.

**Expenditure Summary**

For FY18-19, 96% of court revenue deposited by the Court in the County General fund will be disbursed as follows:

- 1) Court operational expenditures: 15% personnel services to support 8 FTE, 13% materials and services, 5% allocated costs, 13% contingency, and 0% capital outlay.
- 2) Other agencies: 30% to the State of Oregon, local cities or other agencies.
- 3) 20% transferred per budget committee decision to county departments.

For FY18-19, 4% of court revenue deposited in the County Assessment fund will be disbursed as follows:

- 1) 3% transferred per budget committee decision to use only for drug and alcohol programs and for the costs of planning, operating and maintaining county juvenile and adult corrections programs and facilities.
- 2) 1% to the court facilities security account held in trust by the County Treasurer.

**Significant Issues and Changes**

With streamlining processes and implementing the new software program this has allowed us to reduce our FTE from 10.50 to 8.00.



**Public Ways and Facilities**

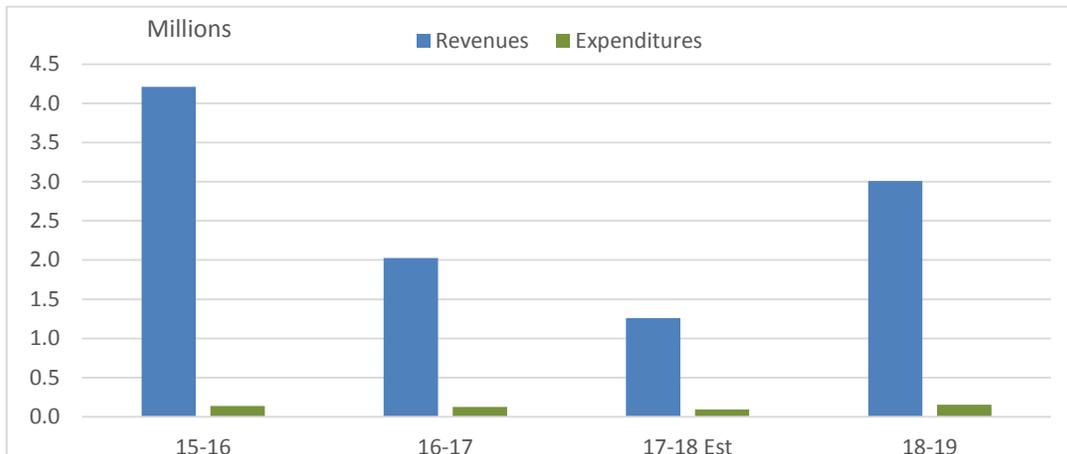
**Countywide Transportation SDC Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	5,261,770	5,431,915	6,761,939	6,761,939	7,843,892
<b>Current Revenues</b>					
Licenses (Permits)	1,971,101	1,090,234	1,000,000	1,000,000	1,050,000
Fees & Fines	25,215	11,639	6,500	17,500	17,500
Other Revenue					
Land Sale Proceeds	137,828	-	-	2,600	-
Miscellaneous	39,299	63,002	66,824	239,000	57,709
Interfund Transfers	2,036,986	862,671	-	-	1,882,768
<b>Subtotal Current Revenues</b>	<b>4,210,429</b>	<b>2,027,546</b>	<b>1,073,324</b>	<b>1,259,100</b>	<b>3,007,977</b>
<b>Total Resources</b>	<b>9,472,199</b>	<b>7,459,461</b>	<b>7,835,263</b>	<b>8,021,039</b>	<b>10,851,869</b>

**Requirements by Category**

<b>Current Expenditures</b>					
Materials & Services	114,273	112,744	83,127	74,744	115,500
Allocated Costs	22,887	13,759	20,804	20,804	24,907
Capital Outlay	-	-	-	-	12,950
<b>Subtotal Current Expenditures</b>	<b>137,160</b>	<b>126,503</b>	<b>103,931</b>	<b>95,548</b>	<b>153,357</b>
Debt Service	3,207,968	-	-	-	-
Interfund Transfers	695,156	571,019	650,000	81,599	1,721,536
Contingency	-	-	4,581,332	-	1,055,273
Reserve	-	-	2,500,000	-	7,921,703
Ending Fund Balance	5,431,915	6,761,939	-	7,843,892	-
<b>Total Requirements</b>	<b>9,472,199</b>	<b>7,459,461</b>	<b>7,835,263</b>	<b>8,021,039</b>	<b>10,851,869</b>

<b>Budgeted Full-Time Equivalents</b>	-	-	-	-	-
---------------------------------------	---	---	---	---	---



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The Transportation System Development Charge (TSDC) Program was established in 1993 to construct new road facilities and to address the increased capacity needs in arterial, boulevard, connector and collector roads resulting from new development throughout the County. New and expanded development in Clackamas County will use existing excess road capacity. These developments contribute to the need for increased capacity roads and the development charge provides the developer's share of the funding for increasing the capacity of these facilities, based on the vehicle trips being generated. The TSDC equitably spreads the cost of these increased capacity road projects to new and expanded development within Clackamas County.

Historically, the county had two funds for collecting transportation system development charges. This year, we are combining these two funds and will track the revenue using unique program numbers.

- Countywide TSDCs collected in the unincorporated area were receipted into this fund (Fund 223) to track the revenue and expenses, the use of which is restricted by Oregon Revised Statute.
- Revenue from the Happy Valley Joint TSDC collections had been deposited in Fund 227. With the dissolution of the Joint District on January 1, 2018, we chose to move the County's distribution of Joint Area funds into Fund 223 to be held for future county projects within the Joint District boundary.

**Revenue Summary**

Revenues for the Transportation System Development Charge Program are included in the total permit fees that are collected on site development and building permits that are issued approving development that increase vehicle trips. This can include new construction and redevelopment projects that change the use of the site.

**Expenditure Summary**

Funds are transferred as needed as eligible projects are brought from the preliminary planning and design stage through to the construction phase.

**Significant Issues & Changes**

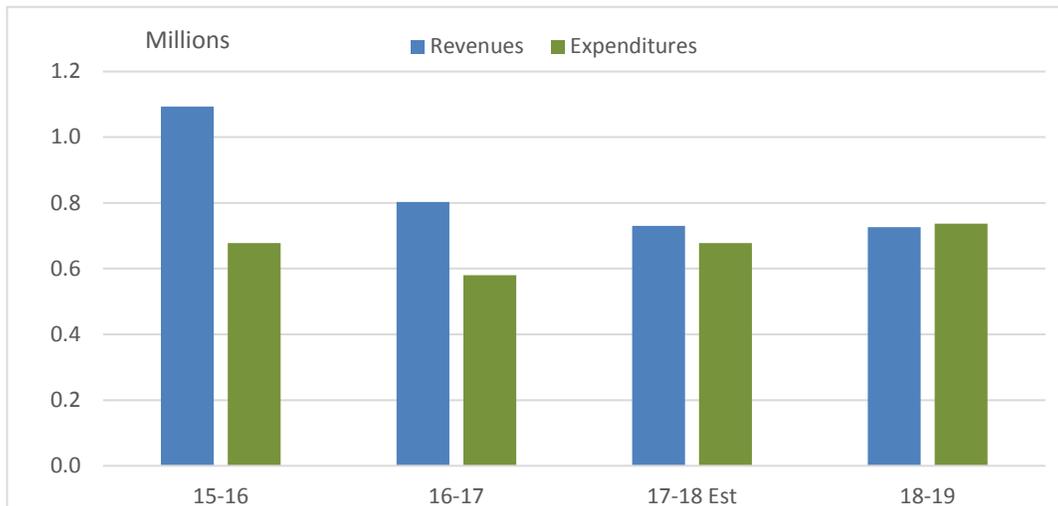
The SDC revenue requires a matching revenue source. Only a percentage of each project in the area can be funded with system development charges. The amount eligible for SDC funding is based on the additional transportation capacity needed to serve new development that will use existing excess road capacity. Before the collected TSDC revenue can be applied to an active project the county must identify the additional revenue source(s). Clackamas County staff has strived to use this revenue on eligible projects in conjunction with secured federal, state, and local funding sources as funding becomes available. Pairing these limited funding sources is the most efficient method of using SDC funding to construct needed capacity improvements in the county.



**Public Ways and Facilities**

**Public Land Corner Preservation Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	344,611	759,959	982,844	982,844	1,034,931
<b>Current Revenues</b>					
Fees & Fines	1,075,612	787,768	755,000	715,000	712,000
Other Revenue	17,320	15,459	10,000	15,000	14,000
<b>Subtotal Current Revenues</b>	<b>1,092,932</b>	<b>803,227</b>	<b>765,000</b>	<b>730,000</b>	<b>726,000</b>
<b>Total Resources</b>	<b>1,437,543</b>	<b>1,563,186</b>	<b>1,747,844</b>	<b>1,712,844</b>	<b>1,760,931</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	536,670	398,085	504,411	509,411	527,468
Materials & Services	73,176	77,815	101,620	83,375	95,437
Allocated Costs	67,739	71,065	85,127	85,127	89,070
Capital Outlay	-	33,378	-	-	25,000
<b>Subtotal Current Expenditures</b>	<b>677,585</b>	<b>580,343</b>	<b>691,158</b>	<b>677,913</b>	<b>736,975</b>
Reserve for Future Expenditures	-	-	664,531	-	733,088
Contingency	-	-	392,155	-	290,868
Ending Fund Balance	759,958	982,843	-	1,034,931	-
<b>Total Requirements</b>	<b>1,437,543</b>	<b>1,563,186</b>	<b>1,747,844</b>	<b>1,712,844</b>	<b>1,760,931</b>
<b>Budgeted Full-Time Equivalents</b>	<b>4.50</b>	<b>4.50</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>



**Current Operating Revenues vs. Expenditures**



### Description of Fund

The Public Land Corner Preservation Fund (PLCPF) was originally authorized by the Oregon Legislature in 1985 to provide a funding mechanism for the preservation and reestablishment of the Public Land Survey System (PLSS), which was originally implemented by the Federal Government in the early-1850's. Oregon Law places the responsibility for the preservation and maintenance of the PLSS with the County Surveyor.

These monuments (survey markers) comprise the basic infrastructure of all property descriptions in Clackamas County and Oregon. The PLSS monuments are used by surveyors, map makers, planners, GIS systems, local, state and federal agencies, and the public to establish the boundaries of property. This fund exists to maintain, protect and re-monument those survey markers in Clackamas County.

### Revenue Summary

The Public Land Corner Preservation Fund is funded entirely by a fee collected by the County Clerk when a document is recorded conveying an interest in real property. These documents include deeds, easements, mortgages and other documents related to real property. The housing market shows reasonable signs of recovery with the upsurge in plat submittals.

### Expenditure Summary

The most significant expenditures are for personnel services. The very nature of the work is labor intensive and requires significant personnel time in research, field operations, re-monumentation and the preparation of reports. This activity is staffed at 4 FTE for the coming year

### Significant Issues & Changes

We continue to benefit from new technology, including electronic instruments and Global Positioning System (GPS) equipment. Our efforts to contain cost; including reliance upon the reserve and steady revenue collections will have the program at a sustainable revenue level for the upcoming year. The current fee of \$10 for each recorded document was established in 1985 and has not been legislatively approved for an increase since that time. Therefore, the need to monitor expenses is crucial since the revenue does not keep up with inflation and current costs.



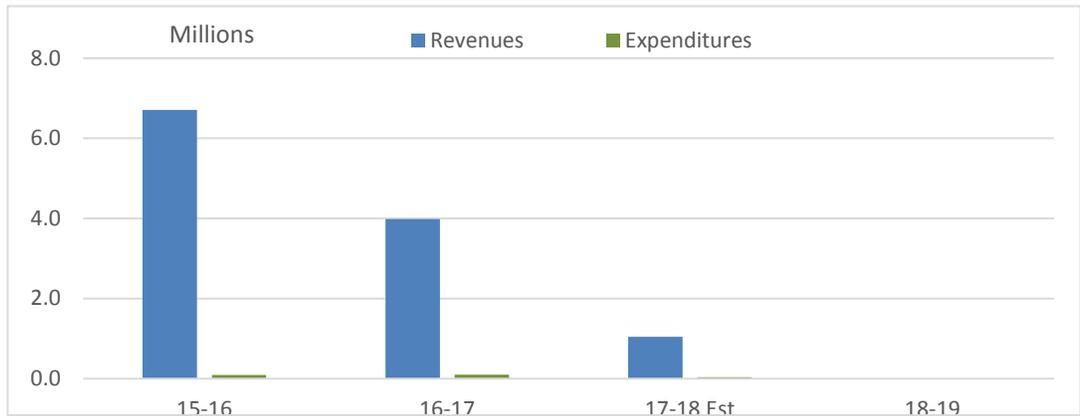
**Public Ways and Facilities**

**Clackamas Joint Transportation SDC Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	3,310,865	6,735,684	5,542,425	5,542,425	1,882,768
<b>Current Revenues</b>					
Licenses & Permits	6,281,502	3,064,173	650,000	1,020,330	-
Local Revenue	-	-	-	-	-
Fees & Fines	15,000	500	1,000	-	-
Other Revenue	415,186	915,935	33,500	29,566	-
<b>Subtotal Current Revenues</b>	<b>6,711,688</b>	<b>3,980,608</b>	<b>684,500</b>	<b>1,049,896</b>	<b>-</b>
<b>Total Resources</b>	<b>10,022,553</b>	<b>10,716,292</b>	<b>6,226,925</b>	<b>6,592,321</b>	<b>1,882,768</b>

<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Materials & Services	72,434	88,303	51,127	26,083	-
Allocated Costs	18,566	8,750	15,237	15,236	-
<b>Subtotal Current Expenditures</b>	<b>91,000</b>	<b>97,053</b>	<b>66,364</b>	<b>41,319</b>	<b>-</b>
Debt Service	1,157,785	4,214,143	-	-	-
Special Payments	-	-	4,800,000	4,668,234	-
Interfund Transfers	2,038,085	862,671	-	-	1,882,768
Reserve	-	-	1,200,000	-	-
Contingency	-	-	160,561	-	-
Ending Fund Balance	6,735,683	5,542,425	-	1,882,768	-
<b>Total Requirements</b>	<b>10,022,553</b>	<b>10,716,292</b>	<b>6,226,925</b>	<b>6,592,321</b>	<b>1,882,768</b>

<b>Budgeted Full-Time Equivalents</b>	-	-	-	-	-
---------------------------------------	---	---	---	---	---



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

In 2000, the City of Happy Valley and the county estimated that the joint area would require more than \$199 million in roadway development over 20 years to make growth in Happy Valley possible. The Joint Transportation SDC program adopted a joint transportation capital improvement plan to construct and increase the capacity in arterial, boulevard, connector and collector roads resulting from new development throughout the joint area.

All joint area transportation system development charges collected by Clackamas County and the City of Happy Valley were receipted into this fund to track the expense of this revenue, the use of which is restricted by Oregon Revised Statutes.

The County and City dissolved the Joint District and per the terms of the termination of the district, the fund balance was distributed to the County and City on the same percentage basis as the funds were collected during the term of the 2007 IGA. With the dissolution of the Joint District on January 1, 2018, we chose to move the County's distribution of Joint Area funds into Fund 223 to be held for future county projects within the Joint District boundary.

**Significant Issues & Changes**

The Happy Valley Joint TSDC fund is being closed fiscal year 2018-19 and the revenue will be reserved in Fund 223 until an eligible capital project is programmed and the funds are transferred to match other eligible funding sources.

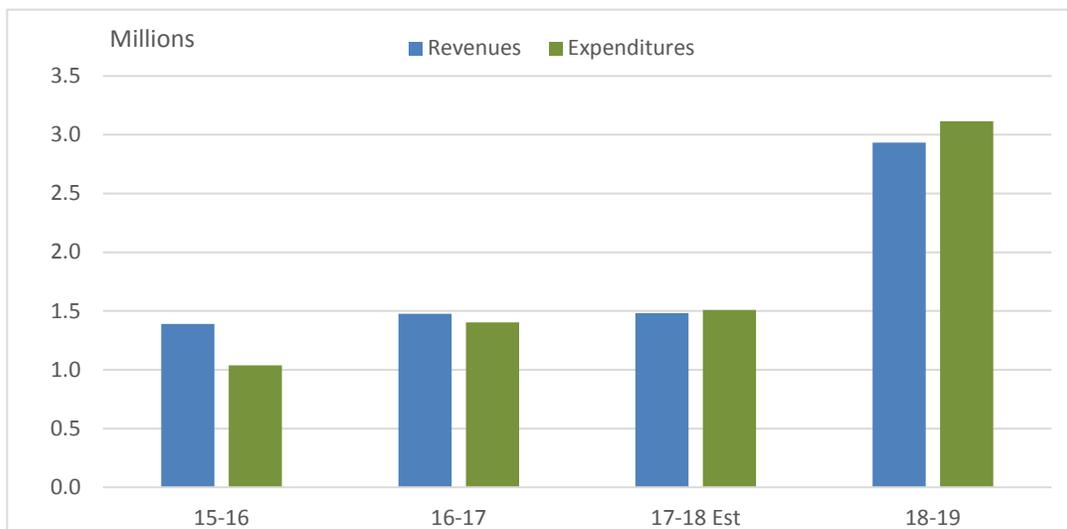


**Health and Human Services**

**Health, Housing and Human Services Administration Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	658,010	961,948	801,016	801,016	247,873
<b>Current Revenues</b>					
Fees & Fines	840,181	870,845	912,096	861,225	1,115,164
Other Revenue	9,408	10,263	-	8,038	-
Interfund Transfers	539,950	596,493	613,522	613,522	1,818,632
<b>Subtotal Current Revenues</b>	<b>1,389,539</b>	<b>1,477,601</b>	<b>1,525,618</b>	<b>1,482,785</b>	<b>2,933,796</b>
<b>Total Resources</b>	<b>2,047,549</b>	<b>2,439,549</b>	<b>2,326,634</b>	<b>2,283,801</b>	<b>3,181,669</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	671,772	972,215	1,196,567	1,109,316	1,228,536
Materials & Services	289,118	346,886	494,985	315,764	1,799,184
Allocated Costs	77,320	85,546	82,921	82,921	88,591
<b>Subtotal Current Expenditures</b>	<b>1,038,210</b>	<b>1,404,647</b>	<b>1,774,473</b>	<b>1,508,001</b>	<b>3,116,311</b>
Interfund Transfers	47,392	233,886	522,161	527,927	65,358
Contingency	-	-	30,000	-	-
Ending Fund Balance	961,947	801,016	-	247,873	-
<b>Total Requirements</b>	<b>2,047,549</b>	<b>2,439,549</b>	<b>2,326,634</b>	<b>2,283,801</b>	<b>3,181,669</b>

<b>Budgeted Full-Time Equivalents</b>	8.00	8.00	8.00	8.00	8.00
---------------------------------------	------	------	------	------	------



**Current Operating Revenues vs. Expenditures**



### Description of Fund

Health, Housing & Human Services (H3S) Administration provides leadership, coordination and oversight of the array of health, human and housing services for individuals, families and communities in Clackamas County. The following divisions are included in the department: Social Services; Housing and Community Development; Children, Youth and Families; Behavioral Health; Public Health; and Health Centers.

### Revenue Summary

The central administrative functions of the Department of Health, Housing & Human Services for 2018-19 are funded by the County General Fund and division indirect costs.

### Expenditure Summary

The Administrative office consists of the Department Director, Deputy Director, Performance Improvement Officer, Lean Program Coordinator, Housing Policy Coordinator, H3S Cities & Public Safety Data & Policy Analyst, Executive Administrative Assistant, and an Administrative Analyst 2 to the Department. In addition, H3S contracts with Public & Governmental Affairs (PGA) for the services of an embedded Communications Officer (Community Relations Specialist 2) to assist with communications needs.

Materials and Services expenditures of \$1,799,184 account for 56 percent of the 2018-19 budget. Personnel services at 38 percent of the budget is the next most significant expenditure category at \$1,228,536. Fund balance is used to provide support to divisions for one-time programs as well as H3S initiatives. The Administrative office continues to control costs while maintaining the highest level of effectiveness.

### Significant Issues & Changes

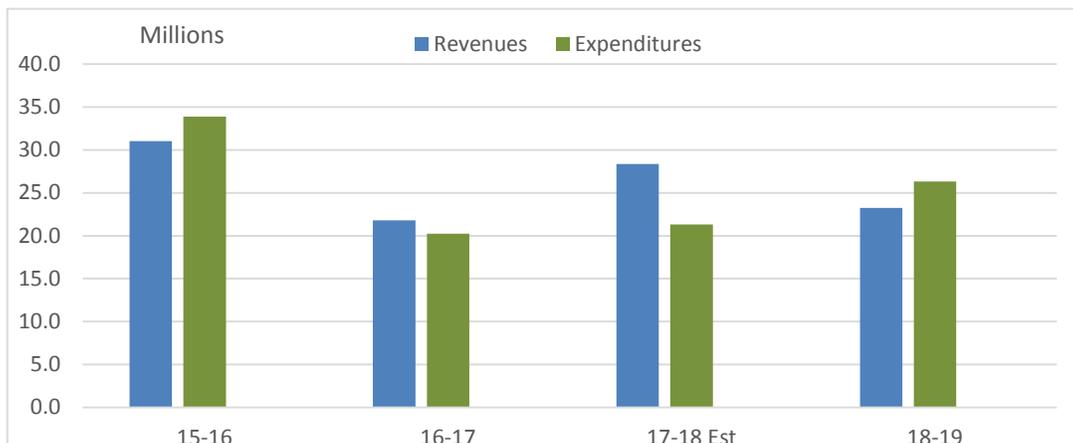
The department continues to experience an ongoing challenges to funding. Decisions made at state and federal levels continue to have a critical impact on many divisional budgets. The department closely monitors sources and expenditures at all levels. The Department Administration coordinates and manages all H3S divisions to utilize funds efficiently, to assure the greatest delivery of services with current resources and to aggressively seek new funding opportunities that are not dependent on the County General Fund.



**Health and Human Services**

**Behavioral Health Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	5,517,983	1,950,379	2,761,378	2,761,379	7,981,894
<b>Current Revenues</b>					
Prior Year Revenue	1,784,018	1,974,644	5,826,456	5,826,456	-
Federal Revenues	325,623	668,140	1,057,287	696,000	1,810,615
State Revenue	26,678,576	16,782,279	20,336,037	19,125,151	18,954,796
Grant Revenues	40,000	-	-	-	-
Local Revenue	414,735	339,719	611,182	509,849	265,000
Other Revenue	928,243	1,032,872	1,406,014	1,172,257	1,246,267
Interfund Transfers	868,458	998,389	1,024,482	1,024,482	954,437
<b>Subtotal Current Revenues</b>	<b>31,039,653</b>	<b>21,796,043</b>	<b>30,261,458</b>	<b>28,354,195</b>	<b>23,231,115</b>
<b>Total Resources</b>	<b>36,557,636</b>	<b>23,746,422</b>	<b>33,022,836</b>	<b>31,115,574</b>	<b>31,213,009</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	7,007,403	7,416,164	9,060,669	8,119,300	9,701,504
Materials & Services	25,473,350	11,286,925	12,895,341	11,352,506	14,570,913
Allocated Costs	1,401,718	1,536,597	2,127,340	1,833,633	2,043,832
<b>Subtotal Current Expenditures</b>	<b>33,882,471</b>	<b>20,239,686</b>	<b>24,083,350</b>	<b>21,305,439</b>	<b>26,316,249</b>
Special Payments	724,787	745,357	1,990,948	1,828,241	990,454
Interfund Transfer	-	-	-	-	-
Contingency	-	-	6,948,538	-	3,906,306
Ending Fund Balance	1,950,378	2,761,379	-	7,981,894	-
<b>Total Requirements</b>	<b>36,557,636</b>	<b>23,746,422</b>	<b>33,022,836</b>	<b>31,115,574</b>	<b>31,213,009</b>
<b>Budgeted Full-Time Equivalents</b>	<b>73.04</b>	<b>75.79</b>	<b>77.04</b>	<b>77.04</b>	<b>79.54</b>



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The Clackamas County Behavioral Health Division (BHD) provides leadership and administration of the community mental health program. This program oversees mental health and addictions services for individuals who are uninsured, and provides the functions of the local mental health authority, such as the crisis and safety net system, involuntary commitment, abuse investigations and psychiatric services review board monitoring.

The division is responsible for developing and managing a delivery system of providers through sub-contractual relationships; authorization of services; quality assurance and performance improvement; utilization management; fiscal management; and contract compliance functions including the development of a wide variety of reports and data submissions to the state. The division provides care management for at-risk, high-utilizing and high-cost children and adults. It is responsible to monitor delegated activities and sub-contractor performance through a quality and compliance management process. The division contracts with Health Share of Oregon, a regional Coordinated Care Organization, to manage mental health and substance use benefits for Oregon Health Plan (OHP) enrollees in Clackamas County -- a role for which the division is ideally suited.

**Revenue Summary**

The division is funded through its contracts with Health Share of Oregon and the State of Oregon, and is paid on a per-member, per-month basis (capitation) for Medicaid services. Capitation rates are an actuarially developed set of adjusted per capita costs to reimburse managed care plans for providing covered services. The division also receives state general funds to serve the uninsured and provide crisis and safety net services. These funds are primarily allocated to the county on a population basis.

**Expenditure Summary**

The majority of funds are budgeted in two areas: subcontracted professional services, including inpatient hospital, specialty mental health, culturally specific services, outpatient treatment services; and crisis and safety net services including the county's crisis walk-in clinic, jail diversion and public safety collaboration, peer services, prevention and care management.

**Significant Issues & Changes**

We are currently in the 17-19 Biennium agreement with the State of Oregon for those services that are the requirement of the Community Mental Health program (CMHP). Significant focus has been placed on supports and services that address the Oregon Performance Plan (OPP), which is a settlement between the Oregon Health Authority and the Department of Justice. Particular focus has been placed on 24-7 Mobile Crisis. For Clackamas, there has been an increase funding through our CMHP agreement to meet this requirement. The division currently utilizes the Behavioral Health Unit, which is embedded in the Sheriff's Office, and is a team of five clinicians that rotate through a seven-day-per-week on-call schedule to respond to after-hour crises that occur in the community. This requirement includes responding to the community crisis within one hour of a request.

On the Medicaid (Oregon Health Plan) side of the business, in the first half of FY 17-18, the division continued to see a decrease in monthly revenue due to a decrease in OHP enrollment. However, the division also saw an increase in individuals accessing services. In December, the division diverted its monthly capitation payment to the regional risk pool for claims payment to ensure that providers were paid for services rendered. Also in December, Family Care Inc., which is the other Coordinated Care Organizations (CCO) in the Tri-County, announced it would be closing its Medicaid business. As a result, on Feb. 1, 2018, the county received an additional 24,000 OHP members increasing the number of covered lives enrolled in Health Share of Oregon-Clackamas to approximately 62,000. Overall, the closure of Family Care increases revenue as the division receives a Per Member Per Month (PMPM) capitation payment but our rates were recalculated based on the change in membership. Overall, Family Care has a "healthier" population, so it received less money to serve those members. The division will not know the full fiscal impact until at least the second half of FY 2018-19.

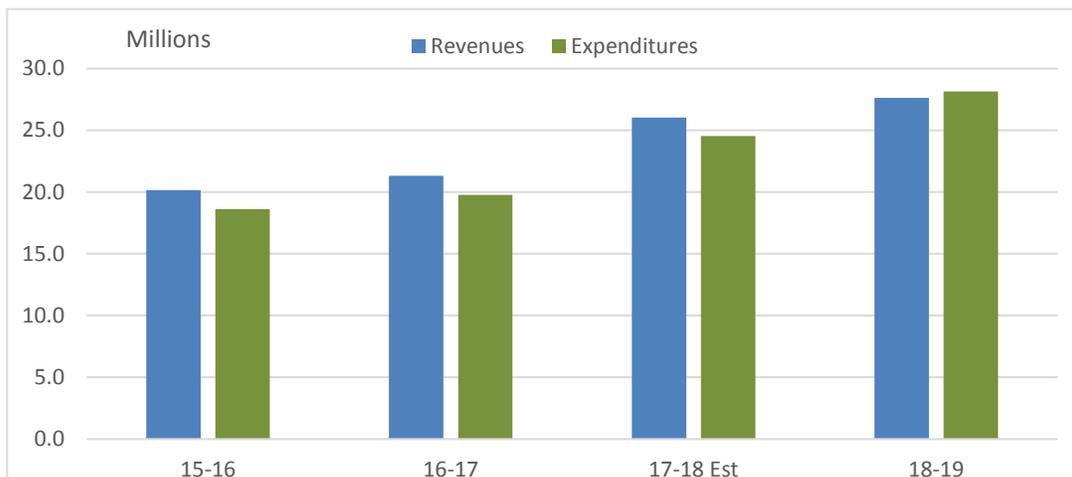


**Health and Human Services**

**Social Services Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	1,723,997	2,419,058	3,085,046	3,085,046	3,611,371
<b>Current Revenues</b>					
Prior Year Revenue (Dedicated)	-	60,117	-	47,916	-
Federal Revenue	4,347,740	4,736,504	5,227,873	5,110,096	5,495,081
State Revenue	10,117,942	10,891,532	14,370,608	14,574,718	15,316,967
Local Revenue	730,927	563,001	491,639	445,530	440,053
Fees & Fines	1,901,518	2,211,775	2,791,352	2,791,352	3,222,716
Other Revenue	49,882	68,514	105,000	131,890	105,000
Interfund Transfers	3,016,023	2,783,124	2,945,252	2,945,252	3,055,485
<b>Subtotal Current Revenues</b>	<b>20,164,032</b>	<b>21,314,567</b>	<b>25,931,724</b>	<b>26,046,754</b>	<b>27,635,302</b>
<b>Total Resources</b>	<b>21,888,029</b>	<b>23,733,625</b>	<b>29,016,770</b>	<b>29,131,800</b>	<b>31,246,673</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	8,334,177	8,915,810	12,319,417	11,382,585	12,769,343
Materials & Services	7,425,589	7,976,184	11,110,415	10,351,167	11,674,858
Allocated Costs	2,628,622	2,844,226	3,320,057	2,801,834	3,692,856
Capital Outlay	218,975	31,058	-	-	20,000
<b>Subtotal Current Expenditures</b>	<b>18,607,363</b>	<b>19,767,278</b>	<b>26,749,889</b>	<b>24,535,586</b>	<b>28,157,057</b>
Special Payments	861,607	881,301	1,076,345	984,843	978,157
Ending Fund Balance	2,419,059	3,085,046	-	3,611,371	-
<b>Total Requirements</b>	<b>21,888,029</b>	<b>23,733,625</b>	<b>29,016,770</b>	<b>29,131,800</b>	<b>31,246,673</b>

<b>Budgeted Full-Time Equivalents</b>	96.65	101.55	116.30	116.30	120.30
---------------------------------------	-------	--------	--------	--------	--------



**Current Operating Revenues vs. Expenditures**



Description of Fund

The mission of Clackamas County Social Services is: To provide quality services and meaningful opportunities for veterans, the elderly, people with disabilities, and low-income residents of Clackamas County.

With citizen participation and the efforts of the boards, staff and volunteers, we, as the division, strive toward the goal of creating a comprehensive system that meets immediate service needs while encouraging as much self-help and independence as possible. We recognize the importance of planning and coordinating with other agencies and organizations and of developing new program approaches to meet identified needs. Finally, we realize the vital role of advocacy. System-wide advocacy, on the local, state and federal levels, helps to ensure a broad focus on the important issues affecting the populations we are committed to serve.

To achieve its mission, we combine four agencies in partnership: the *Community Action Agency (CAA)*, which works to alleviate the causes and conditions of poverty; the *Area Agency on Aging, (AAA)*, which works with older adults and persons with disabilities to maintain their independence; the *County Veterans Services Office (CVSO)*, which works with veterans and their families to access benefits; and the *Developmental Disabilities Program (DD)*, which works with individuals of all ages who have a developmental disability. The Volunteer Connection is the fifth component of our array of services and provides opportunities for county residents to give back to their community and increase personal well-being through volunteer service. Our partnerships reach out into the community, as well, where it has contracts, vendor agreements and letters of agreement with 115 organizations.

Revenue Summary

The 2018-2019 budget contains 79 funding sources. The primary sources of revenue are federal, state, and local grants, which comprise 84.18 percent of the total resources for the division. General Fund contributions constitute 10.45 percent of the total resources for the division and are used primarily to cover the indirect and allocated costs of some of the smaller programs. The remaining 5.37 percent comes from foundations and fund balance.

Expenditure Summary

**Administration, Advocacy Program Coordination and Development Services** (19.88 percent of the total budget) contains resources for staffing and citizen advocacy aimed at fulfilling the division's overall mission. This includes the work of the Area Agency on Aging Advisory Council, the Community Action Board, the Developmental Disability Council, and the Veterans Advisory Council. This is also the program responsible for partnerships, grant writing, Performance Clackamas, and the development of new services.

**Community Contracts** (11.85 percent of the budget) represents community partnerships where we contract with public, private sector and non-profit agencies in order to provide services, such as transportation, nutrition, housing and winter warming centers.

**Basic Services** (13.79 percent of the budget) is the program where CAA funds are administered directly on behalf of agency clients, including utility assistance and rent assistance.

**Special Projects** (8.17 percent of the budget) includes temporary, short-term or multi-year projects for CAA and AAA respectively.

**Information and Assistance** (14.89 percent of the budget) includes the CVSO, the Information and Referral Program, Housing and Self Sufficiency Case Management, the Energy Assistance Program, the Fair Housing Program and Rent Well. Services are provided directly and through referrals to more than 500 local and regional agencies and services.

**Volunteer Connection** (5.18 percent of the budget) includes the Retired Senior Volunteer Program (RSVP), the Senior Companion Program, Transportation Reaching People Program, the Family Caregiver Support Program, the Money Management Program and the Senior Health Insurance Benefits Assistance (SHIBA) Program. Nearly 250 volunteers help to support these programs, which work in collaboration with more than 103 community-based organizations.

**Elderly and Disability Services** (26.24 percent of the budget) provides case management and In-Home care through the Oregon Project Independence Program and a variety of services under the Aging and Disability Resource Connection, including Options Counseling and the Gatekeeper Program. This section also includes case management, protective services and other related programs for eligible individuals with developmental disabilities through the DD program.

### Significant Issues & Changes

Overall, the 2018-19 budget totals \$31,246,673 and provides for 120.3 regular FTE. This compares to last year's amended budget of \$29,016,770 and 99.95 FTE. The increase in FTE is primarily due to an increase in funding for the Developmental Disability Program, which added 14 new position during the 17/18 fiscal year in order to keep up with the increasing number of individuals requesting service. Additional funding from the State of Oregon's Emergency Housing Account Program allowed the agency to hire two additional staff to support people experiencing homelessness. Increased funding from the Oregon Department of Veterans Affairs resulted in a fourth County Veterans Services Officer being hired. The 18/19 budget request includes three new positions; two in Energy Assistance and one additional position in the administrative unit to help manage the increased workload as the budget, number of contracts and number of staff continues to rise.

### Other significant issues include:

The budget uncertainty that the agency faced when developing the budget for FY 17/18 is replaced this year with the opportunity to continue to expand services to vulnerable populations.

The expansion in staffing for the Developmental Disabilities Program will help reduce caseloads and allow the agency to complete assessments on all program participants using a new mandated state tool.

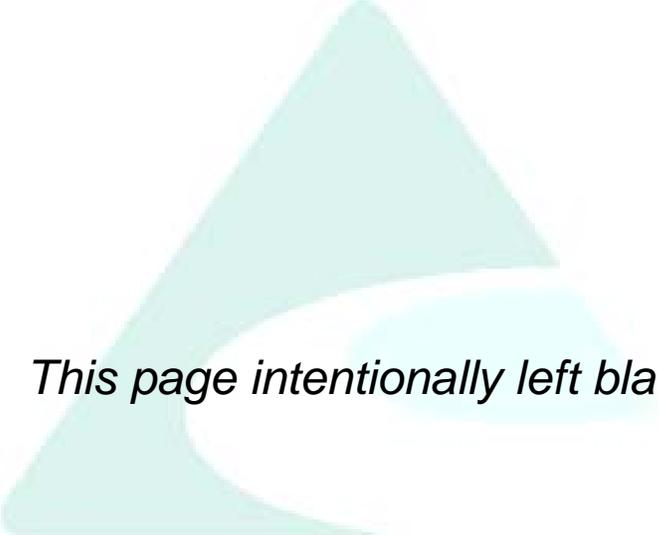
The State of Oregon finalized a Medicaid match protocol that will allow the agency to match state funds with federal funds. These funds will support efforts to help older adults and persons with disabilities to live with independence and security in their community of choice. The new funds will reduce pressure on federal Older American Act funds, thereby helping to ensure long-term fiscal stability for the number of programs supported by the Older Americans Act.

In conjunction with the statewide association for Area Agencies on Aging, we are piloting efforts to secure Medicare reimbursement for health promotion and chronic disease self-management programs. The pilot will include efforts to increase the number of programs offered by community partners in all areas of the county, with a focus on serving historically underserved communities.

Preparations will begin in the spring of 2018 to plan for the winter of 2019. We will continue efforts to expand capacity to provide winter warming center services to all areas of the county through community outreach, volunteer recruitment, and engaging with people who have lived experience to help manage the warming centers. The biennial Point-in-Time Homeless Count will also take place in the winter of 2019.

Increased funding from the state allowed the agency to contract for homeless prevention and rapid rehousing services. These services will come on-line in FY 17/18 and will continue at least through the 18/19 FY, and longer if the level of state funding remains constant. The agency is currently in the process of granting funds to support homeless unaccompanied youth and to support a Home Share program.

The newly hired County Veteran Service Officer will, in addition to filing claims for Veterans Administration benefits, conduct outreach that will result in more veterans accessing the office's services. Outreach efforts will also focus on educating health providers about Agent Orange diagnoses and the automatic benefits available to those who were exposed during wartime.



*This page intentionally left blank*

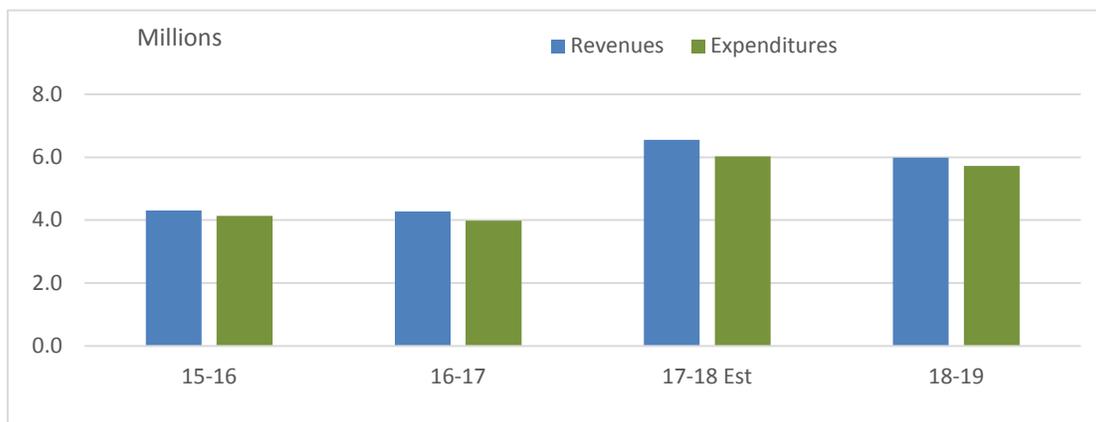
**CLACKAMAS**  
C O U N T Y



**Economic Development**

**Community Development Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	585,033	583,189	644,914	644,914	684,554
<b>Current Revenues</b>					
Prior Year Revenue (Dedicated)	35,000	62,844	-	827,506	-
Federal Revenue	2,253,405	3,304,550	4,900,453	4,351,564	4,554,126
Local Revenue	729,889	127,044	700,000	700,000	700,000
Fees & Fines	297,950	209,552	210,000	180,000	185,000
Other Revenue					
Loan Proceeds, Inter & Penalty	839,697	424,392	550,000	407,481	475,000
Miscellaneous Revenue	1,291	186	-	39,461	-
Interfund Transfers	149,029	148,801	49,640	49,640	77,905
<b>Subtotal Current Revenues</b>	<b>4,306,261</b>	<b>4,277,369</b>	<b>6,410,093</b>	<b>6,555,652</b>	<b>5,992,031</b>
<b>Total Resources</b>	<b>4,891,294</b>	<b>4,860,558</b>	<b>7,055,007</b>	<b>7,200,566</b>	<b>6,676,585</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	1,046,646	1,077,849	1,143,885	1,143,885	1,199,138
Materials & Services	2,807,321	2,710,618	5,096,459	4,557,464	4,163,899
Allocated Costs	177,674	177,692	224,663	224,663	265,109
Capital Outlay	106,650	18,719	100,000	100,000	100,000
<b>Subtotal Current Expenditures</b>	<b>4,138,291</b>	<b>3,984,878</b>	<b>6,565,007</b>	<b>6,026,012</b>	<b>5,728,146</b>
Special Payments	169,813	230,766	490,000	490,000	465,000
Contingency	-	-	-	-	483,439
Ending Fund Balance	583,190	644,914	-	684,554	-
<b>Total Requirements</b>	<b>4,891,294</b>	<b>4,860,558</b>	<b>7,055,007</b>	<b>7,200,566</b>	<b>6,676,585</b>
<b>Budgeted Full-Time Equivalents</b>	<b>9.53</b>	<b>9.53</b>	<b>9.53</b>	<b>9.53</b>	<b>9.53</b>



**Current Operating Revenues vs. Expenditures**

**Description of Fund**

The purpose of the Housing & Community Development (HCD) Division is to provide decent affordable housing to low- and moderate-income people, and to improve the living environment of communities throughout Clackamas County. Utilizing funds primarily from the U.S. Department of Housing and Urban Development (HUD), HCD undertakes a variety of affordable housing, housing rehabilitation, neighborhood improvement, community facility, public works, public services and historic preservation projects. HCD has three general functions: Grant Planning and Administration, Housing Development and Rehabilitation and Community Development Projects.

*Administration* provides overall planning and administration of the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), and HOME Investment Partnerships Program (HOME), Continuum of Care (CoC) programs and the Homeless Management and Information System (HMIS).

The *Housing Development and Rehabilitation* program offers a variety of deferred payment loans to low- and moderate-income homeowners and home-buyers. It provides housing resources for the development of low- and moderate-income affordable rental housing and special-needs housing. It also provides Tenant Based Rental Assistance to homeless families participating in the Home Base Program.

The *Community Development Projects* function is responsible for planning, implementing and managing all CDBG funded public improvement projects, historic preservation and public service programs.

**Revenue Summary**

Total Fund Balance is budgeted at \$684,554 for 2018-19. These are internally dedicated funds which come from a variety of local, non-federal sources. Fund Balance falls into two categories: \$483,439 in Restricted Loan Reserves – funds set aside to cover any HOME loan repayments to HUD; and \$201,115 in Assigned Local Funds – funds used to cover local match requirements and small improvement projects that are ineligible or unsuitable for CDBG funds. The division's two main sources of revenue are the federal CDBG and HOME programs. HUD allocates these funds directly to Clackamas County. CDBG funds can be used for a variety of home repair activities, neighborhood improvement, improvements to public facilities, public services and historic preservation activities. HOME funds are used for housing rehabilitation, assisting first-time homebuyers, developing new affordable housing projects for low and moderate-income people and providing homelessness prevention through Tenant Based Rental Assistance.

The Federal Budget process is nearing completion. Based on recent events the amount of funds available to the CDBG, HOME and ESG programs is expected to increase. However, these increases are not reflected in this budget for two specific reasons: 1) at the time of budget preparation, the division did not know what the actual increases would be; and 2) the budget is based on projects expected to begin or be completed in the 2018-19 program year. These projects, both CDBG- and HOME-funded, are already included in the division's three-year funding plan. When the HUD budget is known, the HCD budget will be adjusted to reflect the actual HUD allocations.

The CoC is a HUD-required community planning process that involves the submittal of a detailed application. This is a competitive grant and is primarily used to renew funding that is dedicated to providing housing and services to homeless families and individuals. Through this year's application, Clackamas County expects to receive \$2,332,234 which is flat funding compared to last year. These funds are used to operate homeless programs in the Housing Authority of Clackamas County, the Social Services Division and various local non-profit organizations. CDBG funds are used to prepare the application and administer the program.

**Expenditure Summary**

The largest expenditure within this fund is for contracted services at \$1,999,977. This primarily represents payments to construction contractors for various capital and infrastructure improvement projects throughout the county. Grant-funded

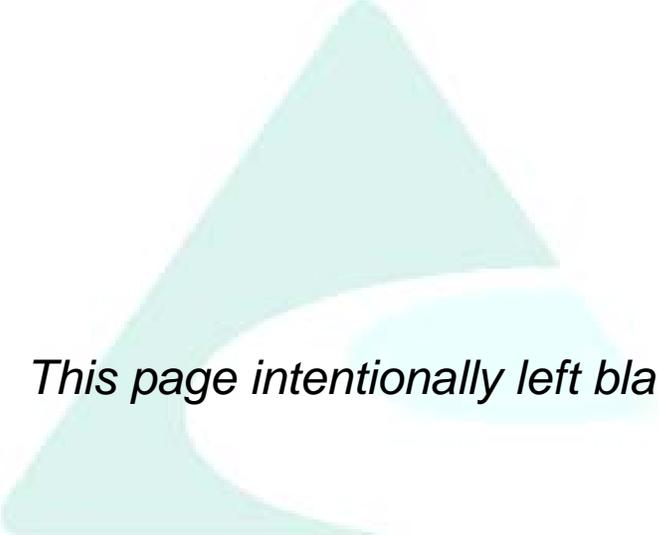
loan programs for the construction of affordable housing at \$974,000 and housing rehabilitation programs at \$350,000 also represent sizeable expenditures. The combined budgets for these programs is about an 18 percent decrease from the 2017-18 budget. This is not due to a loss in funding, but reflects the expenditure of additional HOME funds HCD received last year. These funds in the amount of about \$500,000 came from the repayment of HOME funds that were loaned to one of HCD's non-profit developers. These funds were immediately allocated to a new affordable housing project.

The ESG Program is anticipating an allocation of \$190,000 which is flat funding compared to last year. A total of 60 percent of these funds will be used to fund the operation of three homeless shelters in the county. The remaining funds will be used to continue expanding a local Rapid Re-Housing program and to fund the Homeless Management Information System, which is a HUD requirement for receipt of CoC funds.

### [Significant Issues & Changes](#)

The most significant issue continues to be the national debate and uncertainty surrounding CDBG and HOME funding levels. The division is encouraged by the proposed federal budget which was signed by the President in March. While HCD has not seen the actual numbers, it expects that CDBG will be increased by 10 percent, HOME will be increased by 40 percent and ESG will be increased by two percent. The CDBG and HOME program allocation amounts are close the 2010 funding levels. Since the budget authority, which allowed this increase, was for a two-year period, the division is optimistic the funding will remain at this level for 2019-2020.

As the county looks at programs and initiatives to increase the number of affordable housing units and address the years of deferred maintenance to local roads and infrastructure, we continue to struggle with finding the local resources to fill the growing funding gaps. These gaps are created when the conventional funding resources which include grants, loans and bonds are not enough to construct the necessary improvements. Developers and local jurisdictions look to the county for assistance to fill these gaps. County HOME funds are the primary source of local gap financing for the development of affordable housing, and CDBG funds provide gap funding for street and neighborhood improvements. The county's ability to address its growing housing and infrastructure needs are directly related to the level of our HUD funding



*This page intentionally left blank*

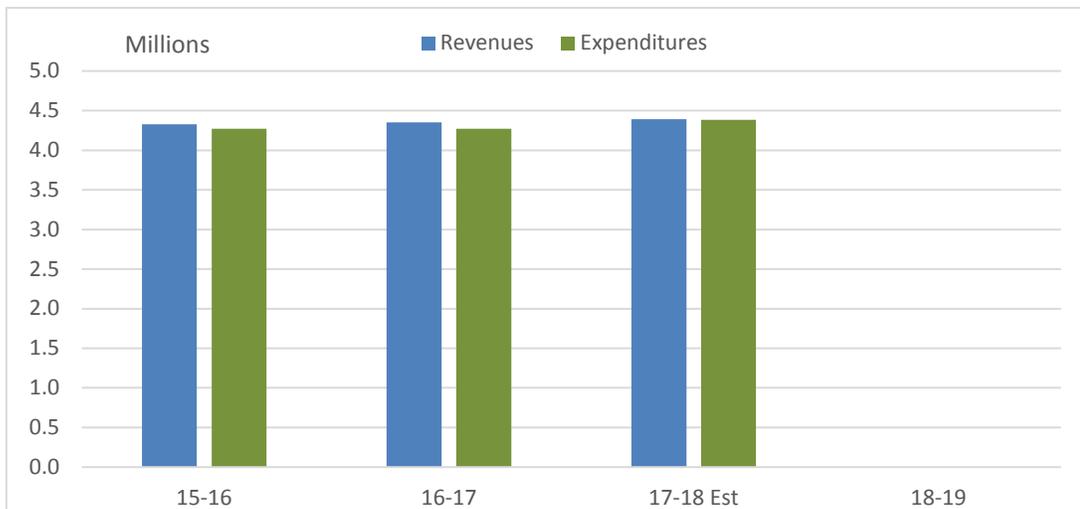
**CLACKAMAS**  
C O U N T Y



*Economic Development*

**Community Solutions for Clackamas County Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	477,488	535,579	618,135	618,136	626,510
<b>Current Revenues</b>					
Prior Year Revenue (Dedicated)	-	448	-	-	-
Federal Revenue	676,979	498,504	537,003	431,186	-
State Revenue	2,173,673	2,268,371	2,867,587	2,512,994	-
Local Revenue	163,898	163,196	82,506	111,340	-
Fees & Fines	451,079	448,390	293,000	305,620	-
Other Revenue	9,398	8,268	-	(1,000)	-
Interfund Transfers	854,367	966,077	1,029,946	1,029,946	-
<b>Subtotal Current Revenues</b>	<b>4,329,394</b>	<b>4,353,254</b>	<b>4,810,042</b>	<b>4,390,086</b>	-
<b>Total Resources</b>	<b>4,806,882</b>	<b>4,888,833</b>	<b>5,428,177</b>	<b>5,008,222</b>	<b>626,510</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	2,394,570	2,207,349	2,941,887	2,381,972	-
Materials & Services	1,398,260	1,583,114	2,059,469	1,580,340	-
Allocated Costs	457,815	480,234	426,821	419,400	-
Capital Outlay	20,657	-	-	-	-
<b>Subtotal Current Expenditures</b>	<b>4,271,302</b>	<b>4,270,697</b>	<b>5,428,177</b>	<b>4,381,712</b>	-
Interfund Transfer	-	-	-	-	626,510
Ending Fund Balance	535,580	618,136	-	626,510	-
<b>Total Requirements</b>	<b>4,806,882</b>	<b>4,888,833</b>	<b>5,428,177</b>	<b>5,008,222</b>	<b>626,510</b>
<b>Budgeted Full-Time Equivalents</b>	<b>29.50</b>	<b>31.50</b>	<b>30.00</b>	<b>30.00</b>	<b>-</b>



**Current Operating Revenues vs. Expenditures**



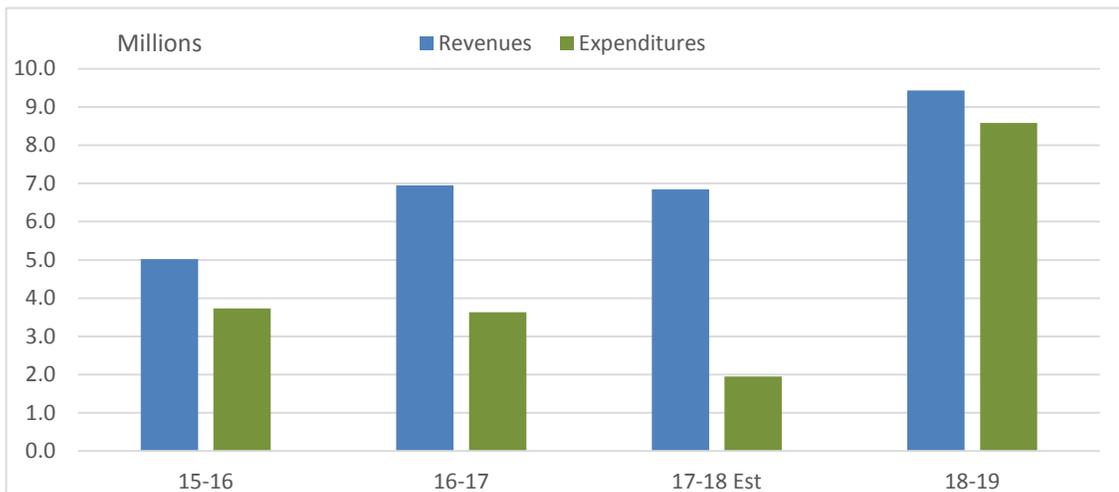
**Significant Issues & Changes**

With the retirement of the Community Solutions Director, it was decided by the H3S Department Director to merge the Community Solutions Fund 245 into the Children, Youth and Families Fund 246 to create one consolidated division. All the current programs from Fund 245 will be budgeted into Fund 246 starting July 1<sup>st</sup>, 2018. Carry forward fund balance from Fund 245 will be posted to Fund 245 during FY18-19 and then transfer over to Fund 246 during the year, thus keeping a documented budget trail of the consolidation of the two Funds . As of the end of FY18-19, Fund 245 will be fully dissolved and no longer an active fund.



**Health and Human Services Children, Youth and Families/Community Solutions Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	(44,043)	143,414	959,232	959,232	285,399
<b>Current Revenues</b>					
Prior Year Revenue (Dedicated)	973,151	601,830	-	199,961	-
Federal Revenue	586,229	523,267	411,405	253,446	584,626
State Revenue	1,758,463	4,003,891	4,741,115	4,652,510	5,195,930
Local Revenue	153,589	95,000	80,000	-	193,000
Fees & Fines	114,389	409,159	305,892	185,000	384,610
Other Revenue	64,029	1,788	570	2,121	570
Interfund Transfers	1,373,999	1,314,461	1,547,599	1,547,599	3,071,938
<b>Subtotal Current Revenues</b>	<b>5,023,849</b>	<b>6,949,396</b>	<b>7,086,581</b>	<b>6,840,637</b>	<b>9,430,674</b>
<b>Total Resources</b>	<b>4,979,806</b>	<b>7,092,810</b>	<b>8,045,813</b>	<b>7,799,869</b>	<b>9,716,073</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	1,038,781	986,700	1,518,244	978,529	3,811,526
Materials & Services	2,459,128	2,475,970	4,522,832	667,748	4,144,896
Allocated Costs	236,883	172,178	304,961	304,961	629,106
<b>Subtotal Current Expenditures</b>	<b>3,734,792</b>	<b>3,634,848</b>	<b>6,346,037</b>	<b>1,951,238</b>	<b>8,585,528</b>
Special Payments	1,080,883	2,498,730	1,699,776	5,563,232	1,130,545
Contingency	20,717	-	-	-	-
Ending Fund Balance	143,414	959,232	-	285,399	-
<b>Total Requirements</b>	<b>4,979,806</b>	<b>7,092,810</b>	<b>8,045,813</b>	<b>7,799,869</b>	<b>9,716,073</b>
<b>Budgeted Full-Time Equivalents</b>	<b>10.75</b>	<b>8.75</b>	<b>9.60</b>	<b>9.60</b>	<b>35.60</b>



**Current Operating Revenues vs. Expenditures**



### Description of Fund

The Children, Youth & Families/Community Solutions Division (CYF/CSCC) fund is a blend of private, county, state and federal grant funding sources strategically invested to ensure that the highest-barrier residents experience safe, stable home environments and achieve academic progress. The division's key mode of operation is through collaborative efforts to:

- 1) Provide equitable prevention, early intervention, and service coordination services to children, families and individuals farthest away from achievement.
- 2) Provide customized employment projects for Clackamas County, Community Corrections, Clackamas County Community Development and Oregon Department of Human Services' clients. These programs are targeted at increasing the employability and wage potential of individuals with significant barriers to employment.
- 3) Provide year-round weatherization services to low-income renters and homeowners living in Clackamas County. Priority is given to citizens 60 years of age or older, persons with disabilities and families with children six years of age and younger.

### Revenue Summary

**53.4 percent (\$5,195,930)** of the CYF/CSCC budget results from state agency agreements. Key funding agencies include: **Oregon Housing and Community Service (ECHO, SHOW)**, Oregon Department of Human Services (JOBS, SNAP) Oregon Department of Education (Early Education, Youth Development) and Oregon Health Authority.

**6 percent (\$584,626)** of the CYF/CSCC budget is derived from federal contracts. Key funding agencies include: Department of Energy, Low Income Home Energy Assistance Program and Bonneville Power Administration.

County General Fund dollars equal **24.3 percent (\$2,349,428)** of the total budget and are used to support priority county-driven initiatives and services, with the remainder used to fund overall operations cost of the division.

The remaining **16.3 percent (\$1,586,089)** of the FY 2018-19 budget is generated from a mixture of Interfund Transfers and a variety of other local sources. These include funding from: Local Partners such as: Oregon Community Foundation, Health Share, Northwest Natural Gas, Citizen Donations; and County Partners such as: Clackamas County Community Development, Clackamas County Behavioral Health, Clackamas County Community Corrections and Clackamas County Social Services.

### Expenditure Summary

The majority of the funds are contracted to non-profits or contractors for direct services, programs, projects that align with the county's goal of *Ensuring Safe, Healthy and Secure Communities* while specifically addressing the *Managing for Results* goals related to Increasing self-sufficiency, increasing family stability, increasing academic success, decreasing child abuse, decreasing domestic violence, decreasing energy costs and reducing alcohol and substance abuse.

#### **Workforce-Org 6321**

**21.3 percent (\$2,073,024)** of the fund's budget is invested in Clackamas County residents with significant barriers to employment. Customized workforce services are provided to veterans and residents involved with the Oregon State Department of Human Services -- Children, Adults and Families Division; Community Corrections; and H3S clients.

#### **Weatherization-Org 6322**

**27.2 percent (\$2,643,057)** of the fund's budget is to provide energy education, dwelling assessment and energy efficiency services to lower-income county residents so they can experience decreased energy costs and increased comfort, health and safety in their homes.

### **Prevention/Intervention-Org 1139**

**36.3 percent (\$3,528,519)** of the fund's budget is directed toward community service contracts and citizen involvement initiatives with equity as a major goal. These funds are invested strategically to engage the participation of local agencies, businesses, community groups and schools to serve the needs of the most vulnerable children and families in the county. Primary populations include low-income, high-risk of child abuse or family violence, at-risk of school drop-out or drug/alcohol misuse.

### **Administration/Allocated Cost/Indirect**

**15.2 percent (\$1,471,473)** of the budget is directed toward personnel supporting the operations function of the division.

Key functions include:

**Supporting key stakeholder advisory groups** such as: Positive Youth Development Collective, Leaders for Equity, Diversity and Inclusion Council, Local Public Safety Coordinating Council, Family Violence Coordinating Council, Early Learning hub and the Clackamas County Drug & Alcohol Prevention Coalition.

**Strategic Planning & Implementation.** These funds are used to perform work in the following five areas:

- Assessment (data collection to define problems, identify resources and readiness to address needs and gaps);
- Capacity (mobilization and/or building capacity among county partners to address needs);
- Planning (developing a comprehensive strategic approach that results in a logical, data-driven plan to address problems identified in assessment);
- Implementation (Implementing evidence-based prevention strategies, programs, policies and practices, education and home inspections);
- Evaluation of System Contracts (measuring the impact of the Division and the implementation of strategies, programs, policies and practices) and;

**Direct Services.** Services include: Client case coordination, Training, Collective Impact facilitation.

### **Significant Issues & Changes**

#### **Merger**

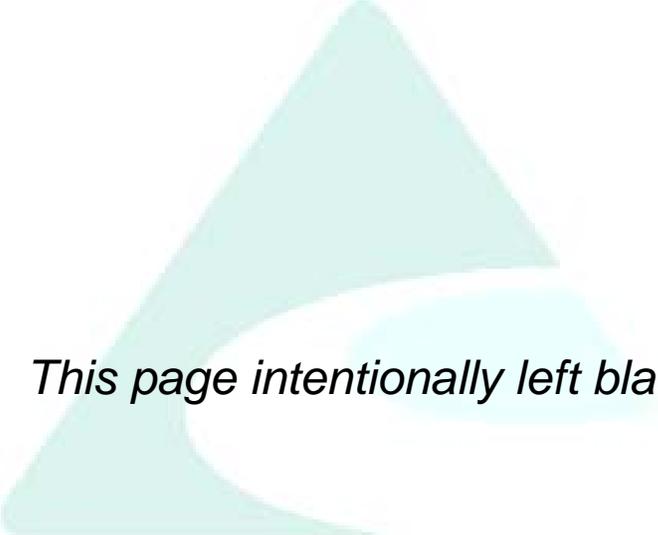
Merging Children, Youth and Families Division with Community Solutions has the immediate effect of lowering the combined administrative overhead of the two divisions. Preliminary analysis suggest future potential savings in administration, allocated cost and indirect categories. Streamlining the programing offers increased efficiencies for client service access and optimal work productivity for division staff.

#### **Funding Trends**

This budget falls within the second year of the biennium, there are no significant changes to the budget based on legislative action. Both the contract with State DHS for the JOBS Self-Sufficiency program and Oregon Department of Education for the Early Learning Programs are expected to remain stable.

#### **Noticeable decreases in comparison to FY17/18**

The Oregon Department of Human Services (DHS) -- Supplemental Nutrition Assistance Program/Able Bodied Adults without Dependents (ABAWD) employment program expired in Sept. 30, 2017. Oregon DHS re-directed these services state-wide to the Oregon Employment Department reducing the Division's Workforce funding by approximately \$440,000. In addition, two pilot projects for Oregon DHS will expire Sept. 30, 2018.



*This page intentionally left blank*

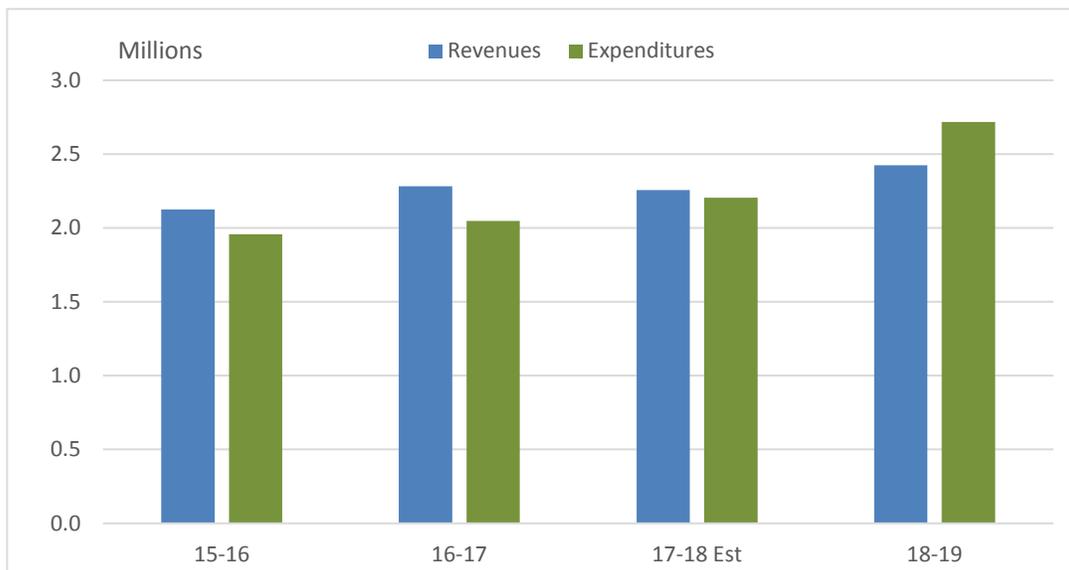
**CLACKAMAS**  
C O U N T Y



**Health and Human Services**

**Dog Services Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	435,285	603,948	838,634	838,633	889,680
<b>Current Revenues</b>					
State Revenues	392	-	-	-	-
Licenses	527,574	676,880	569,300	592,000	592,000
Fees & Fines	88,760	82,055	75,000	59,500	63,000
Other Revenue	66,277	32,124	31,500	32,510	38,000
Interfund Transfers	1,442,931	1,492,324	1,572,264	1,572,264	1,732,506
<b>Subtotal Current Revenues</b>	<b>2,125,934</b>	<b>2,283,383</b>	<b>2,248,064</b>	<b>2,256,274</b>	<b>2,425,506</b>
<b>Total Resources</b>	<b>2,561,219</b>	<b>2,887,331</b>	<b>3,086,698</b>	<b>3,094,907</b>	<b>3,315,186</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	1,256,334	1,228,012	1,695,623	1,309,051	1,880,743
Materials & Services	332,763	459,024	406,660	452,292	394,448
Allocated Costs	368,174	350,471	404,884	404,884	412,905
Capital Outlay	-	11,190	38,000	39,000	30,000
<b>Subtotal Current Expenditures</b>	<b>1,957,271</b>	<b>2,048,697</b>	<b>2,545,167</b>	<b>2,205,227</b>	<b>2,718,096</b>
Reserve for Future Expenditures	-	-	126,452	-	345,151
Contingency	-	-	415,079	-	251,939
Ending Fund Balance	603,948	838,634	-	889,680	-
<b>Total Requirements</b>	<b>2,561,219</b>	<b>2,887,331</b>	<b>3,086,698</b>	<b>3,094,907</b>	<b>3,315,186</b>
<b>Budgeted Full-Time Equivalents</b>	<b>19.10</b>	<b>18.30</b>	<b>20.30</b>	<b>20.30</b>	<b>20.30</b>



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The Dog Services fund provides the resources to enforce applicable state statutes and County ordinances dealing with the licensing, control and shelter of dogs. Clackamas County Dog Services continues to provide protection to our community from dangerous dogs and to support the community's pets and their owners with education about responsible pet ownership.

**Revenue Summary**

The fund's first largest source of revenue is General Fund. The second largest source of revenue is the sale of dog licenses; it is estimated that the County currently licenses approximately 25 - 30% of its dog population according to national statistics.

**Expenditure Summary**

Dog Services relies heavily on volunteers because the Animal Adoption & Education Center requires staffing 365 days a year. These valuable assets continue to be a very important part of the program.

**Significant Issues and Changes**

Currently, some of the Dog Services initiatives include:

- Dog Services procured a new software program (Chameleon) which is improving efficiencies and helping the program meet increasing licensing goals.
  - Chameleon has provided a mechanism for automated online licensing and we estimate that at least 5,000 licenses will be renewed online through the new system each year.
  - The software also comes with data entry support; we are taking advantage of this service and hope to send more than 6,000 forms through their system for entry into the Chameleon system.
- A program launched in late 2012 in conjunction with Clackamas County veterinarians provides timely and up-to-date rabies vaccination information. This information enables Dog Services staff to contact dog owners about licensing.
- The Clackamas Dogs Foundation was founded in 2012. This Foundation is a non-profit 501c(3) that enables access to many private foundations and granting sources that are not accessible to a government agency and provides new fundraising opportunities.
- The Regional Animals in Emergency Plan is an education program that assists County citizens with animal disaster preparedness by coordinating the response from Clackamas County, Multnomah County, Washington County, Columbia County, City of Portland and Clark County, Washington, and has caused the formation of a MAC-G (Multi-Agency Coordinating Group – Animals), which is also represented on the Regional Disaster Preparedness Organization (RDPO). These partnerships provide access to multiple disciplines for response to emergencies within Clackamas County and the region.
- Events and venues for community-based education and adoption purposes.
  - Low-cost vaccination clinics in various locations within the county help ensure the health of dogs and cats.
  - Pet adoption days and micro-chipping events provide incentive programs for licensing.

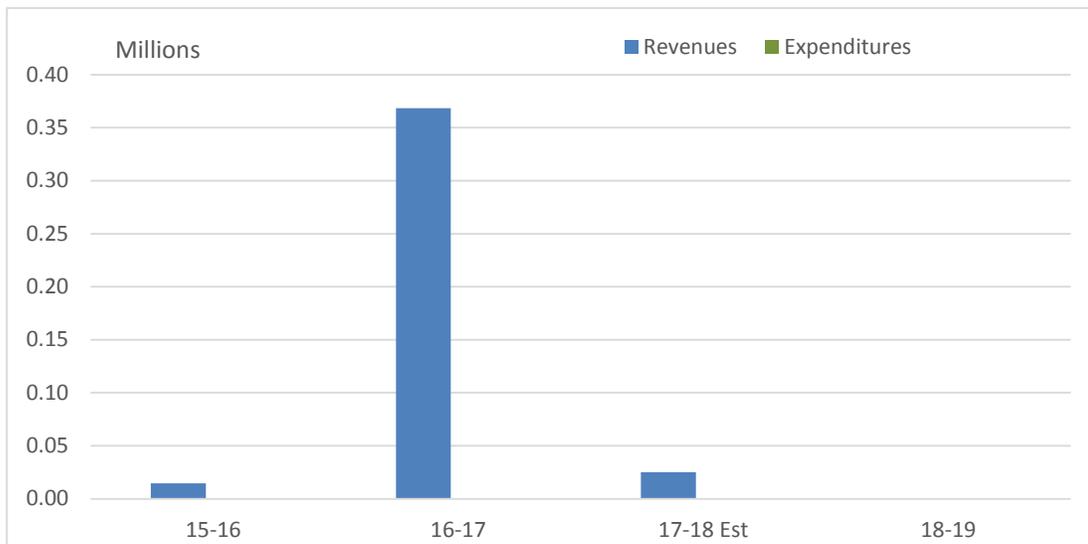
Staff will continue to seek opportunities to expand community relations programming, including school presentations and other partnering opportunities, while participating in a wide variety of events and venues for community-based education and adoptions.



**Not Allocated to Organizational Unit**

**Employer Contribution Reserve Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	2,302,066	2,316,715	2,685,280	2,685,280	2,710,280
<b>Current Revenues</b>					
Other Revenue	14,650	18,565	18,000	25,000	-
Interfund Transfers	-	350,000	-	-	-
<b>Subtotal Current Revenues</b>	14,650	368,565	18,000	25,000	-
<b>Total Resources</b>	<b>2,316,716</b>	<b>2,685,280</b>	<b>2,703,280</b>	<b>2,710,280</b>	<b>2,710,280</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Materials & Services	-	-	-	-	-
<b>Subtotal Current Expenditures</b>	-	-	-	-	-
Interfund Transfers	-	-	650,000	-	-
Reserve for Future Expenditures	-	-	-	-	-
Contingency	-	-	2,053,280	-	2,710,280
Ending Fund Balance	2,316,716	2,685,280	-	2,710,280	-
<b>Total Requirements</b>	<b>2,316,716</b>	<b>2,685,280</b>	<b>2,703,280</b>	<b>2,710,280</b>	<b>2,710,280</b>



**Current Operating Revenues vs. Expenditures**



Overview

## Employer Contribution Reserve Fund

---

### Description of Fund

This fund was established to hold monies to be used to help offset increases in County contributions to the Public Employees Retirement System (PERS).

### Revenue Summary

Initial funding was provided by proceeds from the demutualization of two insurance providers, a refund of reserves held by Blue Cross and interest earnings. Interfund transfers from the General Fund of \$0.8 million in 2005-06, \$2.3 million in 2010-11 and \$0.35 million in 2016-17 complete the revenue history.

### Expenditure Summary

No expenditures are anticipated for 2018-19.

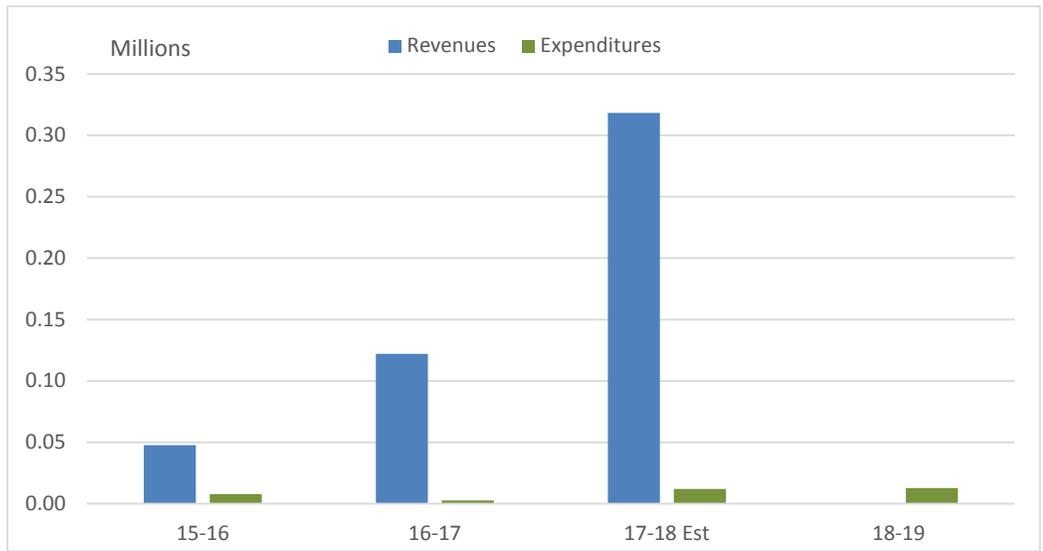
### Significant Issues & Changes

None



**Not Allocated to Organizational Unit County Safety Net Legislation Local Projects Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	1,480	2,636	-	-	306,162
<b>Current Revenues</b>					
Prior Year Revenue (Dedicated)	45,176	119,193	315,772	315,772	-
Federal Revenue	-	-	-	-	-
Other Revenue	2,638	2,923	-	2,500	-
<b>Subtotal Current Revenues</b>	<b>47,814</b>	<b>122,116</b>	<b>315,772</b>	<b>318,272</b>	<b>-</b>
<b>Total Resources</b>	<b>49,294</b>	<b>124,752</b>	<b>315,772</b>	<b>318,272</b>	<b>306,162</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Materials & Services	6,323	-	-	-	-
Allocated Costs	1,482	2,700	12,110	12,110	12,824
<b>Subtotal Current Expenditures</b>	<b>7,805</b>	<b>2,700</b>	<b>12,110</b>	<b>12,110</b>	<b>12,824</b>
Special Payments	38,853	122,052	303,662	-	293,338
Ending Fund Balance	2,636	-	-	306,162	-
<b>Total Requirements</b>	<b>49,294</b>	<b>124,752</b>	<b>315,772</b>	<b>318,272</b>	<b>306,162</b>



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

Congress passed the “Secure Rural Schools and Community Self-Determination Act of 2000” commonly referred to as the County Safety-Net legislation. Pursuant to this legislation, the Clackamas County Board of Commissioners allocates a portion of the funds for allowable local projects each year. This fund was created to account for those local projects and activities. Permissible uses of project funds include the following:

1. Search, rescue and emergency services on federal lands.
2. Staffing of community service work performed on federal lands.
3. Easement purchases (access or conservation).
4. Forest related after-school educational opportunities.
5. Fire prevention and county wildlife planning.
6. Funds matching for Urban/Community Forestry programs under the Cooperative Forestry Assistance Act of 1978.

**Revenue Summary**

The revenue for this fund consists of fund balance carried forward from the prior year plus any new receipts and interest earned.

**Expenditure Summary**

Project proposals are evaluated and awarded through a competitive bidding process.

**Significant Issues & Changes**

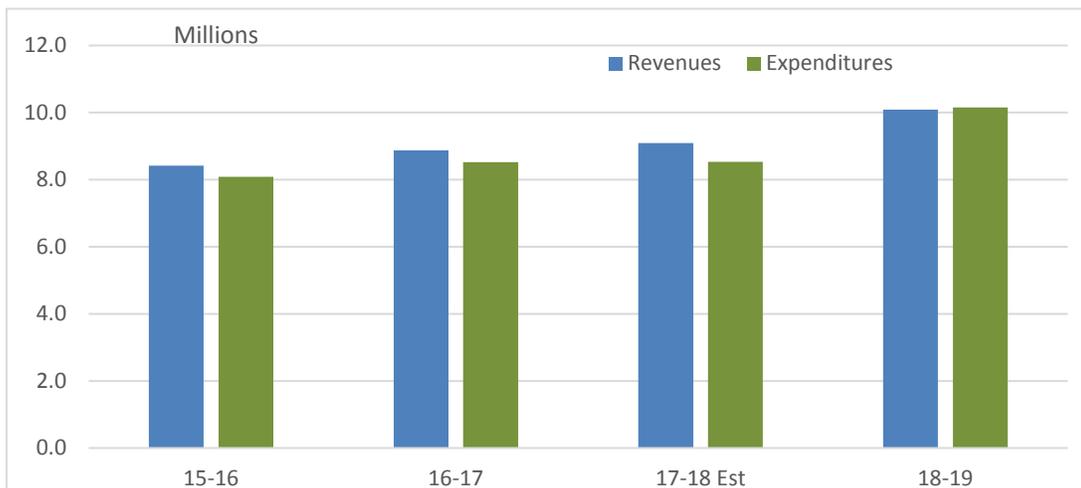
None



**Health and Human Services**

**Public Health Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	735,733	683,756	466,322	466,322	643,678
<b>Current Revenues</b>					
Prior Year Revenue (Dedicated)	-	-	-	-	-
Federal Revenue	1,618,069	1,883,504	2,111,181	1,778,693	1,705,576
State Revenue	1,694,000	1,477,840	1,472,526	1,476,759	1,466,758
Local Revenue	145,262	101,616	702,260	362,556	798,250
Licenses	971,505	1,020,013	1,187,945	1,248,084	1,200,051
Fees & Fines	1,987,946	2,349,751	2,265,222	2,121,762	2,648,942
Other Revenue	17,768	28,576	12,606	43,875	123,633
Interfund Transfers	1,981,360	2,011,933	2,105,163	2,061,957	2,141,696
<b>Subtotal Current Revenues</b>	<b>8,415,910</b>	<b>8,873,233</b>	<b>9,856,903</b>	<b>9,093,686</b>	<b>10,084,906</b>
<b>Total Resources</b>	<b>9,151,643</b>	<b>9,556,989</b>	<b>10,323,225</b>	<b>9,560,008</b>	<b>10,728,584</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	5,005,065	5,134,702	5,829,582	5,324,469	6,108,518
Materials & Services	2,031,770	2,157,439	2,129,190	1,769,955	2,260,380
Allocated Costs	1,047,449	1,235,212	1,405,421	1,437,234	1,784,630
<b>Subtotal Current Expenditures</b>	<b>8,084,284</b>	<b>8,527,353</b>	<b>9,364,193</b>	<b>8,531,658</b>	<b>10,153,528</b>
Special Payments	383,603	563,314	583,649	384,672	548,893
Interfund Transfers	-	-	-	-	-
Contingency	-	-	375,383	-	26,163
Ending Fund Balance	683,756	466,322	-	643,678	-
<b>Total Requirements</b>	<b>9,151,643</b>	<b>9,556,989</b>	<b>10,323,225</b>	<b>9,560,008</b>	<b>10,728,584</b>
<b>Budgeted Full-Time Equivalents</b>	<b>52.70</b>	<b>54.30</b>	<b>56.05</b>	<b>56.05</b>	<b>56.05</b>



**Current Operating Revenues vs. Expenditures**



### Description of Fund

Clackamas County Public Health Division is designated as the local public health authority for Clackamas County and is a division within the Department of Health, Housing and Human Services (H3S).

The purpose of the Public Health Division is to provide environmental health inspections and licenses, policy and assessment, access to care, infectious disease control, and education services to residents and businesses so they can prevent, respond, and take action to ensure healthy, clean, and safe places. The division also manages the vital records for all births and deaths reported within Clackamas County.

The Public Health Division became a nationally accredited local public health provider in 2014. The national accreditation program is a rigorous, peer-review assessment that ensures that local public health providers meet or exceed a specific set of quality standards and measures. Clackamas County was the fourth county in Oregon to be nationally accredited and one of the first 50 accredited county public health providers in the United States. There are now 163 accredited local public health providers in the U.S.

Public health in Oregon is changing. The main catalyst for this change is Oregon House Bill 3100 -- Public Health Modernization. In July 2015, the Oregon legislature passed House Bill 3100, which implements the recommendations made by the Task Force on the Future of Public Health Services in the September 2014 report titled, "Modernizing Oregon's Public Health System." House Bill 3100 sets forth a path to modernize Oregon's public health system so that it can more proactively meet the needs of Oregonians by 2023 (Oregon Health Authority, 2016).

In July of 2017, the Oregon legislature passed House Bill 2310, issuing \$5 million for investing in the building of cross-jurisdictional surveillance, surge and response systems across the state. Clackamas County Public Health was awarded \$178,000 as part of this new public health modernization funding and created a new Public Health Informatics job -- a first-of-its-kind position in the Tri-County area.

### Revenue Summary

Revenue sources for Public Health are comprised of federal, state, and local grants, which account for 37 percent of the budget, or \$3.97 million; and fees, fines, licenses, and charges for services, including patient fees and vital statistics certification fees, which account for 43 percent of the budget, or \$4.61 million. The County General Fund of \$2.14 million and \$643,678 fund balance from prior years completes the revenue picture.

### Expenditure Summary

Out of the \$10.72 million dollar budget, personnel service costs account for 57 percent, or \$6.10 million, of total budgeted expenditures and supports 56.05 FTE. Materials and services account for 26 percent, or \$2.26 million of budget expenditures. Indirect and cost allocation charges account for 17 percent, or \$1.78 million, of budgeted expenditures.

### Significant Issues & Changes

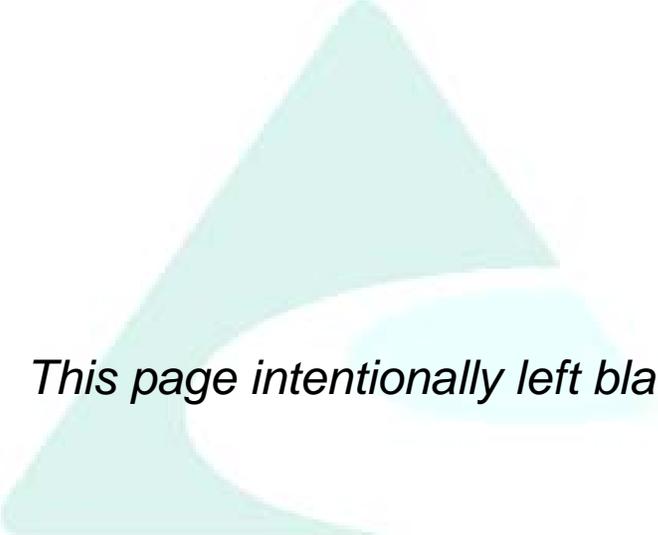
Clackamas County's Public Health Division is restructuring the division to better align its 56 FTE's and program areas with Public Health Modernization/Accreditation requirements and Managing for Results (MFR) performance measures. The new organizational chart also allows the division's leadership to garner better economies of scale, to establish stronger career advancement opportunities and to ensure organizational continuity for 49 percent of staff eligible to retire within the next five years.

An effective public health system influences the quality and length of life by investing and focusing on the systems, policies, health communication strategies and program changes that reduce the prevalence of preventable diseases — diseases which place significant financial burdens on our healthcare system and individual/family socioeconomics. In

addition to bending the preventable disease curve, a sound government public health entity needs to be prepared to prevent, react and respond to known and unknown public health threats and disease outbreaks such as Ebola, Zika, Tuberculosis and Sexually Transmitted Infections, natural and man-made disasters and other public health incidents. To that end, Clackamas County's population has steadily increased during the past five years. Not surprisingly, the demand for prevention services and infectious disease response and control services have increased, as well. Despite these anticipated increases, the Infectious Disease Control and Prevention program area, in particular, has been dangerously under-funded and under-resourced for years, leaving the county vulnerable to our inability to effectively respond to disease outbreaks.

Oregon's Tobacco 21 legislature in July 2017 provides Clackamas County the opportunity to develop a Tobacco Retail Licensing program to help enforce the new state tobacco law.

Decreasing state and federal funding, the transition from direct service [reimbursable] programs to more upstream policy, assurance and enforcement activities, ongoing emerging disease threat response, and increasing county allocated costs, greatly impact Public Health's bottom line and their ability to sustain. Recent retirements in the division created some space for it to balance the budget. Any additional increases in county overhead or allocated costs will require Public Health to pull away county general funds from staff positions which will cause a reduction in our workforce.



*This page intentionally left blank*

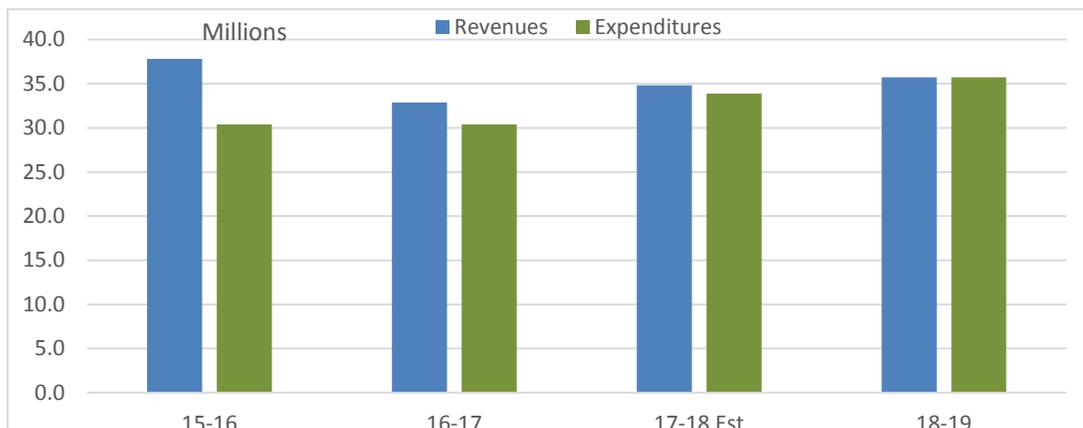
**CLACKAMAS**  
C O U N T Y



**Health and Human Services**

**Clackamas Health Centers Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	7,486,769	12,946,562	14,933,861	14,933,861	15,882,156
<b>Current Revenues</b>					
Federal Revenue	2,426,071	3,096,839	2,341,897	2,670,455	2,316,756
State Revenue	2,203,380	1,191,362	1,285,313	1,359,180	1,298,752
Local Revenue	2,043,269	1,483,898	941,093	713,349	200,046
Fees & Fines	30,076,865	26,470,620	29,363,491	29,414,400	31,300,936
Other Revenue	469,252	123,438	19,140	120,782	29,140
Interfund Transfers	606,589	522,976	543,188	543,188	567,643
<b>Subtotal Current Revenues</b>	<b>37,825,426</b>	<b>32,889,133</b>	<b>34,494,122</b>	<b>34,821,354</b>	<b>35,713,273</b>
<b>Total Resources</b>	<b>45,312,195</b>	<b>45,835,695</b>	<b>49,427,983</b>	<b>49,755,215</b>	<b>51,595,429</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	21,090,388	22,698,605	26,442,210	24,344,267	28,082,983
Materials & Services	6,580,472	4,821,720	4,781,100	6,251,180	4,260,818
Allocated Costs	2,663,572	2,829,851	3,180,812	3,180,812	3,369,472
Capital Outlay	54,127	46,945	90,000	96,800	-
<b>Subtotal Current Expenditures</b>	<b>30,388,559</b>	<b>30,397,121</b>	<b>34,494,122</b>	<b>33,873,059</b>	<b>35,713,273</b>
Special Payments	310,406	504,713	-	-	-
Interfund Transfer	1,666,668	-	-	-	-
Reserves	-	-	8,083,656	-	8,795,657
Contingency	-	-	6,850,205	-	7,086,499
Ending Fund Balance	12,946,562	14,933,861	-	15,882,156	-
<b>Total Requirements</b>	<b>45,312,195</b>	<b>45,835,695</b>	<b>49,427,983</b>	<b>49,755,215</b>	<b>51,595,429</b>
<b>Budgeted Full-Time Equivalents</b>	<b>221.49</b>	<b>221.94</b>	<b>223.74</b>	<b>223.74</b>	<b>226.09</b>



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The Clackamas Health Centers Division, a Federally Qualified Health Center (FQHC), is a mission-driven organization that works to promote the oral health, physical health, and mental health of its community members and strives to prevent disease, injury, and disability. The health centers are located in Sunnyside, Gladstone, Oregon City, and Sandy for easy access by the community. Under Section 330 of the Public Health Service Act, the Health Centers Division provides health care to Oregon Health Plan members, Medicare recipients, uninsured, and underinsured families in Clackamas County.

The Division is organized as follows:

**Administration & Finance** provides centralized administrative management services across all service areas of the Health Centers Division. Administrative services include quality improvement, medical records, contracts, policy development, and the management of 340B Pharmacy Program. Financial services include medical billing, accounting, grant management, and budget.

**Primary Care, Dental, and School Based Health Centers** provide comprehensive health services. The focus is to treat and improve the physical, oral, and mental health of each patient. The School Based Health Centers provide medical and mental health services in a school setting to students in the Oregon City School District and in Sandy in the Oregon Trail School District.

**Behavioral Health Centers** provide a variety of mental health and addiction treatment services to children, adolescents, adults, and their families. Services include case management, individual and group therapy, short-term stabilization outside a hospital setting, and mental health and addictions court ordered service programs.

**Revenue Summary**

The Health Centers Division projected FY18-19 budget is \$51million. It receives the majority of its revenue through a combination of Federal and State funding. In addition, the Division receives County General Fund. Budget assumptions for FY18-19 revenue are that there will be conservative growth in new and existing revenue streams when compared to FY17-18 year-end projected totals.

**Expenditure Summary**

In the FY18-19 budget, Personnel Services costs account for about 54% of total expenditures and support 226 FTE. Materials and Services and Cost Allocations are operating expenditures, which equal 15% of the budget. The remaining 31% is budgeted as reserves & contingency, which represents the additional resources available to the Health Centers Division for unanticipated expenditures. The use of the reserves & contingency requires prior approval by the Board of County Commissioners and the Health Centers Division Community Health Council.

**Significant Issues & Changes**

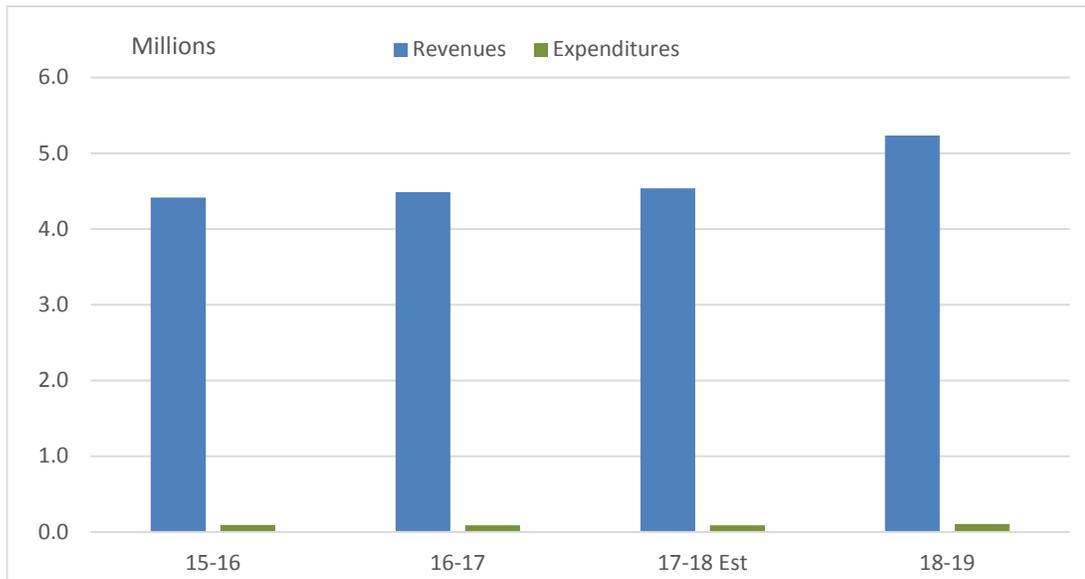
The Health Centers Division reduced its operating expenditures to align with the conservative growth in federal and state revenue. Monitoring and managing revenue and expenditures, which can be impacted by federal and state legislation, will continue to be a top priority for the Health Centers Division. The Health Centers Division continues to work toward revenue growth and sustainable operations, and those efforts will continue into FY18-19 fiscal year.



**Not Allocated to Organizational Unit**

**Transient Room Tax Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	215,348	206,588	197,560	197,560	19,512
<b>Current Revenues</b>					
Local Revenue	4,414,853	4,485,921	5,190,250	4,539,000	5,237,164
Other Revenue	(6)	(581)	-	-	-
<b>Subtotal Current Revenues</b>	<b>4,414,847</b>	<b>4,485,340</b>	<b>5,190,250</b>	<b>4,539,000</b>	<b>5,237,164</b>
<b>Total Resources</b>	<b>4,630,195</b>	<b>4,691,928</b>	<b>5,387,810</b>	<b>4,736,560</b>	<b>5,256,676</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Materials & Services	91,737	89,887	103,889	90,000	105,000
<b>Subtotal Current Expenditures</b>	<b>91,737</b>	<b>89,887</b>	<b>103,889</b>	<b>90,000</b>	<b>105,000</b>
Interfund Transfers	4,331,869	4,404,481	5,283,921	4,627,048	5,151,676
Ending Fund Balance	206,589	197,560	-	19,512	-
<b>Total Requirements</b>	<b>4,630,195</b>	<b>4,691,928</b>	<b>5,387,810</b>	<b>4,736,560</b>	<b>5,256,676</b>



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

In July 1980, Clackamas County voters, in a special election, approved the Transient Room Tax Ordinance. This ordinance and its amendment, voter-approved in September 1985, set forth a complex formula by which revenues collected by this tax were to be distributed. In June 1992, voters once again amended this ordinance, rewriting certain aspects of it. A nine-member citizen Tourism Development Council was appointed to oversee tourism development and promotion in Clackamas County.

**Revenue Summary**

New transient room tax receipts anticipated at \$5.2 million provide virtually all the revenue for this fund.

**Expenditure Summary**

The Clackamas County Fair is guaranteed an annual income indexed for inflation, under the amended Transient Room Tax Ordinance. The balance of all revenues collected, less a 2% administrative service charge (shown in materials and services), is distributed to the Tourism Development Council Fund. This fiscal year the interfund transfer reflects an expenditure of \$477,870 for the County Fair and \$4,673,806 for the Tourism Development Council.

**Significant Issues & Changes**

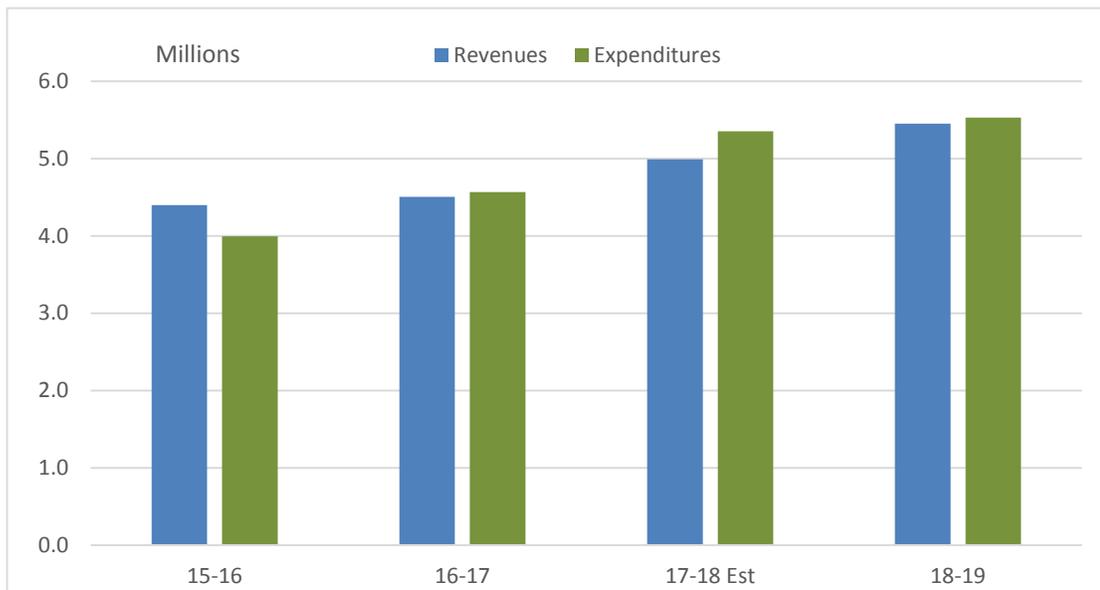
None



**Culture, Education and Recreation**

**Tourism Development Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	539,892	944,476	884,642	884,642	525,937
<b>Current Revenues</b>					
Fees and Local Revenue	211,898	229,428	388,825	509,060	470,990
Other Revenue	21,340	43,400	9,500	16,000	9,500
Interfund Transfers	4,167,168	4,234,450	5,124,450	4,467,577	4,973,165
<b>Subtotal Current Revenues</b>	<b>4,400,406</b>	<b>4,507,278</b>	<b>5,522,775</b>	<b>4,992,637</b>	<b>5,453,655</b>
<b>Total Resources</b>	<b>4,940,298</b>	<b>5,451,754</b>	<b>6,407,417</b>	<b>5,877,279</b>	<b>5,979,592</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	1,171,175	1,311,841	1,614,228	1,648,728	1,735,354
Materials & Services	2,824,647	3,255,271	4,291,189	3,702,614	3,794,238
<b>Subtotal Current Expenditures</b>	<b>3,995,822</b>	<b>4,567,112</b>	<b>5,905,417</b>	<b>5,351,342</b>	<b>5,529,592</b>
Special Payments	-	-	52,000	-	-
Contingency	-	-	450,000	-	450,000
Ending Fund Balance	944,476	884,642	-	525,937	-
<b>Total Requirements</b>	<b>4,940,298</b>	<b>5,451,754</b>	<b>6,407,417</b>	<b>5,877,279</b>	<b>5,979,592</b>
<b>Budgeted Full-Time Equivalents</b>	<b>12.00</b>	<b>12.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

This fund is the main operating fund for all tourism programs, guided and directed by the Clackamas County Tourism Development Council (TDC) and is delivered by Clackamas County Tourism & Cultural Affairs (CCTCA).

**Revenue Summary**

The Tourism Development Fund was established in accordance with the Transient Lodging Tax Ordinance (TLT). The ordinance specifies that, after an allotment to the Clackamas County Fair and a 2% administrative fee taken by the Finance Department are transferred out, "The balance shall be placed with the County Treasurer for deposit until transferred to the TDC monthly to pay expenditures authorized." This fund has become the repository for those transfers from the Transient Lodging Tax Fund. The remaining revenue is regional funds, interest, miscellaneous fees and sales, reimbursements, and monies carried forward from the prior fiscal year.

**Expenditure Summary**

Personnel services accounts for \$1,735,354 of CCTCA's overall budget funding fourteen (14) full-time equivalent positions. The team is supported by one dedicated software specialist- Webmaster under Technology Services, but is housed with CCTCA and is paid for out of Materials and Services as internal contracted county services.

The largest expenditure from the TLT is for the Tourism Marketing Program which includes advertising agency services, ad buys, market research, publicity materials, and website optimization, social media, public relations, media relations with travel writers and publications, Mobile Visitor Information Van (MVIC), trade shows and cooperative marketing efforts. The total budget for Marketing and Promotion in FY 2018-19 is \$1,303,000.

The Destination Development Program identifies tourism opportunities and works with local communities and partners to develop tourism assets, new markets and products. One important tool used to build tourism assets in the county is through the Development Grant Program which provides grants up to \$100,000 for individual projects. A total of \$250,000 will be awarded in FY 2018-19. Staff also manages the Federal Partners Program- including the U.S. Forest Service and the Bureau of Land Management and focuses on key projects that align with the TDC's established goals and priorities. This year, the TDC has allocated \$50,000 towards such efforts. (An additional \$10,000 for Partner Training is included below under Community Relations.) In total, Development efforts are \$511,000 of Tourism's budget.

The Community Relations Program is CCTCA's third distinct area of work. Under this division, staff provides assistance to communities and other key partners in executing tourism-related projects, to craft solutions, identify problems, or to seize opportunities primarily through the Community Partnership Program (CPP) which provides \$260,000 annually to 13 local communities for grants to support locally-generated and selected tourism projects. Separately, the Cultural Heritage Tourism Capital Grant program provides \$50,000 annually for capital improvements and repairs to heritage and cultural assets within the county. Community Relations also manages the county's Visitor Information Centers with expenditures of \$145,000 in FY 2018-19. The Community Relations total FY 2018-19 budget is \$329,000.

The County, through its General Fund, supports arts and culture through a partnership with the Clackamas County Arts Alliance and the Regional Arts and Cultural Council. Together, they work to ensure that residents and visitors have exposure and access to arts and cultural opportunities and resources, while supporting a variety of local jobs and educational initiatives in the creative services industry. In FY 2018-19, \$299,359 will be provided for this work.

Lastly, the Department maintains a 10% Contingency Fund and in FY 2018-19, \$450,000 will be programmed as contingency funds.

## Significant Issues & Changes

### ADMINISTRATION/LEADERSHIP

**Leadership**-Consists of the board members of the Tourism Development Council, the Executive Director, and the Executive Assistant/Budget Officer to lead the policy and direction of the organization and establish priorities for programming and investments. A lot of effort has been made over the past several years to determine the differing authorities and responsibilities of the Tourism Development County and the Board of County Commissioners. This past year in particular, these questions have been examined deeply and general agreement on the answers and the direction forward has been reached by those engaged in the conversations. The next year will require some new approaches to the work and operations as well as reporting relationships, etc.

**Master Plan; Five-Year Strategic Priorities Plan**- Over the past year, TDC and staff engaged in a revision to the county's Tourism Master Plan and the development of a new five-year Strategic Priorities Plan. This involved holding Listening Sessions throughout the county over a six-month period and invited the public, stakeholders and partners to tell us what their vision is for Tourism and ideas they have to improve tourism in our county. These were well received and were utilized in the plan's creation. In addition, we reported the results of the previous 5-year plan achievements. Staff will implement these new priorities over the next five years. The Master Plan was revised to include the value of Sustainability to our Tourism work, which was approved by the Board of County Commissioners.

**Regional/State Leadership**- The Executive Director serves in several leadership capacities within the Tourism industry, including as an executive board member of the Willamette Falls Heritage Area Coalition, in-coming President of the Oregon Destination Marketing Association Board; recently appointed by the Governor to the newly created Willamette Falls Locks Commission; board member of the Destination Marketing Association of the West; among other boards and committees.

**Department Restructuring; Recruiting; Staff Reclassifications**- We continued implementation of Department restructuring, and the continued redrafting and reclassifying of positions that were not within the Tourism classification stream, but were still in old classifications. Increases in staffing led to recruitments and on-boarding duties this year.

**Office Space Relocation**- Due to increased staffing and lack of office space at the County's Red Soils campus in Oregon City, Tourism has been actively engaged in locating new office space to house its operations. After a great deal of effort with partners and the City of West Linn, the proposal to utilize the historic city hall building in West Linn was ultimately abandoned because of West Linn Paper's bankruptcy and the unavailability of parking. Instead, space was located in another building in West Linn and CCTCA is awaiting remodeling to occur before moving in. That should be complete before the end of this fiscal year, and CCTCA staff will begin FY 2018-19 at its new location.

**Internal Audit**- Over the past year, the Department, among others, has been through an Internal Audit by the County. CCTCA was found to be spending funds appropriately and performing at or above their peers. The areas of concern were around contracting and purchasing which has been done differently historically than is common at the county today. Those differences are being worked through the process to determine how best to handle them in the future.

### MARKETING PROGRAM

**Branding** – The Tourism and Cultural Affairs Department continues to implement the branding identity for Clackamas County as Oregon's Mt. Hood Territory (OMHT). This coordinated message for marketing and promoting the area as a visitor destination, focused on our three pillars of tourism: Outdoor Recreation, Agritourism, and Heritage/Culture. Borders Perrin Norrander (BPN) serves as the marketing agency for Tourism since 2012, and collaborates with staff to improve and strengthen the Mt. Hood Territory brand through an integrated marketing strategy that identifies the county's visitor profiles and lays out hyper-targeted strategies to achieve success through our identified four target personas.

**Visitor Audience** – Identified as being familiar with OMHT, BPN focuses the visitor audience media buys within our primary markets (Oregon, Washington, N California, Vancouver B.C.) and secondary markets (S California, Idaho, Nevada, Utah, Arizona). The visitor audience advertising includes a year-long strategy alternated between inspirational multi-media campaigns to create brand awareness, and trip planning/booking phases aimed at driving website traffic.

**Prospect Audience** – Additionally, BPN leads our dedicated investment market strategy to promote OMHT to our prospect audiences in conjunction with direct flight destinations. Austin, TX was the first target market in FY 2013-14 and continued for five years. Minneapolis, MN was included in FY 2016-17 and continued annually to FY 2018-19. Lastly, Phoenix, AZ was incorporated in FY 2017-18 and continues for a second year in FY 2018-19.

**Advertising** – BPN developed the “Species” campaign and FY 2018-19 will be the first complete year of marketing OMHT under this new campaign. In FY 2017-18, Tourism continued to partner on a number of special advertising efforts. *Horizon Travel Magazine* included inserts in both their Canada and California editions with a full-page advertorial, a 5-second commercial spot aired on 10 screens in the Toronto, Canada transportation system, as well as commercial spot aired in Times Square in New York City. Brand USA global advertising efforts included a co-op partnership in the *Discover America* printed guide, the VisitTheUSA.com website, and Culinary initiative. In addition, Travel Oregon’s 2018 spring co-op partnership included a media buy with their “Only Slightly Exaggerated” campaign driving website traffic.

**Website** – MtHoodTerritory.com, CCTCA’s branded website underwent a complete redesign this year working with GumCo Inc. and Drozian Webworks to incorporate a content-driven website structure, resulting in winning the 2018 “Outstanding Tourism Website Award” from Travel Oregon. Tourism engaged in a four-year contract with Anvil Media to integrate search engine optimization and search engine marketing (SEO/SEM) as a unified and efficient program.

**Public Relations** – PR staff implemented a new social influencer program to commemorate the 175<sup>th</sup> anniversary of the Oregon Trail in FY 2017-18 as a multi-state campaign, and best practices and artificial intelligence (AI) learnings from the social influencer platform will be enhanced in FY 2018-19. New PR measurement tools will be established in FY 2018-19. PR efforts will continue to utilize the services of Lawrence PR to coordinate and execute deskside tours to expand our reach into new media markets FY 2018-19.

**Social Media** – Tourism engaged in a digital and social media audit in FY 2017-18, and will continue to expand implementation of social media efforts, by incorporating recommended social media strategies. Investing in a content aggregating/curating service (UGC) to assist in sourcing and displaying more images for use in social and website strategies. In partnership with DMA-West, ADARA and Destination Analysts, a year-long social media research study will conclude in FY 2018-19, with assessment and measurement of our Facebook and Instagram platform performance.

**Tap Trail / Wine Trail** – The Explorer’s Trails program expanded in FY 2017-18 to include mobile passports for both our craft beverages and wineries. Twelve breweries, cideries, meadery and distillery participate in the Tap Trail passport; 16 wineries participate in the Wine Trail, where visitors receive discounts at each business and earn a free pint glass or wine glass by redeeming their passport at a select number of businesses.

**Cultural Guide** – CCTCA continues the co-operative advertising program in partnership with Clackamas County Arts Alliance to sponsor the quarterly *Clackamas County Cultural Guide* produced by Pamplin Media, which provides editorial content and free event listings promoting the county’s cultural/heritage assets. Tourism’s paid sponsorship considerably reduces advertising rates allowing local businesses to advertise in these community newspapers.

**Regional Program** – CCTCA serves as the fiscal administrator for the Travel Oregon Mt. Hood/Gorge Regional program, in addition to receiving PR and international staff offset funding from the Portland Regional Program. Staff are preparing for the 2018-19 Regional Cooperative Tourism Program (RCTP) RFQ process applying for the next 6-year management contract for the Mt. Hood/Gorge region, as well as expanding our global sales and PR efforts working in partnership with the Portland Region, Willamette Valley Visitors Association, and Mt. Hood/Gorge Regions.

## **DESTINATION DEVELOPMENT**

**Outdoor Recreation Development** – In FY2017-18, CCTCA developed a county wide Water Tourism Strategic Plan with Crane & Associates, an environmental economist with national and international experience in water tourism development and evaluation. The study includes primary research and recommendations that range from marketing and messaging to physical site improvements. Building on the success in fostering cycling tourism as a county wide asset, CCTCA will focus on engaging communities and identifying their priorities for water tourism. This year CCTCA worked closely with the Hood-Gorge Region and USFS in the creation of the Trails Ambassador program to educate hikers at trails on Mt. Hood and the Gorge. Additional work underway with trails includes building a video and photo asset library, improved trails brochures and a trails map. CCTCA developed tools for conveying the unique winter

experience on Mt. Hood, creating a winter book and videos to be shared with tour operators and consumers. This work helps address the seasonality and fluctuations between weekday and weekends on the mountain. In alignment with CCTCA's Strategic Priorities for 2017-22, outdoor recreation work focuses on sustainable recreation opportunities, the diversity of opportunities throughout the county and connecting recreation enthusiasts to communities.

**Development Grants** - Development Grants are the mechanism used by the TDC to invest directly in local tourism projects. In FY 2017-18, grant funds supported identified strategic priorities such as multi-modal transportation on the mountain to improve the rider experience on the Mt. Hood Express, studio improvements for Summit Art Center that create diverse tourism opportunities that are not weather dependent and the Willamette Falls Heritage Foundation was given an award for technical assistance to identify the market and structure of a natural and cultural history tour of the West Linn Paper site. Development Grants will prioritize water tourism related improvements in FY 2018-19

**Agritourism**—Tourism staff worked to connect tour operators and farms to develop tour product as well as advising local farms on new product development. To further educate local farms on best practices, the Development Team worked with OSU Extension in Marion & Polk Counties to host a joint Agritourism Summit. To ensure Agritourism endeavors align with the needs of visitors and operators, CCTCA continues to consult the Clackamas County Agritourism advisory committee and participate in the state wide efforts of Travel Oregon and the non-profit Oregon Agritourism Partnership.

**Digital Visitor Information Kiosk** – The Department continues to work with Oregon Travel Experience to offer the digital kiosk program at the Government Camp Rest Area and French Prairie. The kiosks deliver visitor information twenty-four hours a day, year round at these popular stops for visitors and recreation enthusiasts. The digital kiosk program is also available at the Sandy Historical Museum during their open hours.

**Mountain Multi-Modal** – Tourism will continue to support the priorities of the bike pedestrian plan created by the regional multi-modal task force and participate in partnerships to improve mountain transportation options, increased frequency of service and expanded routes.

**Federal Partners Program**- CCTCA works closely with public agencies through regular communication, participation in outreach and meetings and multi-agency projects like the French Prairie Bike Ped Bridge Task Force. Work in the last year included efforts to address transportation and over use issues on public lands and maintaining/extending the Mt. Hood Express Bus service. CCTCA continues to pursue future investment/project partnerships within this area.

**Heritage/Culture Tourism Projects** – 2018 is the commemoration of the Oregon Trail's 175<sup>th</sup> anniversary, and staff worked closely with local and state wide partners to leverage this landmark year and promote experiences on the Oregon Trail. CCTCA created two Oregon Trail themed itineraries and a Barlow Road edition of our successful Heritage Trail. Work is underway to create an Oregon Trail Activity Book for families. Through CCTCA's partnership with the Portland Region, the Willamette Falls Locks Commission received \$100,000 from regional funds. CCTCA continues to work closely with the county's heritage coordinator. Lastly, the \$50,000 in Capital Improvement Grants are dedicated to improving visitor readiness at cultural and heritage sites. As a pillar of county Tourism, heritage and culture are incorporated into all marketing channels including ad campaigns, social media and media tours and story pitches.

**International Marketing** – Through the relationship building efforts of the CCTCA, Clackamas County increased the number of lodging properties and activities accessible to international visitors through travel agencies and tour operators. CCTCA will continue working with Travel Portland, Travel Oregon and other partners to build awareness and market Clackamas County as an international travel destination. Staff works with foreign tour operators, tourism promoters, and travel writers to connect local attractions, services and hotels to travelers in key international markets.

**Willamette Falls Heritage Area Coalition** – CCTCA continues to work on securing the National Heritage Area designation and leveraging the designation as a State Heritage Area.

**Connecting with Partners & Communities** – To ensure that CCTCA's work is informed by the needs of tourism partners, staff regularly visit partner businesses. To integrate tourism into economic development opportunities around the county, staff participate in local committees and regularly advise local communities on tourism best practices.

## COMMUNITY RELATIONS

**Outreach** – CCTCA’s Community Relations Coordinator shares information about programs and services and builds relationships with local governments, chambers, tourism industry businesses and community organizations. The Department offers community and business partners a variety of services such as business listings, co-op advertising and events listings, project coordination and strategic planning assistance.

**Grants** - Through the Community Partnership Program (CPP) the Department makes \$260,000 available annually to local communities for tourism projects that demonstrate an ability to generate overnight stays or bring visitors into a community from outside the area. Applications are submitted via an on-line form. Local program administrators are responsible for forming review and selection committees that evaluate proposals using established criteria. Selected projects are forwarded to the Department for staff review. Award agreements are sent to applicants whose projects are eligible to receive funding. Checks are issued to awardees once signed agreements and any other required documentation is returned to CCTCA. Year-end reports are required for any project that receives funding. Having local review committees do the review and selection helps ensure that projects that best represent a community’s tourism priorities are supported while ensuring that department level standards and processes are followed.

**Strategic Planning** –CCTCA staff work with communities and local partners to evaluate tourism strengths, weaknesses, assets and opportunities, and helps them development strategies that can better position themselves to attract visitors.

**Geocaching** – Oregon’s Mt. Hood Territory (Clackamas County) is the birthplace of geocaching, which is a worldwide scavenger hunt with over 1.4 million caches and 4 million participants. The “original cache” was placed in May 2000 just outside of Estacada. This bit of geocaching history makes a visit to Clackamas County a must do for many geocachers. The Community Relations Coordinator is responsible for working with the local geocaching community and maintaining a geocaching program that is relevant and interesting to geocachers. For FY 2018-19, CCTCA will work with the local geocaching community and Geocaching.com to create a county-wide GeoTour which will result in a more marketable product that can be promoted to a broader audience.

**Partner Training** – Through its partner training program the Department offers skill building educational sessions to its tourism partners. Each year CCTCA puts on a half-day Tourism Tech Symposium which covers basic web and social media skills as well as the latest useful trends, tools and platforms. In FY 2018-19 the Department will begin offering shortened “in-community” web and social media trainings. Each year, CCTA also puts on an Agritourism Summit for its agritourism partners. Topics covered in this session include legislation and land use regulations. Starting in FY 2018-19, we will begin offering a customer service training program that has been customized by Travel Oregon for the tourism and hospitality industry. This program is offered through a partnership with the Oregon Restaurant and Lodging Association. In FY 2018-19 it will also begin offering PR and “story telling” training to help partners hone narratives and develop scripts for visitor, and travel writers and social media influencers.

**Visitor Information Services** – Community Relations staff manages the contracts with vendors who provide visitor information services to travelers including Clackamas Heritage Partners who provide these services at the End of the Oregon Trail Interpretive Center in Oregon City; The Mt. Hood Cultural Center & Museum which operates in Government Camp; and the U.S. Forest Service that provides visitor services out of the Zig Zag Ranger Station in Rhododendron. Our partnership with the Forest Service allows for services on weekends during peak season. In addition, we contract with the Forest Service to help provide interpretive programming at Timberline Lodge.

**Mt. Hood Scenic Byway Coordination** – CCTCA is the designated coordination agency for the Mt. Hood Scenic Byway, which has entry portals in Wood Village and Hood River. A majority of the route, the middle section, is in Clackamas County. In FY 2018-19, in coordination with neighboring jurisdictions, the Department will implement the approved reroute of the Byway.

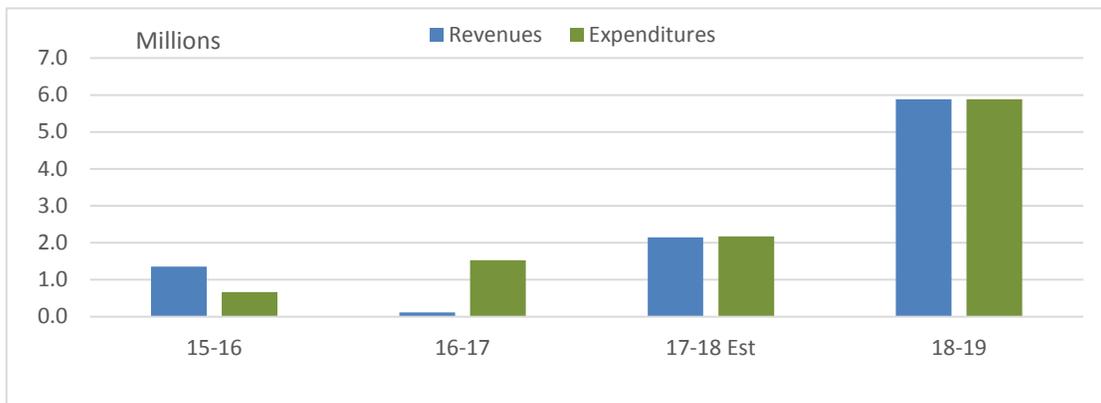
**FAM Tours** – Each year CCTCA coordinates a series of two to three seasonal familiarization (“FAM”) tours for local hotel front line staff and tour operators so they can gain firsthand knowledge about the sites, attractions, events, and activities that are offered throughout the County. A picture is worth a thousand words, but an experience is worth a thousand pictures. This is the founding theory on which our FAMs are offered. The knowledge obtained on these FAM tours better positions frontline staff to make recommendations to visitors.



**Culture, Education and Recreation**

**Forest Management Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	4,045,185	4,731,368	2,643,751	2,643,751	2,296,846
<b>Current Revenues</b>					
Federal Revenue	71,037	74,156	79,000	81,055	50,000
Other Revenue					
Land and Timber Sales	1,163,461	10,226	1,874,910	1,969,775	1,235,175
Miscellaneous	29,633	29,721	26,000	23,321	23,000
Bond Sale Proceeds	-	-	-	-	4,500,000
Interfund Transfers	90,000	-	75,000	75,000	75,000
<b>Subtotal Current Revenues</b>	<b>1,354,131</b>	<b>114,103</b>	<b>2,054,910</b>	<b>2,149,151</b>	<b>5,883,175</b>
<b>Total Resources</b>	<b>5,399,316</b>	<b>4,845,471</b>	<b>4,698,661</b>	<b>4,792,902</b>	<b>8,180,021</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	406,580	405,047	479,317	440,636	515,932
Materials & Services	207,011	241,980	280,684	410,301	712,884
Cost Allocation Charges	53,883	50,302	54,685	54,685	63,600
Capital Outlay	473	834,391	1,071,000	1,270,434	4,595,000
<b>Subtotal Current Expenditures</b>	<b>667,947</b>	<b>1,531,720</b>	<b>1,885,686</b>	<b>2,176,056</b>	<b>5,887,416</b>
Special Payments	-	-	5,000	-	5,000
Interfund Transfer	-	670,000	320,000	320,000	300,000
Reserves	-	-	2,365,772	-	1,858,363
Contingency	-	-	122,203	-	129,242
Ending Fund Balance	4,731,369	2,643,751	-	2,296,846	-
<b>Total Requirements</b>	<b>5,399,316</b>	<b>4,845,471</b>	<b>4,698,661</b>	<b>4,792,902</b>	<b>8,180,021</b>
<b>Budgeted Full-Time Equivalents</b>	<b>2.76</b>	<b>2.76</b>	<b>2.76</b>	<b>2.76</b>	<b>3.26</b>





**Description of Fund**

The *Forest Management Fund* was established to maintain capital reserves to sustain ongoing forest and park capital and operations requirements. Timber harvest activity on County-owned forest land is currently received into the fund along with proceeds from land sales.

**Revenue Summary**

Fiscal year 2018-19 beginning fund balance is expected to be \$2.3 million. Other budgeted revenues include \$4.5 million in bond sales proceeds, \$50,000 in grant funds, \$75,000 interfund transfer from the Department of Transportation and Development Office of Sustainability, and interest earnings of \$22,000.

**Expenditure Summary**

Expenditures in fiscal year 2018-19 include \$515,932 in personnel services to provide for 3.26 full-time equivalent positions. Materials and service expenditures of \$712,884 will facilitate timber harvesting costs, removal of 20 tons of debris from approximately 50 illegal dumpsites and provide for reforestation of newly harvested forest stands. An interfund transfer of \$300,000 to the County Parks Fund supports capital improvements at our County Park facilities. Finally, \$4,500,000 has been budgeted for the potential purchase of additional timberland.

**Significant Issues & Changes**

A new ten year Forest Management Plan has been developed to guide future forest management planning, timber production and harvesting strategies. The Board of County Commissioners has recently approved an expansion of the County Forest Strategic Timberlands Acquisition Program to enhance forestland inventory, Cross Laminated Timber (CLT) and climate change objectives.

The Dump Stoppers program has been in operation since 2003. This program has helped transform the upper Clackamas, Molalla and Sandy watersheds for citizens to enjoy cleaner, healthier and safer forest recreation experiences. Funding for the program has primarily come from the United States Forest Service and Bureau of Land Management Title II grants as part of the Secure Rural Schools payments to counties. Recognizing the uncertainty of these funds, the Office of Sustainability program in the Department of Transportation and Development (DTD) has committed \$75,000 in matching funds to support the Dump Stoppers program. Uncertainty continues regarding the funding of the Dump Stoppers program; however, this year \$50,000 in grant funds were received from the USFS Retained Receipts.

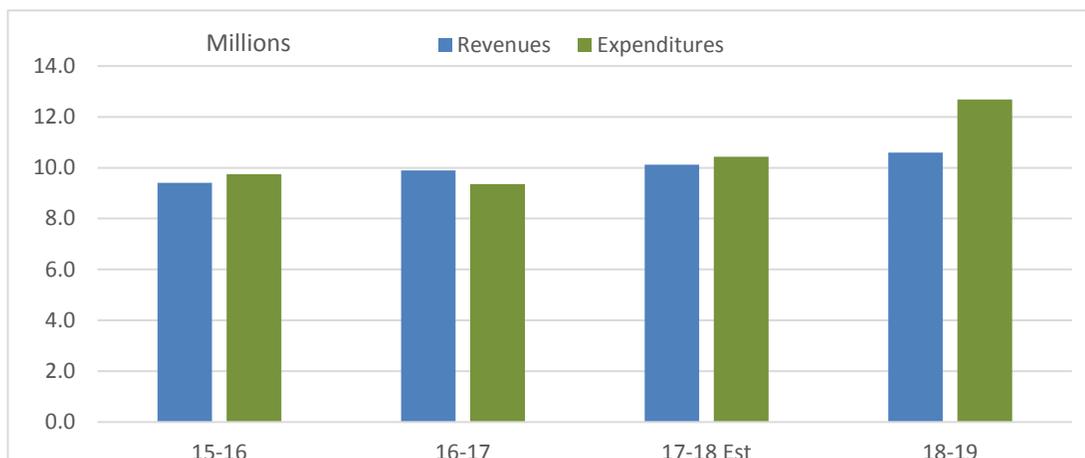
BCS/County Forest currently owns and manages 3,200 acres of forestlands. The lands are managed with the goal of having healthy forests that produce timber on a sustainable level, protect natural resources and contribute to jobs in rural communities. The net revenue generated from timber sales support County Park operations and also contributes to capital reserves for the repair and replacement of capital assets. The Board of County Commissioners on February 6, 2018 approved an expansion of the County Forest Strategic Acquisition Program which will allow for the purchase of up to 2,500 acres of additional forestland. This will result in increased revenue generation for County Parks and meet climate change goals for carbon sequestration and carbon credit capture. The cost of acquisition to expand the timber program by 2,500 acres is estimated at \$4 million dollars with the qualifying criteria that the acquired timberlands will produce positive cash flow for bond/debt payment requirements and preserve capital reserves for reducing an estimated \$3 million dollars of deferred maintenance needs in County Parks.



**Public Protection**

**Juvenile Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	2,393,248	2,011,602	2,549,346	2,549,346	2,233,035
<b>Current Revenues</b>					
Prior Year Revenue (Dedicated)	-	289,755	-	-	-
Federal Revenue	332,289	480,135	328,008	303,771	263,000
State Revenue	1,149,230	1,043,837	1,884,046	1,310,590	1,638,271
Local Revenue	89,551	82,289	149,450	149,450	134,350
Fees & Fines	367,909	339,939	166,483	372,319	279,266
Miscellaneous Revenue	7,368	8,511	3,500	3,500	3,500
Interfund Transfers	7,457,583	7,647,800	7,977,463	7,977,463	8,282,902
	9,403,930	9,892,266	10,508,950	10,117,093	10,601,289
<b>Subtotal Current Revenues</b>	<b>11,797,178</b>	<b>11,903,868</b>	<b>13,058,296</b>	<b>12,666,439</b>	<b>12,834,324</b>
<b>Total Resources</b>					
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	5,590,446	5,384,758	6,746,176	5,734,305	6,884,426
Materials & Services	3,606,142	3,353,646	5,515,035	4,052,014	5,193,751
Allocated Costs	552,266	586,469	647,085	647,085	606,147
Capital Outlay	680	29,649	-	-	-
<b>Subtotal Current Expenditures</b>	9,749,534	9,354,522	12,908,296	10,433,404	12,684,324
Special Payments	36,042	-	-	-	-
Contingency	-	-	150,000	-	150,000
Ending Fund Balance	2,011,602	2,549,346	-	2,233,035	-
<b>Total Requirements</b>	<b>11,797,178</b>	<b>11,903,868</b>	<b>13,058,296</b>	<b>12,666,439</b>	<b>12,834,324</b>
<b>Budgeted Full-Time Equivalents</b>	54.00	54.00	54.00	54.00	55.00



**Current Operating Revenues vs. Expenditures**



Description of Fund

The Juvenile Fund is a consolidation of multiple organizational funding streams which support the Department. The Juvenile Department provides a continuum of services for low, medium and high risk youth who have been charged with violations and crimes and referred to the Department for intervention, as well as prevention services in the community and offered by the Department. Services that support these interventions include a 24-hour intake and assessment center, diversion alternatives, intensive supervision, community service alternatives, shelter care and secure detention. Services for victim and community restoration also provide a balanced restorative justice philosophy.

Revenue Summary

Juvenile Department services receive 63% of their total budget from the General Fund. State and federal grant streams and miscellaneous revenue provide additional resources to operate programs.

The Juvenile Department receives State revenue streams through the Juvenile Crime Prevention (JCP) funds including Basic, Diversion and Prevention funding streams. JCP Basic and Diversion funding is administered by Oregon Youth Authority (OYA). The Juvenile Department will receive \$1.8 million for the 2017-19 biennium, an increase in funding of \$64,864 for the biennium, representing a 3.5% increase from the 2015-17 biennium.

JCP Prevention funding is received from the State Youth Development Commission (YDC). It is anticipated that the Juvenile Department will be receiving just under \$206,000 for the fiscal year 2018-19, which reflects an increase of 2%. This funding source provides prevention efforts targeting youth with at least one risk factor. It also provides a necessary funding continuum with JCP Basic and Diversion services which allow for levels of intervention relevant to a youth's risk to reoffend.

Grant revenues have significantly decreased over time, and federal grants in particular. The Department now receives approximately 10% grant revenue, down from 40% in years past. Grant funds currently purchase services for detention, shelter care, drug and alcohol testing, victim offender services, diversion services, personnel, service learning projects and sex offender treatment.

The Department has continued to concentrate on creating partnerships with private and public entities, such as AntFarm, Bureau of Land Management (BLM), Metro, City of West Linn, City of Happy Valley, and the City of Gladstone. These partnerships consist of low-cost restitution earning opportunities which support youth to earn stipends to repay victims and to pay their court fines and fees. An added value of these partnerships is that they help youth meaningfully contribute to projects which include restoration of city parks, building and maintenance of BLM trails, removal of invasive plants, and restoration of native plants. These opportunities provide youth with work readiness skills which will support their ability to obtain work and become contributing members of the community. The Department also partners with 40 community agencies or non-profits to provide meaningful community service opportunities throughout Clackamas County. These partners allow Juvenile Department involved youth to repair harm caused by their actions through true restorative community service in the same community they live. These opportunities allow youth to work alongside people who live in the same community which can result in the development of healthy relationships with adults that can be sustainable long after their community service hours are completed.

The Juvenile Drug Court received a two year grant in 2017 for \$166,440 that added significant support services for youth and the drug court team. Fiscal year 2018-2019 is the last year for this funding and it is set to end on June 30, 2019.

## Expenditure Summary

Detention services are statutorily mandated services. The Juvenile Department intends to amend its contract with Multnomah County to reduce from 17 to 15 secure custody beds, one of which serves Ballot Measure 11 offenders. This contract was renegotiated in 2013 with an amendment to allow for a 2 year renewal with a range of 0-3% increase based upon the Consumer Price Index (CPI-W). In fiscal year 2017-2018, the daily bed rate increased to \$300.00, an increase of \$11.08 per bed day. In fiscal year 2018-19, the daily bed rate will increase to \$309.00, an increase of 3%. By reducing the contract by two detention beds, the contract amount for fiscal year 2018-2019 will be \$1,691,775. Detention is 44% funded through General Fund and the balance is from State funding sources, specifically, 30% from OYA JCP Basic, and 26% from OYA JCP Diversion.

The Department contracts for 10 shelter care beds with three private non-profit agencies. This provides up to 90 days stabilization and assessment for medium and high risk youth. The total contract amount is \$806,526. Of that amount, 78% is funded through General Fund, with the remaining funded with Medicaid reimbursements.

Best practices in juvenile justice prescribe a continuum of interventions for low, medium and high risk youth. Interventions for low risk offenders include diversion programs. This is accomplished by contracting with two non-profit providers to coordinate 11 City Diversion Panels. While the cost of this service is \$241,233, cities also contribute based upon their referral rates of youth to the program. City contributions and Juvenile Crime Prevention funds as well as County General Fund fulfill the funding obligation.

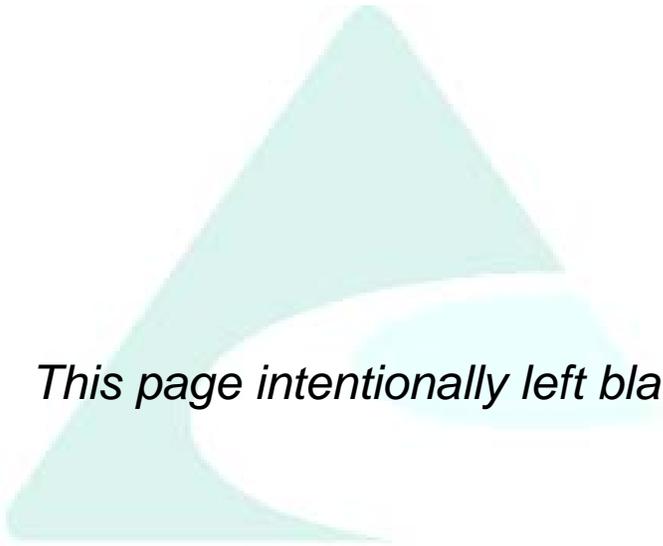
Assessment and Evaluation residential beds are contracted through Multnomah County. This was a Policy Level Proposal approved in the 2014-15 budget process. Title IV-E reimbursements were utilized in 2017-18 as well as Medicaid reimbursements. General Funds are not used for this resource. This contract is currently \$117,756 with the resource providing a total of 653 bed days. This resource is allowing many youth to be diverted from costly detention beds making this an extremely cost effective resource for high risk and dual diagnosis youth.

## Significant Issues & changes

The Department has continued to increase Community Outreach by providing quarterly trainings to community members in Restorative Justice, developing a communications plan with Public and Government Affairs and increasing public/private partnerships that support youth reformation.

The original Juvenile Department building, constructed in 1962, has required numerous upgrades. In the last year Facilities has begun installation of a backup generator. On-going maintenance of leaking water pipes in the ceilings will continue to need priority repairs. The Juvenile Department added a small building to its campus that will be used for program development and storage. As the courthouse is built and roads are moved, one of the program buildings will likely be demolished due to the condition of the building which will result in a loss of program space. The Department currently is housed in five separate buildings to accommodate staff and program supplies. Incorporation of the Department in the County's Master Facilities planning should remain a priority.

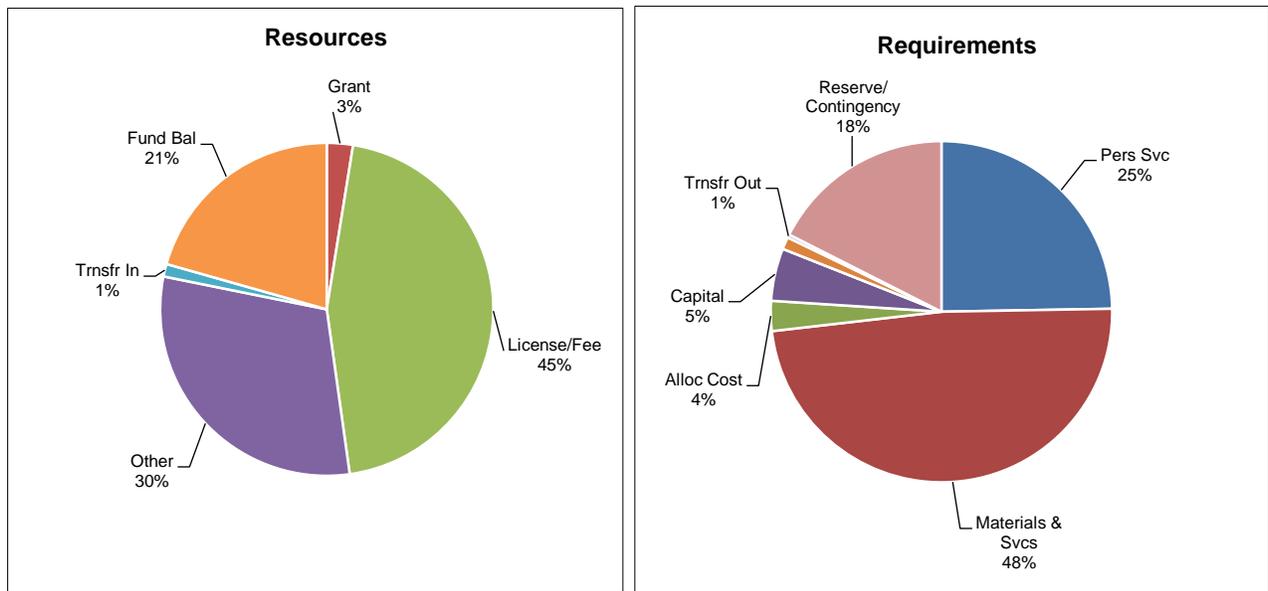
The Department has continued the utilization of Master level internships. The Department currently has three Master level interns who have made a 9-month commitment, working up to 16-20 hours a week. These interns are utilized in the facilitation of skills groups, restorative justice, community service and restitution work crews, Victim Offender Dialogues, and our Victim Impact Program.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y

# Internal Service and Enterprise Funds



An Internal Service fund is used to account for goods or services furnished by one department to other departments within the County.

An Enterprise fund is used to account for a business activity operated by the County for which a customer pays a fee or charge for a service or product.

**Funds Included In This Section:**

**Department:**

Stone Creek Golf Course Fund  
Clackamas Broadband Utility Fund  
Cable Administration Fund (History)  
Records Management Fund  
Facilities Management Fund  
Telecommunication Service Fund  
Technology Services Fund  
Central Dispatch Fund  
Self-Insurance Fund  
Risk Management Claims Fund  
Fleet Services Fund

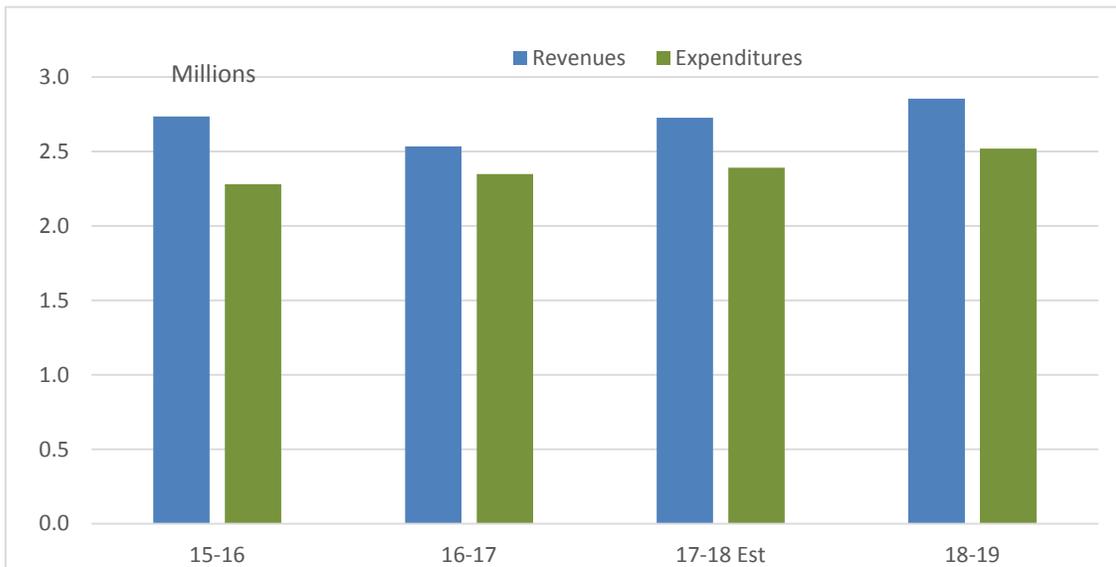
Business and Community Services  
Technology Services  
Public and Government Affairs  
Clerk  
Finance  
Technology Services  
Technology Services  
Emergency Communications  
Employee Services  
Employee Services  
Finance



**Golf Course (Business-type Activity)**

**Stone Creek Golf Course Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	683,367	888,449	775,818	775,819	811,514
<b>Current Revenues</b>					
Fees & Fines	2,731,835	2,528,583	2,801,066	2,722,542	2,850,521
Other Revenue	4,370	6,848	6,000	3,800	4,500
<b>Subtotal Current Revenues</b>	<b>2,736,205</b>	<b>2,535,431</b>	<b>2,807,066</b>	<b>2,726,342</b>	<b>2,855,021</b>
<b>Total Resources</b>	<b>3,419,572</b>	<b>3,423,880</b>	<b>3,582,884</b>	<b>3,502,161</b>	<b>3,666,535</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Materials & Services	2,195,534	2,178,982	2,451,715	2,274,360	2,381,111
Allocated Costs	-	6,155	7,107	7,107	8,598
Capital Outlay	85,590	162,924	100,000	109,180	130,000
<b>Subtotal Current Expenditures</b>	<b>2,281,124</b>	<b>2,348,061</b>	<b>2,558,822</b>	<b>2,390,647</b>	<b>2,519,709</b>
Special Payments	-	-	5,000	-	5,000
Interfund Transfers	250,000	300,000	300,000	300,000	324,500
Reserve for Future Expenditures	-	-	409,720	-	530,561
Contingency	-	-	309,342	-	286,765
Ending Fund Balance	888,448	775,819	-	811,514	-
<b>Total Requirements</b>	<b>3,419,572</b>	<b>3,423,880</b>	<b>3,582,884</b>	<b>3,502,161</b>	<b>3,666,535</b>



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The *Stone Creek Golf Course Fund* was established to deposit and disburse funds from the daily operations of the golf course. Land was purchased and developed by County Parks with the intent to generate a long-term sustainable revenue stream from operations that would go directly to County Parks to support operations and maintenance needs.

Stone Creek Golf Course is a Peter Jacobsen/Jim Hardy scenically designed course with spectacular views of Mt. Hood and is an International Audubon Sanctuary. The golf course is laid out over 120 acres of land with old-growth Douglas Firs, lakes, four wetlands, and forty-three bunkers. The County contracts with Gordon Tolbert, owner of Total Golf Management Services, LLC (TGM), who manages, operates, and maintains the golf course. Stone Creek has received several awards and recognitions over the years, most notably:

- Voted # 6 on the list of most Eco-Friendly Golf Courses in America by Links Golf Magazine – January 2013
- Oregon PGA Senior Player of the Year – Gordon Tolbert – 2013
- Pacific Northwest PGA Section Professional of the Year – Gordon Tolbert – 2010
- Environmental Leaders in Golf Award – National Public Winner 2008, Chapter Public Winner 2005, 2006, 2007, Merit Public Winner 2004
- Golf Digest Best Places to Play (4 Stars) – 2006-2007
- Voted # 1 Best Value in the Pacific Northwest – Brainstorm Magazine 2004

**Revenue Summary**

Revenue is composed primarily of golf course fees which are budgeted to be \$2.85 million in fiscal year 2018-19, and a small amount of revenue is generated from interest earnings.

**Expenditure Summary**

Expenditures for contracted services to operate and maintain the golf course and the popular walking trail around the perimeter of the course make up the largest portion of the expenses, budgeted at \$2.31 million. Operating equipment and land and building improvements for the golf course are budgeted at \$130,000, with an interfund transfer of \$324,500 budgeted to support County Parks operations and maintenance.

**Significant Issues & Changes**

*BCS Finance* has been working with Total Golf Management Services, LLC (TGM) to set up a capital asset repair and replacement schedule. The goal is to determine the funds that need to be set aside annually to pay for the future repair and replacement of *Stone Creek Golf Course's* capital assets.

In response to customer requests, Stone Creek Golf Course completed the installation of two Clipper Creek Level 2 electric vehicle charging stations in February 2018. Total project costs were under \$4,000. The project was completed in conjunction with Durst Energy, a local provider. A website and App called "Plugshare" helps owners of electric vehicles locate charging stations. Stone Creek Golf Course is now included as a part of this website.

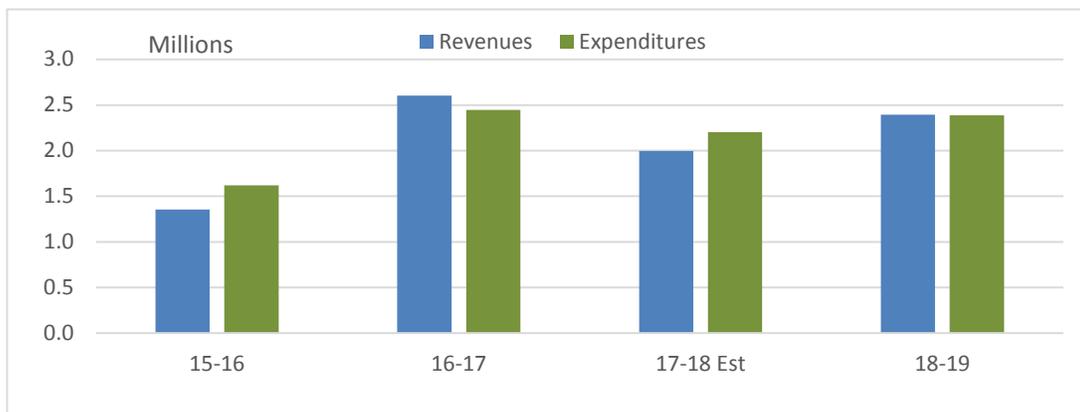
With the approval of the Board of County Commissioners in July 2012, *Business & Community Service's Forest Division* began an accelerated timber harvest program with the goal of defeasing \$3,775,000 in debt at Stone Creek Golf Course. The debt was paid off in November 2013 and saved the County approximately \$1 million in interest expense. The additional net proceeds generated by defeasing the debt will help provide County Park operations with a long-term sustainable revenue stream.



**Golf Course (Business-type Activity)**

**Clackamas Broadband Utility Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	427,636	144,699	270,865	270,865	30,184
<b>Current Revenues</b>					
Licenses & Permits	13,897	26,872	36,000	34,427	36,000
Fees & Fines	1,302,388	2,564,145	2,190,000	1,963,274	2,358,000
Other Revenue	37,411	13,806	200	-	200
<b>Subtotal Current Revenues</b>	<b>1,353,696</b>	<b>2,604,823</b>	<b>2,226,200</b>	<b>1,997,701</b>	<b>2,394,200</b>
<b>Total Resources</b>	<b>1,781,332</b>	<b>2,749,522</b>	<b>2,497,065</b>	<b>2,268,566</b>	<b>2,424,384</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	163,677	248,720	353,843	344,800	342,353
Materials & Services	187,868	135,471	371,453	293,105	363,600
Allocated Cost	66,187	71,742	79,477	79,477	91,873
Capital Outlay	1,200,853	1,991,617	1,656,292	1,485,000	1,590,558
<b>Subtotal Current Expenditures</b>	<b>1,618,585</b>	<b>2,447,550</b>	<b>2,461,065</b>	<b>2,202,382</b>	<b>2,388,384</b>
Special Payments	18,048	31,106	36,000	36,000	36,000
Ending Fund Balance	144,699	270,866	-	30,184	-
<b>Total Requirements</b>	<b>1,781,332</b>	<b>2,749,522</b>	<b>2,497,065</b>	<b>2,268,566</b>	<b>2,424,384</b>
<b>Budgeted Full-Time Equivalents</b>	1.00	2.00	2.00	2.00	2.00



**Current Operating Revenues vs. Expenditures**



### Description of Fund

The Clackamas Broadband eXchange (CBX) Fund was originally a capital fund managed by the Technology Services Department in coordination with the Finance Department. This project was initially funded from federal and matching funds for the American Recovery and Reinvestment Act (ARRA) grant under the Broadband Technology Opportunities Program (BTOP) grant project. With the completion of the grant in September 2013, the project has now moved into a self-support model much like a utility business. Primary activities include

- Management of the Clackamas Broadband eXchange capital, engineering and construction funds for continued expansion of fiber infrastructure.
- Project management personnel and activities.
- Coordination of all project contractors including engineering, environmental and construction.
- Coordination with all required agencies, partners, companies and clients.
- Development and coordination of policies, procedures, outreach and required documentation related to the management, construction and operation of the CBX Project.
- Maintenance and monitoring (24\*7\*365) of services to maintain the fiber plant.
- Continued marketing and partnering with local agencies, telecomm providers and businesses to provide both sales opportunities for CBX and economic growth opportunities for the County.
- Coordination with County departments such as Business & Economic Development to leverage CBX to assist in the marketing of the County to prospective businesses.

### Revenue Summary

Ongoing funding is from fees assessed to connected sites and telecomm / cable service providers utilizing the fiber. This revenue is expected to grow as additional connections are made and the fiber plant is expanded

### Expenditure Summary

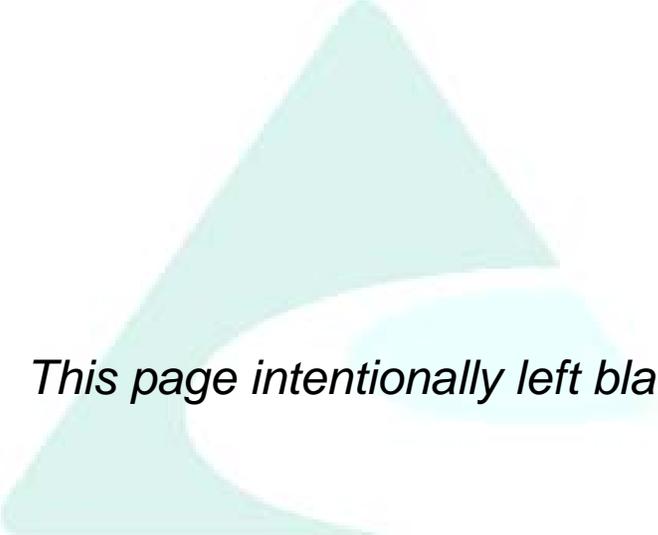
For FY2018-19 the total initial CBX budget is \$2,424,384 (continued growth is expected as new reimbursed construction projects are added) with expenditures planned for the fiscal year including staffing for the project manager and network engineer (\$363,600 / 14.99%) and fiber plant maintenance / repairs / relocations (\$225,000 / 9.28%). Initial estimated construction (\$1,590,558 / 65.61%). Any additional net revenue will be utilized in the construction of expanded fiber opportunities as funding permits or in partnership with other agencies and businesses.

### Significant Issues & Changes

- Continued to develop business with fully self-sufficient operation, funding and management.
- Continued planning / construction for the expansion of the fiber plant as funding allows to provide new business, service and economic opportunities for agencies, businesses and public.
- Continued marketing and partnerships of the fiber plant to promote new site connections and commercial utilization.
- Enhanced public and business section outreach including project web site in coordination with Public and Government Affairs and Business and Economic Development.
- Review and evaluation of additional potential service opportunities utilizing the fiber by both CBX and other County agencies.
- Completed the construction and connections of the Lake Oswego School District network.
- Completed the construction and connection to the Pittock Internet Exchange in Portland.
- Began reviewing providing potential ISP services if / where they made business sense and fulfilled a service gap.
- Developed and published a Request For Information (RFI) to solicit Private-Public Partnerships (PPP) with other ISP vendors to meet the broadband goals of the Board of County Commissioners for all County residents & businesses.
- Started open communications with the ISP vendors to stimulate partnership, dialogue and ideas.
- Started research into several potential service projects and programs such educational programs etc,

**Goals for Next Fiscal Year:**

- Continue Marketing Program utilizing external services of local Telecommunications / Broadband Expert in the development and implementation of expanded marketing opportunities for CBX in the region.
- Complete the RFI Process, analyze the results and develop a broadband strategy based on the potential partnerships with ISP vendors and the remaining goals for ISP service – includes continued exploration of providing ISP services.
- Maintain positive revenue growth in order to increase maintenance coverage and capital construction budgets.
- Bid and hopefully begin construction on several large regional projects.
- Complete the connection of ISP hosts at the Pittock Internet Exchange in Portland.
- Development of expanded marketing program for CBX.
- Continued coordination with Department of Business and Economic Development into potential partnerships with local businesses. Research potential incentive program to promote development of knowledge based businesses.
- Develop program for partnership with local public entities to expand the fiber plant into the greater Portland area and other counties as possible.
- Develop and implement options for the CBX portfolio to include new network / security support services for customers on CBX.
- Connect additional school districts, businesses, local telecoms and agencies to the CBX network.
- Coordinate with broadband transport vendors to provide layer 1 services.
- Procure, install and connect DWDM equipment to maximize utilization of the fiber optic plant.



*This page intentionally left blank*

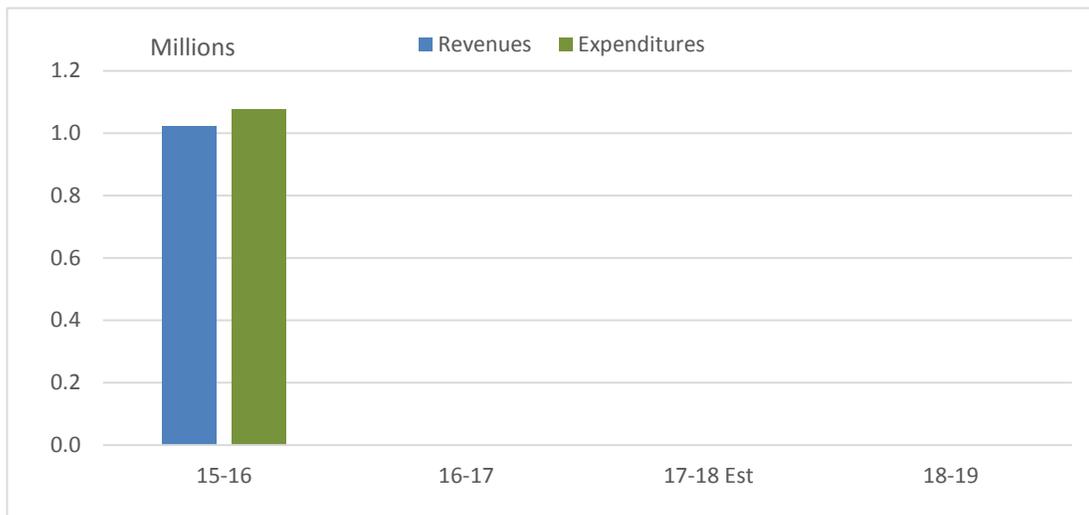
**CLACKAMAS**  
C O U N T Y



Fund is closed

**Cable Administration Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	398,277	343,527	-	-	-
<b>Current Revenues</b>					
Local Revenue	324,155	-	-	-	-
Fees & Fines	2,127	-	-	-	-
Other Revenue	2,609	-	-	-	-
Interfund Transfers	693,746	-	-	-	-
<b>Subtotal Current Revenues</b>	<b>1,022,637</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Resources</b>	<b>1,420,914</b>	<b>343,527</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	390,622	-	-	-	-
Materials & Services	471,787	-	-	-	-
Allocated Costs	113,596	-	-	-	-
Capital Outlay	101,383	-	-	-	-
<b>Subtotal Current Expenditures</b>	<b>1,077,388</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Interfund Transfer	-	343,527	-	-	-
Reserves	-	-	-	-	-
Contingency	-	-	-	-	-
Ending Fund Balance	343,527	-	-	-	-
<b>Total Requirements</b>	<b>1,420,915</b>	<b>343,527</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Budgeted Full-Time Equivalents</b>	<b>3.50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

Cable Communications:

- negotiates cable franchise agreements and renewals on behalf of the Board of County Commissioners
- makes recommendations on all requests by cable companies for transfers of ownership and mergers
- monitors PEG (public, educational and government) funding for access centers
- provides consumer protection for citizens and subscribers in cable television matters as modified by the 1996 Telecommunications Act, including complaint resolution for cable operations in the unincorporated areas of the County
- enforces cable company compliance with the franchise agreements
- reviews rate changes as established by the 1992 Cable Act
- produces programming for and operates the Clackamas County Government Channel

The Clackamas County Government Channel airs documentaries, meetings, workshops, public service announcements and original County-produced programming to broaden public knowledge and interest with County government and services. In April 1996, the government access channel was available to approximately 20,000 AT&T subscribers. Today, through the use of PEG-funded, County government access equipment, the channel is broadcast to 99% (approximately 30,000) of the cable subscribers of twelve (12) cable franchises with nine (9) cable companies operating in unincorporated Clackamas County. Additionally, another 30,000 cable subscribers within the cities of Clackamas County are able to view the Clackamas County Government Channel twenty-four hours per day, seven days per week. Also, weekly Board of County Commissioners' meetings and other special programming are carried to over 200,000 homes for viewing in the surrounding metropolitan area.

**Significant Issues & Changes**

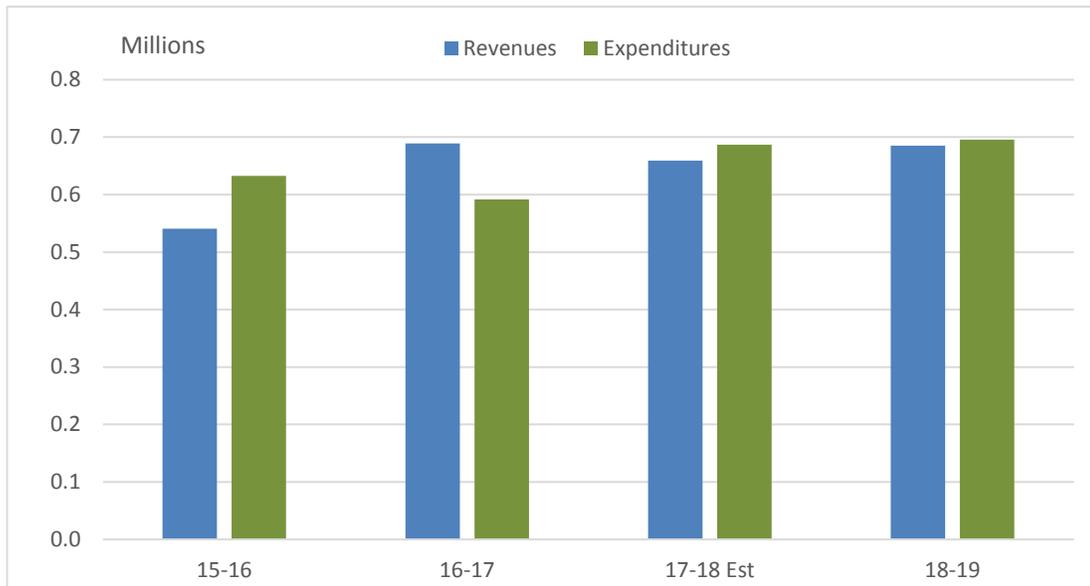
During fiscal year 2016-17 the Cable Administration Fund was closed and activities are now accounted for in the General Fund.



**General Government**

**Records Management Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	100,422	8,664	105,746	105,746	77,832
<b>Current Revenues</b>					
Charges for Services	540,660	689,019	661,687	658,970	685,108
<b>Subtotal Current Revenues</b>	540,660	689,019	661,687	658,970	685,108
<b>Total Resources</b>	<b>641,082</b>	<b>697,683</b>	<b>767,433</b>	<b>764,716</b>	<b>762,940</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	442,637	387,221	447,024	447,040	458,095
Materials & Services	74,488	86,681	107,502	98,145	100,483
Allocated Costs	115,293	118,034	141,699	141,699	136,926
Capital Outlay	-	-	-	-	-
<b>Subtotal Current Expenditures</b>	632,418	591,936	696,225	686,884	695,504
Contingency	-	-	71,208	-	67,436
Ending Fund Balance	8,664	105,747	-	77,832	
<b>Total Requirements</b>	<b>641,082</b>	<b>697,683</b>	<b>767,433</b>	<b>764,716</b>	<b>762,940</b>
<b>Budgeted Full-Time Equivalents</b>	5.00	5.00	5.00	5.00	5.00



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

Records Management provides records and information management services to the County and is organized in the program areas of document conversion, records storage, records maintenance, records destruction, records and information management, and passport services.

*Document Conversion* services include scanning documents and microfilm to digital, and processing digital documents to the County's electronic document management system and/or to microfilm. County historic and permanent records are microfilmed in compliance with all applicable laws and rules.

*Records Storage* services supports and maintains the County Records Center where over 22,000 cubic feet of records are safely and efficiently stored. Departments can request on-line same-day records courier pickup and/or delivery services. Bar code technology is used for efficient tracking of records.

*Records Destruction* services are performed in compliance with all applicable laws and rules. On-site, confidential document shredding services are available.

*Records and Information Management* provides support in the areas of records retention scheduling services, records management training and guidance, and supports the development and adoption of countywide information policies and procedures. Records Management represents the County in records management concerns and is the liaison between and County and Oregon State Archives.

*Passport Services* provides passport application acceptance and passport photo services to the public. Records Management Staff is recertified annually by the US Department of State. This insures all passports processed in compliance with rules and laws set in place by the US Department of State.

Space is provided for County Court Records in the Silver Oaks Building located at 1810 Red Soils Ct. A portion of the warehouse is provided for storage of courthouse records, resulting in daily retrieval and deposit of court records by state employees.

**Revenue Summary**

Records Management is funded through the cost allocation system which generates annual charges to departments.

Passport revenue that accounts for approximately 24.25% of total resources budgeted in FY 2018-19.

**Expenditure Summary**

Personnel services comprise 60% of the budget and support 5 full-time equivalent positions. Cost Allocation Charges from other County Departments account for 18% of the budget. Materials and services for 13% of the budget. The larger items in this category include microfilming services, and the cost to shred confidential records and Contingency accounts for 9% of the budget.

**Significant Issues & Changes**

Records Management is continuing their efforts to insure that all County records are stored, maintained, and preserved in compliance with the Rules and Laws of the Oregon State Archives. Records Management is dedicated to informing Departments of the importance of using Records Management for their Document Management needs. The Counties records archive space will be moving into a larger space within the Central Utility Plant (CUP) building. This is part of the CUP Phase II project. This is located at 1710 Red Soils Ct. A completion date has not been determined.

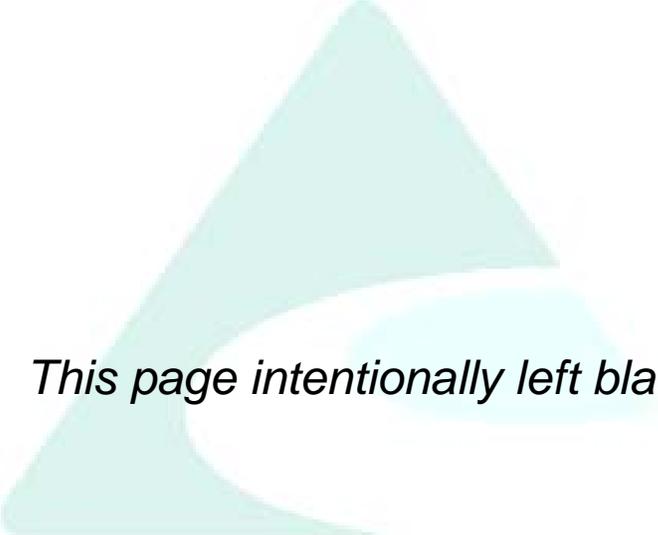
Records Management will be replacing all of the pallets which are used to keep the bottom row of records stored in banker boxes safely off the floor. These wooden pallets will be replaced with plastic pallets.

*County Archives:* Records Management completed the process of inventorying and applying retentions to all of the Cities paper and electronic files. Corresponding County Departments have been given access to these files.

*County Departments Scanning Permanent Records:* Records Management is continuing its efforts to convey the importance of County Departments converting permanent records to security rolls of film. With these out-reach efforts we have seen an increase in requests from several departments for scanning permanent documents to film. Over the next fiscal year we anticipate that we will receive further requests for this vital function.

*Departments electing not to Use Records Management Services:* Some County Departments continuing not to use services provided by Records Management resulting in higher allocated costs for the other departments, and reduced efficiencies and quality controls.

Records Management is still anticipating the construction of a new film processing room. This will enable Records Management to create archival film in house. This will help reduce the cost document conversion by not sending digital images to outside vendors for processing.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



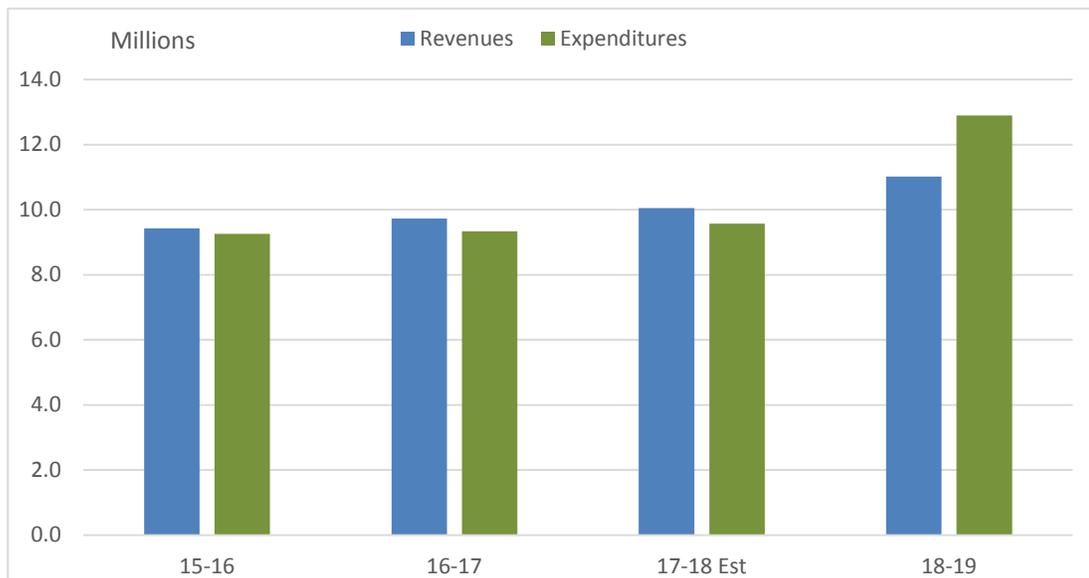
**General Government**

**Facilities Management Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	1,020,676	1,180,194	1,573,716	1,573,716	2,053,203
<b>Current Revenues</b>					
Charges for Services	6,619,993	7,644,576	8,682,423	7,956,798	8,722,920
Other Revenue	11,029	14,309	7,816	9,518	6,924
Interfund Transfers	340,403	-	-	-	-
Utility Reimbursement	2,453,489	2,073,382	2,081,747	2,085,462	2,288,726
<b>Subtotal Current Revenues</b>	<b>9,424,914</b>	<b>9,732,267</b>	<b>10,771,986</b>	<b>10,051,778</b>	<b>11,018,570</b>
<b>Total Resources</b>	<b>10,445,590</b>	<b>10,912,461</b>	<b>12,345,702</b>	<b>11,625,494</b>	<b>13,071,773</b>

<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	3,470,691	3,543,880	5,180,120	3,828,748	5,624,913
Materials & Services	5,485,714	5,361,320	5,351,737	5,373,407	5,849,810
Allocated Costs	308,991	334,429	356,736	356,736	372,776
Capital Outlay	-	99,116	1,115,000	13,400	1,049,000
<b>Subtotal Current Expenditures</b>	<b>9,265,396</b>	<b>9,338,745</b>	<b>12,003,593</b>	<b>9,572,291</b>	<b>12,896,499</b>
Contingency	-	-	342,109	-	175,274
Ending Fund Balance	1,180,194	1,573,716	-	2,053,203	-
<b>Total Requirements</b>	<b>10,445,590</b>	<b>10,912,461</b>	<b>12,345,702</b>	<b>11,625,494</b>	<b>13,071,773</b>

<b>Budgeted Full-Time Equivalents</b>	<b>35.50</b>	<b>42.00</b>	<b>48.00</b>	<b>48.00</b>	<b>51.00</b>
---------------------------------------	--------------	--------------	--------------	--------------	--------------



**Current Operating Revenues vs. Expenditures**

**Description of Fund**

Facilities Management provides maintenance and management services to owned and leased facilities housing County departments. Services provided include (but are not limited to) the following:

- Contract management and negotiation for janitorial, alarm monitoring, groundskeeping, and other needed facilities services
- A complete range of facilities maintenance services including heating, ventilating and air conditioning, plumbing and electrical repairs, and various preventative maintenance programs
- Consulting, space planning and project management services on building retrofits, remodels and new construction
- Access control, alarm and security systems maintenance and annual testing and County-wide ID/access badging program
- Lease management for County-rented office and storage space
- Utilities services including electricity, natural gas, water, sewer, trash disposal, recycling collection and energy management
- Construction and remodel services to County facilities and departments
- Emergency after-hours response

**Revenue Summary**

Revenue for on-going operations and maintenance comes from charges to building occupant fees collected through the County's cost allocation system, which covers projected expenditures for the coming year. Special projects, remodels, and new construction are estimated and billed to departments as performed. Approximately 5% of revenue comes from sources outside the cost allocation system.

**Expenditure Summary**

Materials and services, which account for 21% of total expenditures, consist of maintenance services, supplies and regulatory agency fees. Assigned Cost account for 15% which includes contracted services like landscaping and janitorial. Personnel services account for 43% of this year's expenditures. Utilities costs are now separated from other Facilities allocations. They have their own revenue and expense accounts for better tracking and transparency. Utility costs account for 18% of the Facilities' budget.

**Significant Issues & Changes**

Facilities Management has handled a number of major projects this past year including: remodel the 4<sup>th</sup> floor of the Public Services Building to meet the needs of Finance and remodeling the Dental wing of Beaverchreek Clinic. Facilities Management is on the final year of a three year project at Parrott Creek Boys Ranch to improve the building conditions. Facilities Management has been involved in the designing and preparation for the new Oregon State University Extension Building and Courthouse.

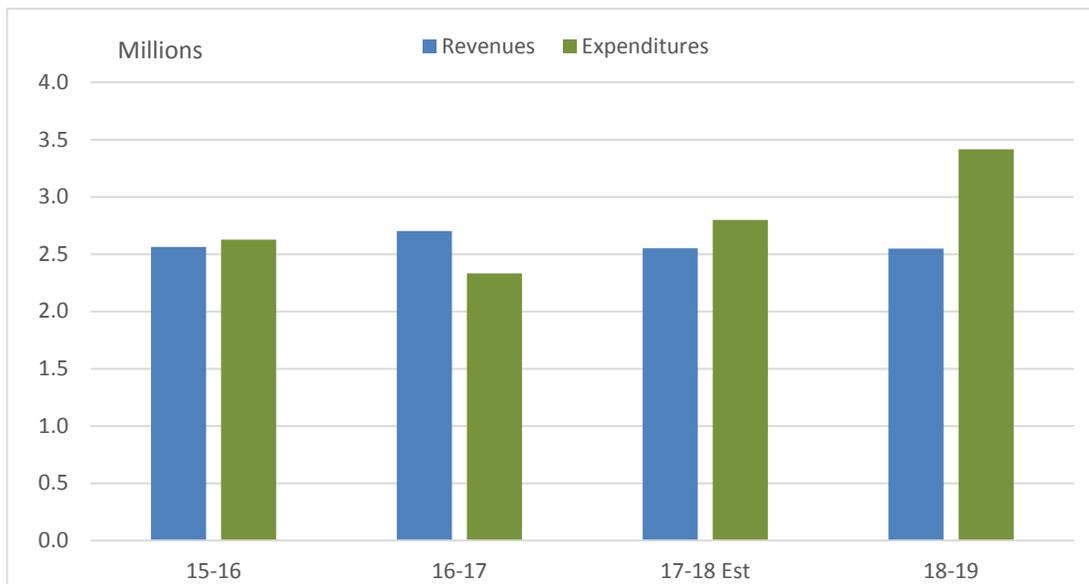
Facilities Management work in the new fiscal year include: third year of improving the buildings at Parrott Creek Boys Ranch, extending the Utilidor in preparation of future growth on the Red Soils Campus, and replacing the roofs of the Silver Oak Building, Public Services Building, OSU Extension Building, and the Bill Bowman Building. Facilities Management will also be involved in the selection and implementation of the new Asset Management Software Program for the Division.



**General Government**

**Telecommunication Services Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	810,219	744,588	1,114,437	1,114,437	868,272
<b>Current Revenues</b>					
Charges for Services	2,556,883	2,695,849	2,493,026	2,549,901	2,548,623
Other Revenue	4,900	5,627	-	2,825	-
<b>Subtotal Current Revenues</b>	<b>2,561,783</b>	<b>2,701,476</b>	<b>2,493,026</b>	<b>2,552,726</b>	<b>2,548,623</b>
<b>Total Resources</b>	<b>3,372,002</b>	<b>3,446,064</b>	<b>3,607,463</b>	<b>3,667,163</b>	<b>3,416,895</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	718,096	760,088	920,864	882,326	985,564
Materials & Services	1,244,030	1,279,584	1,655,164	1,509,164	1,518,800
Allocated Costs	175,052	180,401	186,656	186,656	215,845
Capital Outlay	490,236	111,554	844,779	220,745	696,686
<b>Subtotal Current Expenditures</b>	<b>2,627,414</b>	<b>2,331,627</b>	<b>3,607,463</b>	<b>2,798,891</b>	<b>3,416,895</b>
Ending Fund Balance	744,588	1,114,437	-	868,272	-
<b>Total Requirements</b>	<b>3,372,002</b>	<b>3,446,064</b>	<b>3,607,463</b>	<b>3,667,163</b>	<b>3,416,895</b>
<b>Budgeted Full-Time Equivalents</b>	5.00	5.00	6.00	6.00	6.00



**Current Operating Revenues vs. Expenditures**



### Description of Fund

The Telecommunication Services Fund is an internal service fund within the Technology Services Department providing electronic, security and telecommunications support to all county departments and some outside agencies, including fire / police departments, city public works departments and school districts. Primary responsibilities include:

- Design, installation, maintenance and management of the enterprise telecommunications network, voice servers, voicemail, long distance, call centers, unified communications, Voice over IP, WiFi, session boarder controllers and business services
- Security systems such as access controls, CCTV, fire alarms, intrusion alarms, alert notification and intercoms
- Integrated Alert Notification systems including panic alarms, phone messaging, PC alerts and alarms
- Video and Audio conferencing solutions
- Smart mobile devices, pagers and other integrated portable devices and applications
- Installation, maintenance and management of VHF / UHF radio communication systems, antennas and FCC licensing requirements.
- Closed circuit video security including cameras, video storage, discovery and management (over 1000 Security cameras and 150+ Traffic cameras)
- Private network E911
- Low-voltage wiring for data / telephone / security / cable TV / door access controls / fire & intrusion alarm and campus fiber optics for County facilities
- Installation and support for a large portion of the audio/visual equipment such as large TV displays, speakers and paging systems
- Coordination with Facilities, Vendors and other key partners on projects such as relocations, remodels, new facilities, building upgrades etc.

### Revenue Summary

Telecommunication Services receives a majority of its revenue from charges to County departments and outside agencies for services rendered. Operating much like a business, we recover expenditures for local telephone, long distance, cellular and paging services by billing each department for their usage. We also charge for projects such as adding and moving telephone and data cabling, installation of security systems and AV solutions. Rates are maintaining at costs with the average labor rate of \$60 /hour, based on the cost of providing those services and compares with industry rates of \$70 to \$120 /hour. Some revenue is also from allocation to departments based on the use of CCTV cameras for the support and maintenance of the County CCTV systems.

### Expenditure Summary

For FY2018-19 the total Telecommunication Services Budget is \$3,416,895. Telephone, cellular phone and pager expenses amount to \$905,000 or about 26.41% of total expenditures and are found in the materials and services category. Electrical supplies and equipment repairs and maintenance amount to \$473,000 or 13.84% of total costs. Personnel services account for about 28.84% and are budgeted at \$985,564. Electronic Services also maintains an Operating Reserve utilized to fund the replacement of the several large voice servers, voicemail server, Call Center servers, Unified Communication servers and security video storage arrays – this fund varies from < \$200,000 to > \$1,000,000 depending on when the equipment is replaced or upgraded. For FY18-19 this reserve is estimated at \$696,686 or 20.33%

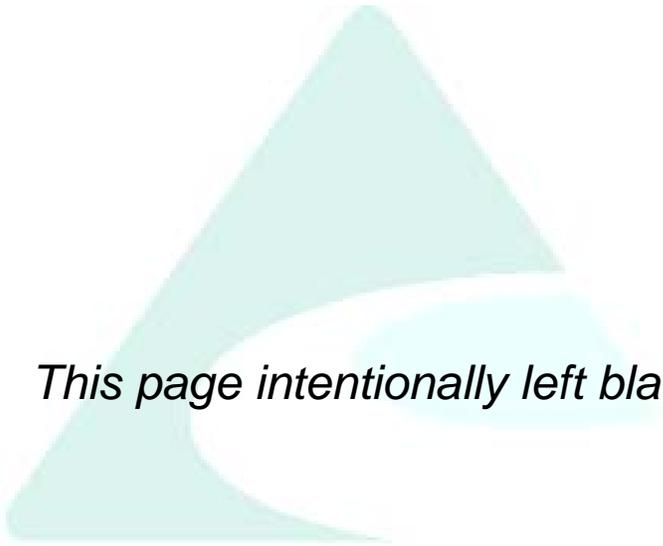
### Significant Issues & Changes

- Continue to expand capabilities and services of wireless device management service to securely support smart phones / tablets / devices so users can securely access County systems and applications in support of mobile County services throughout the County

- Continue to enhance phone services to provide additional capabilities and services such as mobile forwarding, video conferencing, voice mail services and call center support etc. Includes continuous evaluation of new services to determine the technical and business feasibility for County utilization.
- Enhanced and expanded security systems including video, alarms, access controls and other related services.
- Completed upgrade to Private Network E911 server for enhanced capabilities and positions the County to comply with forthcoming regulatory changes.
- Maintained and expanded VHS Radio Services for several departments (Sheriff's Office, Jail, Facilities, Roads, WES)
- Installed numerous A/V solutions (video conferencing, TV Displays, etc.) in departmental conference rooms
- Continued coordination with Telecomm vendors to reduce costs, negotiate service packages etc.
- Design and Installation of voice and data services, wiring, security, video visitation, audio/visual and video surveillance for any new County sites such as required. (DSB, PSB, CCOM, Community Corrections, Housing Authority, Health Centers, Jail, Sheriff's Office Brooks Building, TS)
- Continued addition of new CCTV video surveillance around the County including expanded use of high definition cameras and recording.
- Research into new security related services to improve responsiveness, enhanced alert communications, and maintain staff and customer security in an ever changing threat environment.

#### Goals for Next Fiscal Year:

- Design and Installation of voice and data services, wiring, security, video visitation, audio/visual and video surveillance for any new County sites such as required. (Sheriff's Office, CCOM, Silver Oaks, TS1 Operations Upgrade, OSU Extension Center, Health Center Remodels, Potential new Courthouse, Tourism, numerous additional remodels, etc.)
- Upgrade operating systems in DSB, Red Soils (CCOM), Holman and Brooks voice servers.
- Upgrade SIP Voice controller and Session Boarder controller.
- Upgrade Call Center servers.
- In coordination with Facilities; develop, test and start the deployment of enhanced security options for County facilities including integrated card access and alert notification systems to allow new security policies and measures to be adopted by the County.
- Ramp up the rollout of Unified Communication Services and SIP phones
- Expand the marketing and deployment of Unified Messaging Services as part of new suite of Enterprise services
- Expand CCTV services including additional cameras, high definition options and replacement of older analog devices
- Expand utilization and capabilities of the new Telecomm Billing services with reduced paper and enhanced reporting / tracking capability
- Continue to coordinate with telecomm vendors to reduce costs, enhance and expand services to the County
- Provide additional video conferencing options to County
- Develop mobile device tracking system that allows County to enhance safety of mobile staff while protecting privacy
- Continue to coordinate with County Departments on efficient utilization of Communication Services, expansion of service options & capabilities, and reduction in costs when possible
- Look into other potential service / revenue options to enhance service levels and capabilities, contain costs and take advantage of service partnerships
- Assist in the technology design / standards of the new Red Soils buildings (Courthouse, Utilidor, OSU Extension etc.) and relocated facilities (H3S, TS, etc.) as required in the planning of the Red Soils Campus.



*This page intentionally left blank*

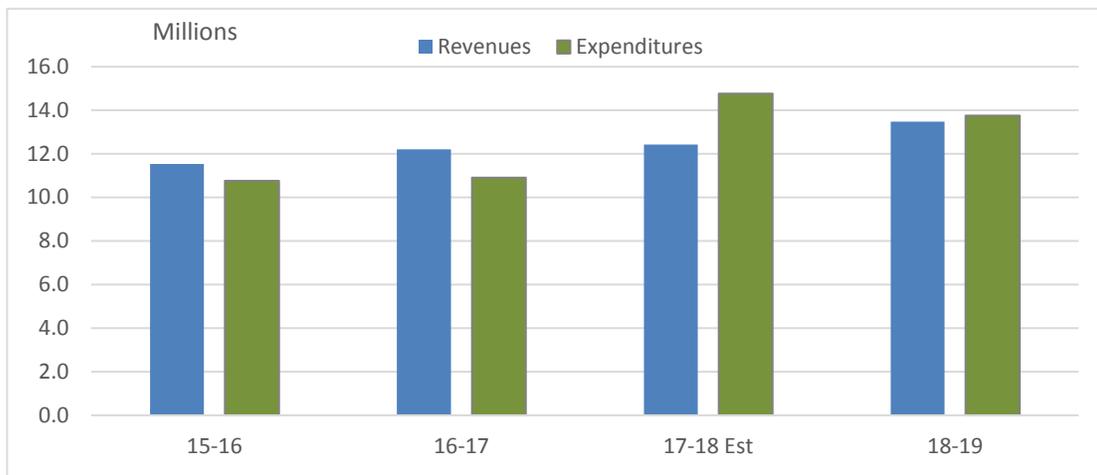
**CLACKAMAS**  
C O U N T Y



**General Government**

**Technology Services Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	1,275,391	2,044,289	3,343,374	3,343,374	1,007,958
<b>Current Revenues</b>					
State Revenue	69,649	84,000	35,000	42,000	35,000
Charges for Services	11,101,857	11,763,182	12,129,806	12,131,387	13,192,515
Other Revenue	309,782	292,105	205,556	215,447	220,076
Interfund Transfers	50,453	73,000	35,000	35,000	35,000
<b>Subtotal Current Revenues</b>	<b>11,531,741</b>	<b>12,212,287</b>	<b>12,405,362</b>	<b>12,423,834</b>	<b>13,482,591</b>
<b>Total Resources</b>	<b>12,807,132</b>	<b>14,256,576</b>	<b>15,748,736</b>	<b>15,767,208</b>	<b>14,490,549</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	7,043,854	7,033,720	8,204,857	8,077,226	7,879,449
Materials & Services	2,135,979	1,908,300	3,611,717	3,171,820	3,442,283
Allocated Costs	1,415,080	1,394,743	1,466,407	1,466,407	1,451,859
Capital Outlay	167,929	576,439	1,728,797	2,043,797	980,000
<b>Subtotal Current Expenditures</b>	<b>10,762,842</b>	<b>10,913,202</b>	<b>15,011,778</b>	<b>14,759,250</b>	<b>13,753,591</b>
Reserves	-	-	306,958	-	306,958
Contingency	-	-	430,000	-	430,000
Ending Fund Balance	2,044,290	3,343,374	-	1,007,958	-
<b>Total Requirements</b>	<b>12,807,132</b>	<b>14,256,576</b>	<b>15,748,736</b>	<b>15,767,208</b>	<b>14,490,549</b>
<b>Budgeted Full-Time Equivalents</b>	<b>45.50</b>	<b>47.50</b>	<b>47.50</b>	<b>47.50</b>	<b>47.50</b>





**Description of Fund**

The Technology Services Fund is an internal service fund providing technology direction, support and services for County departments, some outside agencies and many services to the public. Primary responsibilities include:

- Overall development, management and direction of technology, standards, policies and services for the County
- Infrastructure services such as storage, backups, user management, monitoring, operations, email, server support, virtualization, databases and other critical systems
- Security including anti-virus, anti-malware, firewalls, alerts, user permissions, intrusion detection, SPAM, mobile security, multi-factor, encryption, certification management, audit and compliance management etc.
- Network including all WAN, LANs, data communications, wireless, security and Internet access / monitoring
- Server management including virtual server farms, web servers, database servers, application hosting (SaaS)
- Storage solutions including multi-tier storage, backups, recovery, performance monitoring, disaster recovery
- Account management including Active Directory, permissions, security, licensing, allocation, forecasting etc.
- License and Vendor management such as Microsoft Office Suite, Operating Systems, Databases, Vendor Systems, O365, maintenance and support contracts, license audits etc.
- Applications support and development, desktop and web based development, business analysis, vendor management, data integration, application hosting, database design and maintenance, etc.
- PeopleSoft Enterprise Management System including Finance, Human Resources, Budgeting, Performance Clackamas Metrics, Workforce Timekeeping and related business systems.
- Geographic Information Systems including all data layers, mapping, aerial photography, applications and lidar
- Technology procurement to including ordering, assets tracking, licensing, contract management, price negotiations, business review, requests for proposal assistance and vendor management
- Technical support for PCs, laptops, notebooks, printers and peripherals including call center, technical bench and parts inventory
- Web development and support including Internet / Intranet / Mobile support of security and applications, workflow solutions , data integration and Drupal content management system in support of PGA content oversight.
- Disaster Avoidance / Assessment & Recovery (COOP) design, development & coordination related to technical support & services. Includes staffed 24\*7\*365 monitoring and after hour services.
- Document management including applications and overall document retention
- Oversight of the Technology 4 Teaching nonprofit
- Technology consulting, project management, planning, business design, budgeting and design
- Enhanced use of Open Source Technology to promote cost savings
- Mobile Technology including Mobile devices, remote access, device certification, and secure application delivery
- Specialized application support / development / integration for departmental specific services & requirements
- Support of the Technology Learning Center (TLC). Includes classes / CBT on utilization of technology
- Support of much of the County Audio Visual (A/V) equipment and specialized A/V Conference Rooms
- Business systems integration & analysis in the efficient utilization of technology to support County operations
- Data analytics, warehousing, integration, mapping, security and governance support.
- Secure hybrid integration with on-premise services and vendor hosted (SaaS) cloud based solutions

**Revenue Summary**

To support three data centers, 2,800+ computing devices, 500+ network devices, 850+ peripherals, 1100+ mobile devices, over 250 servers (including virtual) and hundreds of applications throughout the County, Technology Services (TS) receives a majority of its revenue from charges to County departments and outside agencies via a utilization allocation system and direct billings. It also receives General Fund support for some enterprise wide operations. Some costs are also recovered for providing application / web support and development, internet access, e-mail administration, and software licensing / maintenance as well as the sale of Geographic Information System (GIS) products and services. The GIS Technology Fee also provides funding from land use document recordings.

## Expenditure Summary

For FY2018-19 the total Technology Services Budget is \$14,490,549. Maintenance, support and communication contracts including licensing for hardware and software products account for approximately 16.88% (\$2,445,761) of our budget while staffing requirements account for 54.37% (\$7,879,449), hardware / software purchases 8.92% (\$1,292,500) and capital replacement reserve is 4.20% (\$306,958). This FY is part of a 3 year project to replace a significant portion of the infrastructure which accounts for the increase in H/S spending and reduction in capital reserve.

## Significant Issues & Changes

- Continued to design and implement technology enhancements and support (including network, wireless, video security, audio visual, wiring and other required services) for the new / remodeled County facilities as required such as the Silver Oaks Building, Health Centers, DSB, PSB, Brooks and numerous conference rooms and lobbies, etc.
- Continue to design and implement resilient systems (utilizing many services such as redundancy, load balancing, virtualization) to enhance the performance and availability of key services, especially in emergency situations.
- Continued coordination of updated County technology disaster recovery plan in concert with Emergency Operations Center departments. Expanding to incorporate hybrid Cloud / Off-Premise options.
- Enhanced Technology Services catalogue, continuing to align services with new Performance Clackamas structure including new metrics and updated Service Level Agreement for departments.
- Updates to TS Allocation System to be more accurate and flexible with Performance Clackamas finance structure. Expanded TS outreach to departments in strategic planning for utilization of technology to help contain costs.
- Upgrades to several key County applications such as Acella, Surveyor, PlanMap, Alerts, WebEOC, Helion etc. Implementation of new systems for Dog Services (Chameleon) and Justice Court (Tyler).
- Continued expansion of capabilities and availability of online GIS applications including online services to other local agencies. Research into new ESRI Cloud based suite of development tools.
- Continued further development / upgrades to web applications to be more mobile friendly service orientated.
- Continue the support and development of security for increasing threats to the County, especially Ransomware. Includes increased Malware protection, network firewalls, Spam & web filters, certificates, encryption etc.
- Continued review of technology utilization and strategic planning in the County to ensure alignment with business requirements, enhance services and further investigate cost reduction options such as cloud or hosted services.
- Established position of Chief Information Security Officer (CISO) to coordinate technical security issues for the County including security risks, breaches, training, audits, best practices and data governance (HIPAA, CJIS etc.)
- Expanding development of business reviews to better integrate technical services with business requirements.
- Upgrades to PeopleSoft, Workforce and other key business systems. Coordination with DES & FIN on next steps in enhancing the capability and utilization of the business systems to provide more efficient services to the County.
- Development of a 2-3 year Enterprise Network Replacement / Enhancement project plan
- Migration of County email system to Exchange 2013. Implementation of email retention management system.
- Continued implementation of Performance Clackamas / MFR process. Implemented initial surveys and metrics tracking / analysis. Internet based reporting of County results. Created new position to coordinate technical support for identifying and using metrics including online display via Lumanas and use of analytical toolsets.
- Modified department Performance Reviews to be more efficient & compatible with Performance Clackamas initiatives.
- Designed and implemented the initial migration of the regional 911 (MAJCS) centers Computer Aided Dispatch (CAD) system including providing technical support for the multiple regional datacenters hosting the MAJCS CAD System.
- Initiated a Data Analytics Team led by TS to provide overall data design, mapping, security, integration, best practices, policy, utilities, integration and overall coordination to data teams, projects and initiatives.
- Configured new hosted Drupal based internet site and migrated current County internet site to new Drupal site, prepared site and PGA for assuming management of content.
- Implemented new backup system to utilize new high-speed backup target storage.
- Upgraded storage systems to utilize high-performance solid state storage and network connectivity.
- In coordination with Human Resources Department, implemented new online digital learning system – DashTrain
- Implemented new business process to review all software requests to ensure efficient, secure, supportable and appropriately designed solutions to meet County / departmental business needs. (SEG)
- Implemented a TS 3 year Strategic Plan covering the basic direction and initiatives of the department.
- Research into moving to hybrid Cloud / Premise architecture for both applications (SaaS) and services (PaaS). Several new applications now on hosted sites with TS working with vendors on integration of data and services.
- Install and implementation of new Justice Court system (Tyler).
- Start the design of a beta for an inter-building alert system to increase security for employees and citizens.

## Goals for Next Fiscal Year

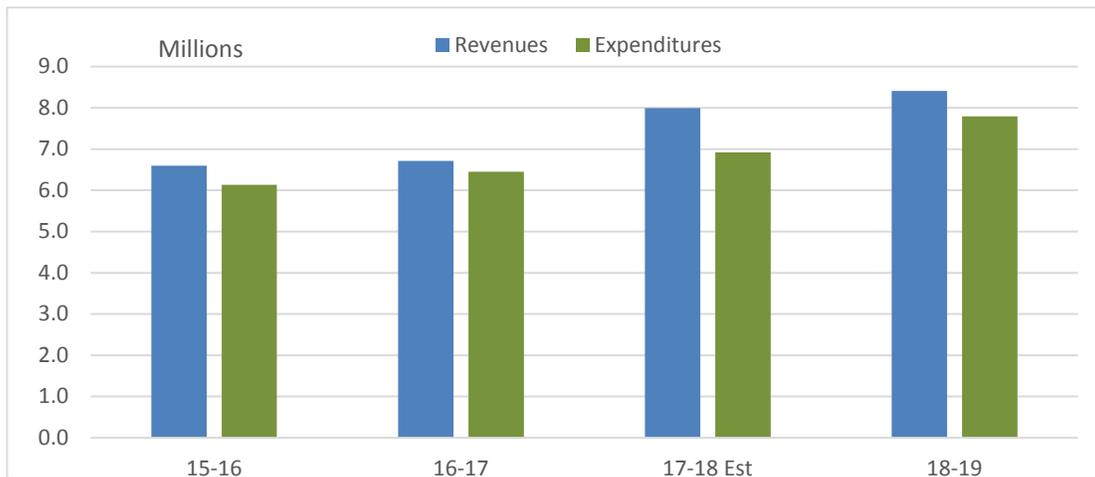
- Continue to development and implement efficient, business driven and reliable technology direction and utilization for the County, departments, citizens and businesses.
- Continue to design and implement technology enhancements (network, wireless, video security, audio visual, wiring and other required services) for County facilities as required (Silver Oaks, OSU Extension, Health Centers, Jail etc.)
- Expand new mobile access capability and security to enhance application support, mobile application support, new service opportunities, effective security and reduce costs.
- Expand role of CISO to implement Audit standards, new Security policy, enhance data governance protocols, security enhancements and new staff training on security such as phishing and ransomware.
- Continue design and implementation of County wired security upgrade to 802.1x and IPv6 protocol implementation.
- Develop policy and deploy Office 365 Mobile / One Point to provide additional mobile / remote functionality.
- Begin implementation of new Enterprise Network System Plan to include new core routers for operation centers.
- Continue to enhance security as required to meet new threats and governance requirements especially CJIS and HIPAA, to include encryption and enhanced multi-factor authentication and certificates.
- Enhanced remote / mobile access suite of utilities for more secure and efficient access, simplify access options.
- Expand development services to include more desktop capability (such as .NET and SharePoint) to provide new application options, development and services.
- Complete initial Technology Services Policy Manual with updated policies and procedures.
- Continue development of Performance Clackamas process to include online reporting, metric tracking / reporting utilities, service surveys and implementation of enterprise analytical system / package.
- Utilizing MFR / Data analyst coordinator continue the development of the Data Analyst Team to expand data services, reporting, design, security, integration and best practices for the County data requirements and initiatives.
- Continue to expand potential services / partnerships with local agencies to leverage resources & reduce costs. Includes potential development of Cloud type services such as SaaS, PaaS, Security and application hosting.
- Continue to develop COOP coverage, development of initial TS Business Continuation Plan.
- Expand business analysis opportunities to enhance TS services and support for departmental requirements.
- Complete implementation and migration to new Drupal based Internet site. Coordinate with PGA on the review of the new Drupal site and upgrade / redesign to further utilize Drupal capabilities and expand internet based services.
- Implement Employee Service Portal for secure web based access to benefit programs for employees / retirees.
- Continue to enhance the Call Center for faster service response and active monitoring of key systems. Includes new procurement workflow, asset management and reporting system, A/V support and training.
- Develop and implement beta for proposed PC Replacement Program to provide efficient and cost effective hardware replacement service. Complete analysis and implement new PC hardware standards.
- Assist in the analysis of current Finance system requirements and the review of potential ERP replacement options for PeopleSoft and the various related support modules.
- Assist in the implementation of several critical new systems (Facilities Asset Management, EDoc for Permits, Kiosk Management System, next phase of Accela for DTD, Helion based records portal, etc.)
- Complete migration and upgrade of Virtual Server Farms to new VM-Sphere on new server platforms.
- Remodel of TS1 Operations center to utilize new high efficiency environmental equipment (Power, HVAC, etc.).
- Design and implement new TS E-Procurement site for efficient purchasing and asset management of equipment.
- Implement new Sharepoint service to include new Document Management System and Intranet service.
- Continue and expand implementation of hybrid cloud plan for the County to utilize cloud services where appropriate to reduce costs and enhance services. Includes use of SaaS and PaaS options to augment on-premise systems.
- Design and implement an inter-building Alert system to integrate and communicate key alert status between building, staff and management utilizing several communicate methods for enhanced security.
- Plan the move of TS1/2 to SilverOaks in preparation for new Courthouse. Assist in the technical design of the new Red Soils Master Plan to include the new Courthouse, H3S moves, Utilidor, parking lots etc.
- Utilizing Sharepoint, design and implement a new County Intranet to include a staff portal and document management.
- Expand ESRI new GIS products and services to enhance application services and data integrity / sharing.
- Continue to research new ways to efficiently utilize technology and provide new service to the County.



**Public Protection**

**Central Dispatch Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	1,390,681	1,581,218	1,606,458	1,606,458	1,269,405
<b>Current Revenues</b>					
Federal Revenue	-	-	-	850,000	850,000
State Revenue	1,512,437	1,580,693	1,638,000	1,666,360	1,686,360
Local Revenue	19,190	19,490	20,804	19,897	134,912
Charges for Services	4,995,379	5,083,711	5,435,286	5,435,286	5,712,676
Other Revenue	21,010	25,066	22,500	24,564	24,700
Interfund Transfers	45,590	-	-	-	-
<b>Subtotal Current Revenues</b>	<b>6,593,606</b>	<b>6,708,960</b>	<b>7,116,590</b>	<b>7,996,107</b>	<b>8,408,648</b>
<b>Total Resources</b>	<b>7,984,287</b>	<b>8,290,178</b>	<b>8,723,048</b>	<b>9,602,565</b>	<b>9,678,053</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	5,364,443	5,600,263	6,736,141	6,180,467	7,058,296
Materials & Services	460,436	527,531	392,605	386,899	355,584
Allocated Costs	311,254	325,152	332,997	332,997	362,409
Capital Outlay	-	-	20,000	19,850	20,000
<b>Subtotal Current Expenditures</b>	<b>6,136,133</b>	<b>6,452,946</b>	<b>7,481,743</b>	<b>6,920,213</b>	<b>7,796,289</b>
Special Payments	266,936	230,774	562,948	1,412,948	1,189,380
Reserves	-	-	430,484	-	492,384
Contingency	-	-	247,873	-	200,000
Ending Fund Balance	1,581,218	1,606,458	-	1,269,405	-
<b>Total Requirements</b>	<b>7,984,287</b>	<b>8,290,178</b>	<b>8,723,048</b>	<b>9,602,566</b>	<b>9,678,053</b>
<b>Budgeted Full-Time Equivalents</b>	<b>47.00</b>	<b>47.00</b>	<b>47.00</b>	<b>47.00</b>	<b>48.00</b>



**Current Operating Revenues vs. Expenditures**



## Central Dispatch Fund

### Overview

#### Description of Fund

The Central Dispatch Fund accounts for the operation of the Emergency Communications Department (CCOM). CCOM is self-supporting and is not dependent upon the County General Fund. Six law enforcement agencies and eight fire districts/departments contract with CCOM for dispatching services.

#### Revenue Summary

The major source of funding for the Department is from fire and law enforcement member agency dispatch fees accounting for 64.7% of revenue. The State 9-1-1 fund provides 18.6% of revenue. Remaining revenue is comprised of a contract with the U.S. Forest Service and dispatching fees paid by numerous Clackamas County entities to include: Community Corrections, Code Enforcement, District Attorney's Office, Dog Services, Medical Examiner, Juvenile Department, and Weigh Master. In addition, audio reproduction fees and interest income are included as minor sources of revenue. No funds are requested for the 2018-19 fiscal year from the County General Fund.

#### Expenditure Summary

Personnel Services account for 79.9% of total expenditures, and support 48 FTEs including dispatch, technical, training, and administrative support personnel.

Materials and Services account for 7.8% of expenditures and Cost Allocation for County services are 4.1%. Some detailed expenditures include professional services contracts with a background investigator and psychiatrist who provide consulting services regarding new dispatch candidates. With this aim, \$18,000 is set aside for pre-hire screening, to include background investigations, psychological evaluations, and drug/physical testing. In addition, CCOM, LOCOM (Lake Oswego Dispatch), WCCCA (Washington County Consolidated Communications Agency), and C911CD (Columbia County 9-1-1 Communications District) have a unique partnership, which includes implementation of a new three-county Computer Aided Dispatch (CAD) system, and collectively funding a Project Manager to oversee the system.

Travel expenses are budgeted at \$37,000 and pay for the following: attendance at quarterly Oregon State 9-1-1 meetings, regional and national training conferences, local, regional, and national 9-1-1 committee work, mileage for off-site training and meetings, and the use of a four-wheel drive vehicle to access remote radio sites in the County.

Capital Outlay expenditures have been held to less than 1% of the budget. With the recent replacement of the CAD system, there are not Capital Improvements scheduled for FY 18-19.

CCOM's budget reflect \$850,000 from two UASI and CyberSecurity Grants. These funds are managed through CCOM and are a passthrough to regional partners for technical equipment.

#### Significant Issues & Changes

The overall budget for CCOM has increased 10.95% over the previous fiscal year request which includes the two grants. The 9-1-1 Operations budget increased 5.18%. End Fund balances from FY 17-18 are being used to keep CCOM member agencies contributions to a minimum. The interest arbitration resulted in a dispatch schedules changed, and is resulting in decreased overtime expenditures. In addition, member agencies agreed to set aside \$492,384 in reserves, \$200,000 in contingency, and maintain all other services. The budget was approved and adopted by the CCOM Member Board on March 14, 2018. Member fees increased an average of 5.10%.

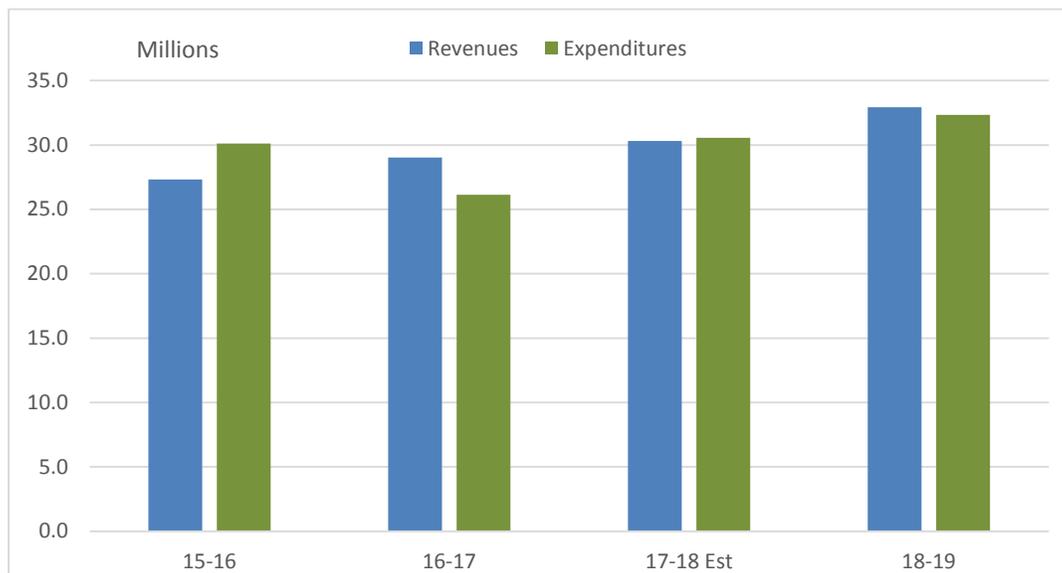
On-going department projects include recruitment, training and certifications.



**General Government**

**Self-Insurance Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	4,531,778	1,627,705	4,435,385	4,435,385	4,190,189
<b>Current Revenues</b>					
Charges for Services	-	-	2,313,600	2,001,120	3,346,745
Other Revenue					
Insurance Premiums	24,786,357	25,661,998	27,831,243	26,842,593	28,121,770
Interest	23,988	21,280	22,800	21,324	21,300
Refunds & Reimbursements	2,518,617	3,344,080	1,499,029	1,441,349	1,447,917
Miscellaneous Revenue	929	1,755	1,200	1,533	1,400
<b>Subtotal Current Revenues</b>	<b>27,329,891</b>	<b>29,029,113</b>	<b>31,667,872</b>	<b>30,307,919</b>	<b>32,939,132</b>
<b>Total Resources</b>	<b>31,861,669</b>	<b>30,656,818</b>	<b>36,103,257</b>	<b>34,743,304</b>	<b>37,129,321</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	-	-	1,380,004	1,339,804	1,628,886
Materials & Services	30,093,762	25,885,974	31,173,994	29,094,039	30,612,193
Allocated Costs	8,121	260,480	119,272	119,272	98,570
<b>Subtotal Current Expenditures</b>	<b>30,101,883</b>	<b>26,146,454</b>	<b>32,673,270</b>	<b>30,553,115</b>	<b>32,339,649</b>
Special Payments	132,078	74,979	-	-	-
Reserves	-	-	-	-	-
Contingency	-	-	3,429,987	-	4,789,672
Ending Fund Balance	1,627,708	4,435,385	-	4,190,189	-
<b>Total Requirements</b>	<b>31,861,669</b>	<b>30,656,818</b>	<b>36,103,257</b>	<b>34,743,304</b>	<b>37,129,321</b>
<b>Budgeted Full-Time Equivalents</b>	-	-	9.64	9.64	11.25



**Current Operating Revenues vs. Expenditures**



**Description of Fund**

The purpose of the Self-Insurance Fund is to maintain adequate operating and reserve funds to pay current and future claims and administrative costs incurred by County employees and their dependents for medical, dental, short-term disability, employee assistance and wellness activities, the deferred compensation program, health reimbursement accounts and flexible spending accounts for health care and dependent care expenses.

**Revenue Summary**

Primary revenues are paid by County departments and/or employees and by other agencies contracting with the County for benefits administration. Premiums for medical, dental, wellness and employee assistance programs are based on tiered rates rather than composite rates. This helps employees better understand the true cost of their employer-provided benefits.

Additional revenues are generated by interest on reserve funds. The County also has a revenue sharing arrangement with Voya, the deferred compensation plan record keeper.

**Expenditure Summary**

Primary expenditures include actual claims incurred by employees and their dependents, administrative costs, professional and consulting services, and unpaid claims reserves.

**Significant Issues & Changes**

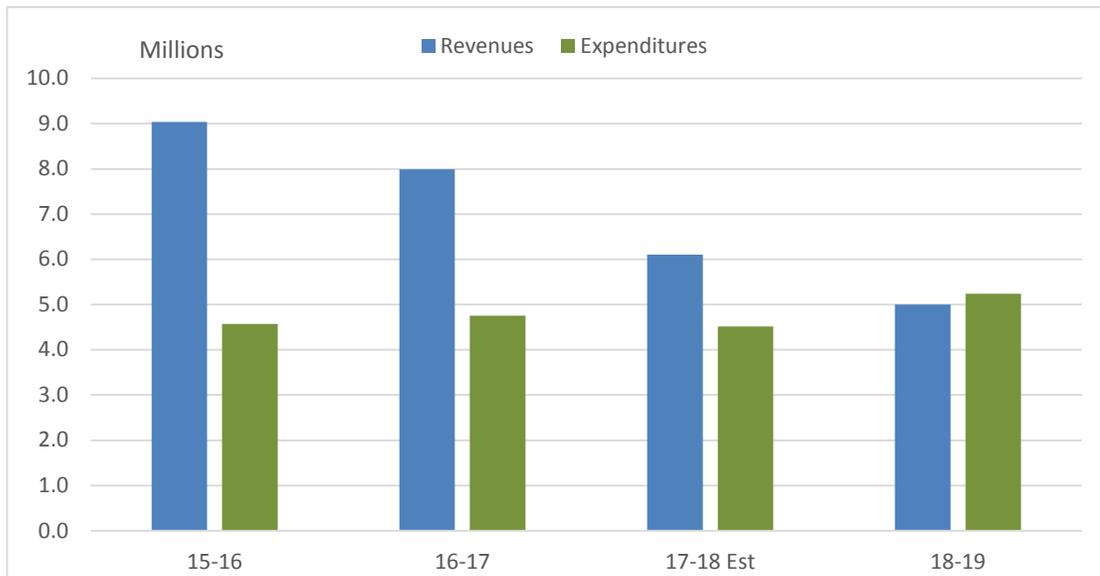
Significant issues include rising claims and program administration expenses, as well as a benefits administration fee model that has not kept up with actual program expenses. This model has been updated to more closely align with actual program expenses and reserves requirements. The benefits administration fee paid by County departments and other agencies contracting with the County for benefits administration will increase significantly in the next fiscal year to more closely reflect the current costs, as well as begin to establish the reserves requirements within the fund.



General Government

Risk Management Claims Fund

Resources and Requirements by Fund	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	2,326,727	6,794,971	10,030,370	10,030,371	11,623,326
<b>Current Revenues</b>					
Charges for Services	8,117,497	7,919,810	5,900,361	5,900,361	4,787,852
Other Revenue	169,440	66,250	154,560	204,560	210,035
Interfund Transfers	750,000	-	-	-	-
<b>Subtotal Current Revenues</b>	<b>9,036,937</b>	<b>7,986,060</b>	<b>6,054,921</b>	<b>6,104,921</b>	<b>4,997,887</b>
<b>Total Resources</b>	<b>11,363,664</b>	<b>14,781,031</b>	<b>16,085,291</b>	<b>16,135,292</b>	<b>16,621,213</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	-	-	1,158,793	1,159,155	1,262,264
Materials & Services	4,558,747	4,737,373	5,210,318	3,261,289	3,865,822
Allocated Costs	9,946	13,287	91,522	91,522	109,207
<b>Subtotal Current Expenditures</b>	<b>4,568,693</b>	<b>4,750,660</b>	<b>6,460,633</b>	<b>4,511,966</b>	<b>5,237,293</b>
Reserves	-	-	2,558,623	-	3,310,426
Contingency	-	-	7,066,035	-	8,073,494
Ending Fund Balance	6,794,971	10,030,371	-	11,623,326	-
<b>Total Requirements</b>	<b>11,363,664</b>	<b>14,781,031</b>	<b>16,085,291</b>	<b>16,135,292</b>	<b>16,621,213</b>
<b>Budgeted Full-Time Equivalents</b>	-	-	8.16	8.16	8.75



Current Operating Revenues vs. Expenditures



**Description of Fund**

The Risk Management Claims Fund accounts for the administration of casualty/liability claims, workers' compensation claims and unemployment claims brought against the County. The fund carries a self-insured reserve balance for each of these functional areas based on an actuarially recommended level and holds the excess in contingency.

The operating budget for the Risk and Safety Division is supported by this fund.

**Revenue Summary**

The Risk Management Claims Fund receives revenue from County department contributions through separate cost allocation systems for casualty/liability and workers' compensation. These systems allocate the cost of casualty/liability and workers' compensation claims to individual departments relative to each department's size, risk index and claims history. Unemployment costs are covered by County department assessments, along with revenues collected to pay actual claims. Other sources of revenue include interest income, refunds from insurance policies, and refunds from state programs, reimbursements for insurance purchased for specific departments or programs and third party recoveries.

**Expenditure Summary**

The fund is expended through claims payments on casualty/liability claims (i.e., legal services, property loss and bodily injury, etc.), workers' compensation claims (payment of temporary and permanent disability, medical treatment and legal services), and unemployment claims, insurance premiums, public official's and Department of Environmental Quality bonds, excess insurance (reinsurance), State of Oregon Workers' Compensation assessments and administrative fees and support services.

**Significant Issues & Changes**

Due to the increase in allocations over the past few years and an improved actuarial picture going into FY18/19 we are able to lower the Casualty allocation. Allocations into the Casualty portion of the Risk Management Claims Fund for FY18/19 are projected to decrease by approximately \$950,000 (24%). Barring any unanticipated large losses we anticipate ending FY18/19 solidly above the 75<sup>th</sup> percentile actuarial recommendation.

The Workers' Compensation allocation portion of the Fund for FY 18/19 did increase slightly, by \$200,000 (13.5%) overall. Much of this can be attributed to the leveling out of the fund and the increasing cost of medical care. Otherwise, the number of workers' compensation claims has remained fairly constant over the past few years.

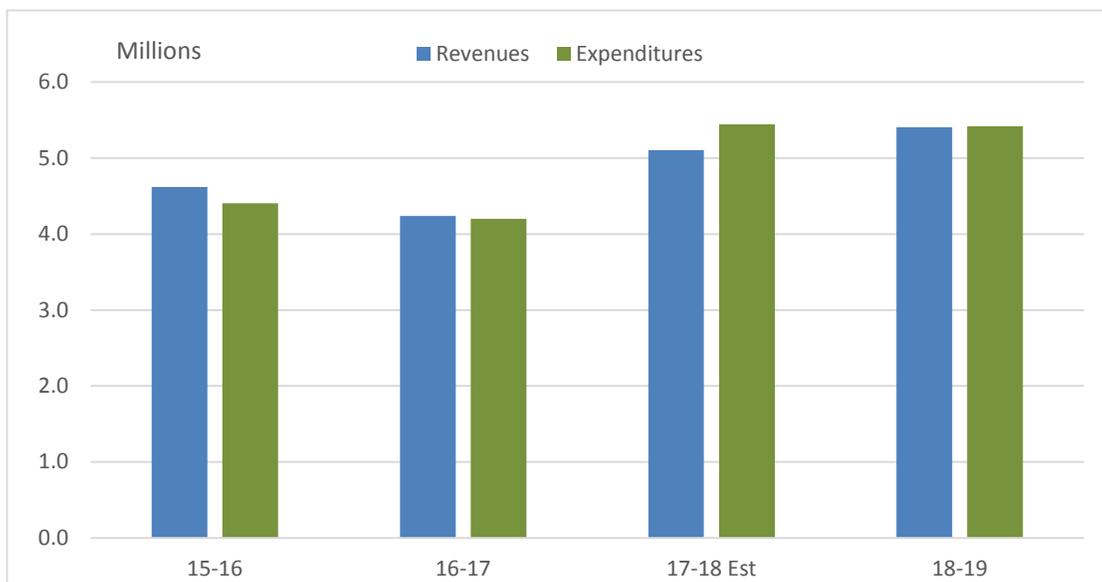
The retirement of the long time County Risk Manager and the hiring of his replacement in FY 17/18 promises to bring additional review of the risk and safety processes and procedures, as well as the Risk Fund budgeting process, moving forward.



**General Government**

**Fleet Services Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	145,448	362,085	400,280	400,280	63,257
<b>Current Revenues</b>					
Charges for Services	3,092,785	3,221,836	4,105,867	3,339,051	4,060,532
Other Revenue	39,889	15,996	45,500	64,716	76,476
Interfund Transfers	1,487,772	1,000,859	1,700,675	1,700,675	1,266,979
<b>Subtotal Current Revenues</b>	<b>4,620,446</b>	<b>4,238,691</b>	<b>5,852,042</b>	<b>5,104,442</b>	<b>5,403,987</b>
<b>Total Resources</b>	<b>4,765,894</b>	<b>4,600,776</b>	<b>6,252,322</b>	<b>5,504,722</b>	<b>5,467,244</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Personnel Services	1,018,879	1,012,850	1,145,569	1,146,707	1,147,738
Materials & Services	2,304,486	2,201,059	3,827,282	3,416,139	3,226,503
Allocated Costs	157,554	167,712	168,698	168,698	189,503
Capital Outlay	922,889	818,875	943,160	709,921	853,500
<b>Subtotal Current Expenditures</b>	<b>4,403,808</b>	<b>4,200,496</b>	<b>6,084,709</b>	<b>5,441,465</b>	<b>5,417,244</b>
Reserves	-	-	-	-	-
Contingency	-	-	167,613	-	50,000
Ending Fund Balance	362,086	400,280	-	63,257	-
<b>Total Requirements</b>	<b>4,765,894</b>	<b>4,600,776</b>	<b>6,252,322</b>	<b>5,504,722</b>	<b>5,467,244</b>
<b>Budgeted Full-Time Equivalents</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>



**Current Operating Revenues vs. Expenditures**

Description of Fund

The Fleet Services Division maintains 624 County owned motor vehicles, 63 trailers, 16 boats and 10 miscellaneous rescue vehicles (i.e. waverunners, snowmobiles, etc.) for use by various County departments on either a per-mile basis or as a permanent assignment. The Sheriff's Department makes up 356 motor vehicles, 28 trailers, 16 boats and 10 miscellaneous rescue vehicles (i.e. waverunners, snowmobiles, etc.). Operational and overhead costs are recovered through user fees. Fleet Services is a division of the Department of Finance.

- Vehicle replacement analysis
- Specification
- Procurement
- Licensing and titling including UC and fictitious registrations
- Vehicle maintenance and repair including warranty tracking and administration
- Vehicle recall administration (over 100 per year)
- DEQ inspections and reporting
- Disposal
- Track and report vehicle commuting valuation reporting for IRS reporting

Negotiate and maintain contracts for:

- Fuel (including emergency fueling)
- Auction Services
- Up-fit of Police Patrol Vehicles

Work closely with the Sheriff's Office and Risk Management

- Provide detailed and specialized reports
- Vehicle Damage Estimates
- Receive, track and administer vehicle recalls (over 100 per year)

**Light Duty Vehicle Fleet Count By Year**

	Total	CCSO	General Fleet
2013	659	372	287
2014	625	348	277
2015	588	312	276
2016	633	347	286
2017	694	401	293
2018	623	356	267

**Breakdown of General Fleet Vehicles (Not CCSO)**

	Department Funded	*Permanent Rental	Motor Pool
2013	153	101	33
2014	149	99	28
2015	141	107	28
2016	150	109	27
2017	150	107	36
2018	123	111	33

Targeted Fleet Reduction 2018/2019 (5% reduction)

\*Permanent Rental - Original purchase funded by Fleet Services and a monthly rental/replacement charge is collected from the department.

## Revenue Summary

Vehicle rental, maintenance and fuel recovery generates operating revenue. Since 2003-04, the fund has received significant additional revenue in the form of interfund transfers from the General Fund, Sheriff's Fund and the Public Safety Local Option Levy Fund for the purchase of new vehicles for the Sheriff's Department. A beginning fund balance which provides cash flow and income from auction proceeds when vehicles are sold also adds a modest contribution to resources.

## Expenditure Summary

Personal Services costs to support 11 full-time employees' accounts for \$1,147,738 or 20.99% of this fund's expenditures broken down as follows:

- 7521 Fleet Management - \$168,101 or 3.07%
- 7523 Vehicle Maintenance and Repair - \$838,463 or 15.34%
- 7524 Motorpool - \$70,587 or 1.29%
- 7525 Permanent Rental Program - \$70,587 or 1.29%.

Materials and Services spending is \$3,226,503 or 59.01% of the total broken down as follows:

- 7521 Fleet Management - \$2,538,938 or 46.44% which includes \$588,479 for the purchase of new equipment and up fitting of Sheriff's office vehicles
- 7523 Vehicle Maintenance and Repair - \$607,055 or 11.10%
- 7524 Motorpool - \$30,255 or 0.55%
- 7525 Permanent Rental Program - \$50,255 or 0.92%. The majority of this is used for fuel and vehicle maintenance expenditures.

Allocated Costs are \$189,503 or 3.47% of the total broken down as follows:

- 7521 Fleet Management - \$22,635 or 0.41%
- 7523 Vehicle Maintenance and Repair - \$151,779 or 2.78%
- 7524 Motorpool - \$7,544 or 0.14%
- 7525 Permanent Rental Program - \$7,545 or 0.14%.

Capital Expenditures outlay is budgeted at \$853,500 which is broken down as follows:

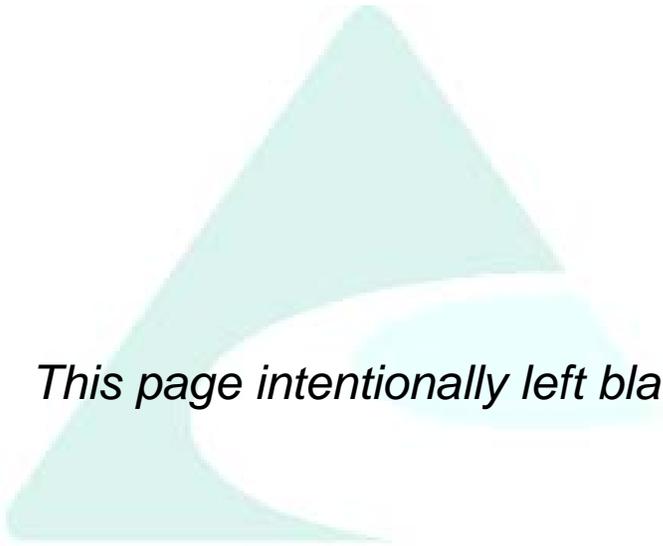
- 7521 Fleet Management - \$678,500 for the purchase of new CCSO vehicles
- 7524 Motorpool - \$25,000 for vehicle purchases and
- 7525 Permanent Rental Program - \$150,000 which will be used to purchase new vehicles to replace aging vehicles in need of repair.

## Significant Issues & Changes

We have added two new programs beginning fiscal year 2017-18. Both of these programs were previously wrapped up in the Fleet Management program so there is limited data.

We recently obtained an auction contract and expect to be able to dispose of vehicles more regularly.

The instability of fuel prices and the recent fluctuation in fuel costs continue to create budgeting challenges. The fuel budget for FY 2018-19 is \$1,923,169 or 35.18% of the total Fleet Services budget. The vast majority of this expenditure is in 7521 Fleet Management. We have obtained a new fuel contract that began in FY 2017/2018 and we anticipate further challenges that could possibly have an impact.

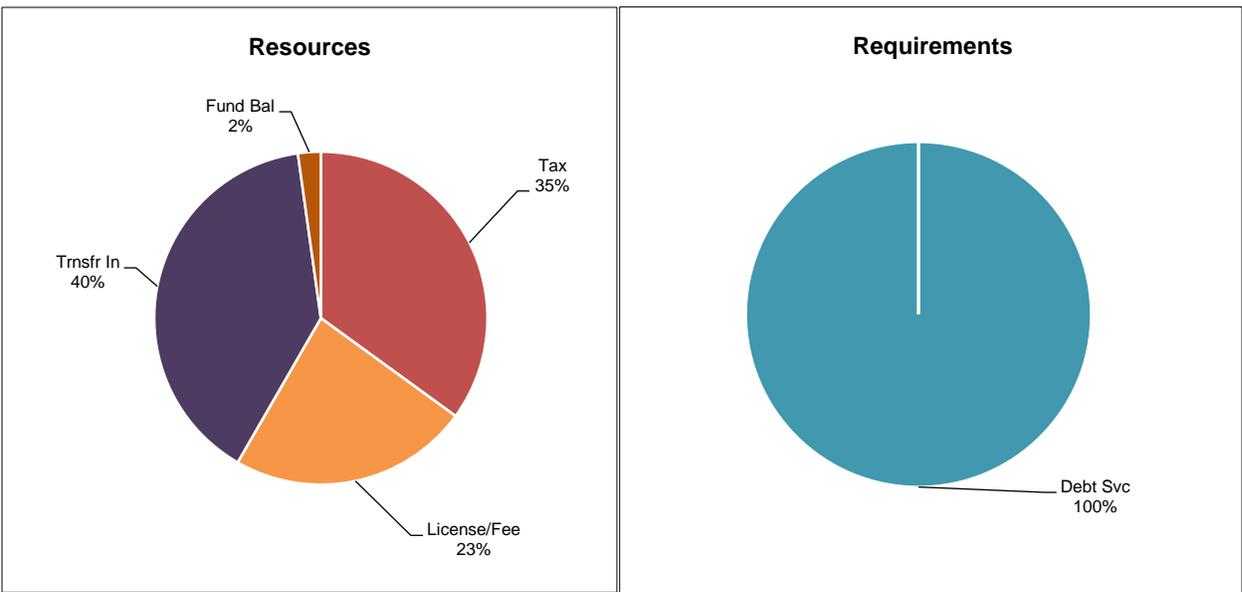


*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y

# Debt Service

## Funds



Debt Service funds account for the accumulation of resources and payment of general long-term debt principal and interest. Resources cannot be diverted or used for any other purpose.

**Funds Included In This Section:**

**Department:**

Clackamas County Debt Service Fund  
General Obligation Bond Debt Service Fund

Miscellaneous and Pass Through  
Miscellaneous and Pass Through



*Not Allocated to Organizational Unit*

**Clackamas County Debt Service Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	626,499	569,111	567,479	567,479	295,980
<b>Current Revenues</b>					
Charges for Services	3,725,226	3,362,414	3,039,602	3,039,602	3,124,059
Miscellaneous Revenue	33,613	33,316	18,672	8,994	-
Interfund Transfers	5,222,895	5,661,805	6,867,619	6,867,619	5,286,264
<b>Subtotal Current Revenues</b>	<b>8,981,734</b>	<b>9,057,535</b>	<b>9,925,893</b>	<b>9,916,215</b>	<b>8,410,323</b>
<b>Total Resources</b>	<b>9,608,233</b>	<b>9,626,646</b>	<b>10,493,372</b>	<b>10,483,694</b>	<b>8,706,303</b>
<b>Requirements by Category</b>					
Debt Principal	5,235,000	5,445,000	7,060,000	7,060,000	5,710,000
Debt Interest	3,804,122	3,614,167	3,363,833	3,127,714	2,996,303
Contingency	-	-	69,539	-	-
Ending Fund Balance	569,111	567,479	-	295,980	-
<b>Total Requirements</b>	<b>9,608,233</b>	<b>9,626,646</b>	<b>10,493,372</b>	<b>10,483,694</b>	<b>8,706,303</b>



**Description of Fund**

This fund was created to account for the debt service requirements of the various county issues in one common fund. Previously, each issue had its own fund.

**Revenue Summary**

Funding for debt service payments is provided from various sources including the General Fund, office rent, training center facility use, and local improvement district assessments.

**Expenditure Summary**

Principal and interest payments required to meet debt service obligations for each issue are tracked separately.

**Significant Issues & Changes**

None



*Not Allocated to Organizational Unit*

**General Obligation Bond Debt Service Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b><u>Resources by Category</u></b>					
Beginning Fund Balance	-	-	-	-	-
<b>Current Revenues</b>					
Levy Taxes	-	-	4,557,679	4,471,635	4,690,155
Interfund Transfers	-	-	-	-	-
<b>Subtotal Current Revenues</b>	-	-	4,557,679	4,471,635	4,690,155
<b>Total Resources</b>	-	-	<b>4,557,679</b>	<b>4,471,635</b>	<b>4,690,155</b>
<b><u>Requirements by Category</u></b>					
Debt Principal	-	-	1,215,000	1,215,000	2,530,000
Debt Interest	-	-	3,342,679	3,256,635	2,160,155
Ending Fund Balance	-	-	-	-	-
<b>Total Requirements</b>	-	-	<b>4,557,679</b>	<b>4,471,635</b>	<b>4,690,155</b>



**Description of Fund**

The General Obligation Bond Debt Service Fund was created to account for property tax revenue and principal and interest payments required to retire debt associated with replacing an obsolete first responders emergency radio communications system, expanding coverage and reinforcing for disasters as approved by voters on May 17, 2016.

**Revenue Summary**

Revenue to satisfy the debt will come from property tax collections.

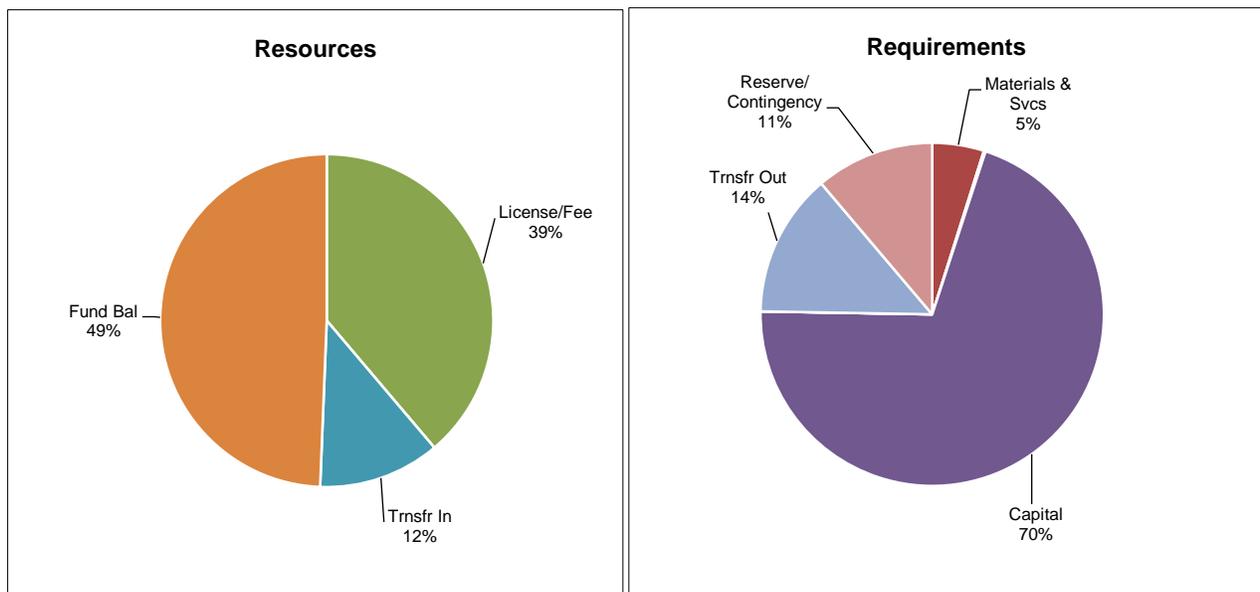
**Expenditure Summary**

Principal and interest payments required to meet debt service obligations for the current year are budgeted in this fund.

**Significant Issues & Changes**

Bonds were issued in the amount of \$59 million and will be repaid in 15 years or less.

# Capital Project Funds



A Capital Project fund accounts for the receipt and disbursement of moneys used to finance the building or acquisition of capital facilities. These activities are non-recurring major expenditures.

**Funds Included In This Section:**

**Department:**

DTD Capital Projects Fund  
Fleet Replacement Reserve Fund (history)  
Capital Projects Reserve Fund  
LID Construction Fund

Transportation & Development  
Finance  
Finance  
Finance



**Public Ways and Facilities**

**DTD Capital Projects Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	129,346	204,961	3,304,121	3,304,121	3,436,491
<b>Current Revenues</b>					
Prior Year Revenue (Dedicated)	2,351	458,251	-	-	-
Federal Revenue	856,163	4,424,643	1,837,823	1,677,019	-
State Revenue	7,030,281	4,492,420	2,562,826	2,421,661	-
Local Revenue	-	-	77,746	50,000	-
Licenses	-	-	338,800	236,604	-
Fees & Fines	-	2,475	240,000	120,000	-
Other Revenue	35,751	(20,653)	-	10,000	-
Interfund Transfers	1,547,621	4,839,690	3,363,366	1,782,722	-
<b>Subtotal Current Revenues</b>	<b>9,472,167</b>	<b>14,196,826</b>	<b>8,420,561</b>	<b>6,298,006</b>	<b>-</b>
<b>Total Resources</b>	<b>9,601,513</b>	<b>14,401,787</b>	<b>11,724,682</b>	<b>9,602,127</b>	<b>3,436,491</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Materials & Services	-	2,709	-	-	-
Capital Outlay	9,396,551	11,094,957	8,770,905	6,165,636	-
<b>Subtotal Current Expenditures</b>	<b>9,396,551</b>	<b>11,097,666</b>	<b>8,770,905</b>	<b>6,165,636</b>	<b>-</b>
Interfund Transfer	-	-	-	-	3,436,491
Contingency	-	-	2,953,777	-	-
Ending Fund Balance	204,962	3,304,121	-	3,436,491	-
<b>Total Requirements</b>	<b>9,601,513</b>	<b>14,401,787</b>	<b>11,724,682</b>	<b>9,602,127</b>	<b>3,436,491</b>



**Description of Fund**

The DTD (Department of Transportation and Development) Capital Projects Fund was established to more effectively track the revenues and expenditures of projects within the department. However, with the creation of the Transportation Engineering and Construction program, Transportation and Development has decided to consolidate the projects in Fund 215 which provides the matching funds for grants and outside funding received.

**Significant Issues & Changes**

The capital projects fund is being closed fiscal year 2018-19 and the projects will be moved to Fund 215 for future accounting.

The fund expenditures will be moved to Fund 215; this includes planning, design, construction, and right-of-way purchase for road projects, bike/pedestrian projects, safety projects, bridge projects and storm drainage projects.



*Fund is closed*

**Fleet Replacement Reserve Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b><u>Resources by Category</u></b>					
Beginning Fund Balance	183,159	-	-	-	-
<b>Current Revenues</b>					
Other Revenue	244	-	-	-	-
<b>Subtotal Current Revenues</b>	244	-	-	-	-
<b>Total Resources</b>	<b>183,403</b>	-	-	-	-
<b><u>Requirements by Category</u></b>					
Interfund Transfer	183,403	-	-	-	-
Ending Fund Balance	-	-	-	-	-
<b>Total Requirements</b>	<b>183,403</b>	-	-	-	-



**Description of Fund**

The Fleet Replacement Reserve Fund was established to account for funds collected for the replacement of vehicles once they reach the end of their useful lives.

**Revenue Summary**

A recovery rate sufficient to provide for the eventual replacement of all vehicles purchased through Fleet Services is calculated and collected monthly from each user Department or Division.

**Expenditure Summary**

Accumulated funds are held in reserve for future vehicle replacement.

**Significant Issues & Changes**

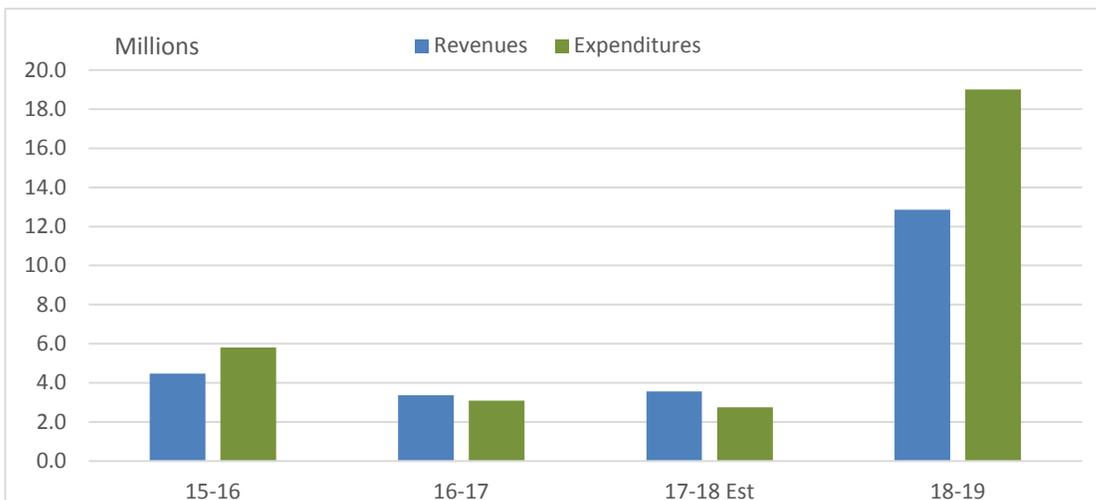
It has been determined that a separate reserve fund is not required so this fund was closed effective July 1, 2016 and the balance transferred to the Fleet Services Fund.



**Public Ways and Facilities**

**Capital Projects Reserve Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	9,249,361	7,919,755	8,182,762	8,182,762	8,998,076
<b>Current Revenues</b>					
Charges for Services	-	-	1,000,000	1,000,000	9,855,586
Miscellaneous Revenue	92,496	161,923	627,680	44,000	-
Interfund Transfers	4,390,000	3,200,000	2,525,000	2,525,000	3,000,000
<b>Subtotal Current Revenues</b>	<b>4,482,496</b>	<b>3,361,923</b>	<b>4,152,680</b>	<b>3,569,000</b>	<b>12,855,586</b>
<b>Total Resources</b>	<b>13,731,857</b>	<b>11,281,678</b>	<b>12,335,442</b>	<b>11,751,762</b>	<b>21,853,662</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Materials & Services	199,783	124,530	1,145,627	1,217,659	1,137,370
Allocated Costs	52,237	66,397	40,895	40,895	41,831
Capital Outlay	5,560,082	2,907,990	7,528,086	1,495,132	17,834,176
<b>Subtotal Current Expenditures</b>	<b>5,812,102</b>	<b>3,098,917</b>	<b>8,714,608</b>	<b>2,753,686</b>	<b>19,013,377</b>
Reserve for Future Expenditures	-	-	2,195,000	-	2,195,000
Contingency	-	-	1,425,834	-	645,285
Ending Fund Balance	7,919,755	8,182,761	-	8,998,076	-
<b>Total Requirements</b>	<b>13,731,857</b>	<b>11,281,678</b>	<b>12,335,442</b>	<b>11,751,762</b>	<b>21,853,662</b>





### Description of Fund

The Capital Projects Reserve Fund was established to accumulate resources for new facilities and improvements to county buildings and account for the expenditure of those resources.

### Revenue Summary

Changes in Beginning Fund Balance generally reflect bond proceeds or other funds not yet spent on the projects for which they were issued.

Charges for Service and Other Revenue include interest earnings and other contributions toward projects

An Interfund Transfer from the General Fund proposed for 2018-19 totals \$3 million to pay for new projects and replenish contingency which was depleted in 2017-18.

### Expenditure Summary

Most expenditures in this fund are for Capital Outlay. The Materials and Services items consist of professional and program services associated with the capital projects. In recent years, facility improvements for the Sheriff's Department have been primary. Also budgeted have been energy-saving retrofits to county buildings and improvements at the County Courthouse. For 2013-14, creating suitable permanent facilities for the Justice Court and remodeling the Silver Oaks Building to accommodate the needs of the Library Network, County Clerk, Records Management and state court records were paramount. In 2014-15 we focused on constructing tenant improvements for the District Attorney in the Multnomah Building in Oregon City. For 2015-16 major projects included completing an evidence processing facility and jail improvements, constructing a parking lot in downtown Oregon City, making repairs at Parrott Creek Ranch, security system upgrades and seismic stabilization at the Facilities Operating Center. More recent work includes remodeling for new tenants in the Development Services Building and Public Services Building, refurbishing interior clinic space at the Beaver Creek Clinic, continuing repairs at Parrot Creek Ranch, roof top HVAC replacements at Juvenile, Elections and Facilities, construction of a new facility for the Extension and 4-H Service District and other projects to be determined.

### Significant Issues & Changes

Although no personnel is accounted for in this fund, projects have been delayed by lack of sufficient staffing in the Facilities Management Fund which either does the work directly or contracts it out. For Fiscal Year 2018-19, Facilities Management is requesting three additional employees which will help reduce the backlog.



**Public Ways and Facilities**

**LID Construction Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	533,798	537,158	540,978	540,978	99,820
<b>Current Revenues</b>					
Miscellaneous Revenue	3,397	3,914	4,500	4,500	-
<b>Subtotal Current Revenues</b>	3,397	3,914	4,500	4,500	-
<b>Total Resources</b>	<b>537,195</b>	<b>541,072</b>	<b>545,478</b>	<b>545,478</b>	<b>99,820</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Materials & Services	37	94	100,000	-	99,820
<b>Subtotal Current Expenditures</b>	37	94	100,000	-	99,820
Interfund Transfer	-	-	445,658	445,658	-
Contingency	-	-	(180)	-	-
Ending Fund Balance	537,158	540,978	-	99,820	-
<b>Total Requirements</b>	<b>537,195</b>	<b>541,072</b>	<b>545,478</b>	<b>545,478</b>	<b>99,820</b>



**Description of Fund**

The Local Improvement District (LID) Construction Fund provides interim financing for LID projects during construction. Bonding may take place upon completion of the project.

**Revenue Summary**

Revenues come from fund balance carried forward from previous years, interest and short-term borrowing.

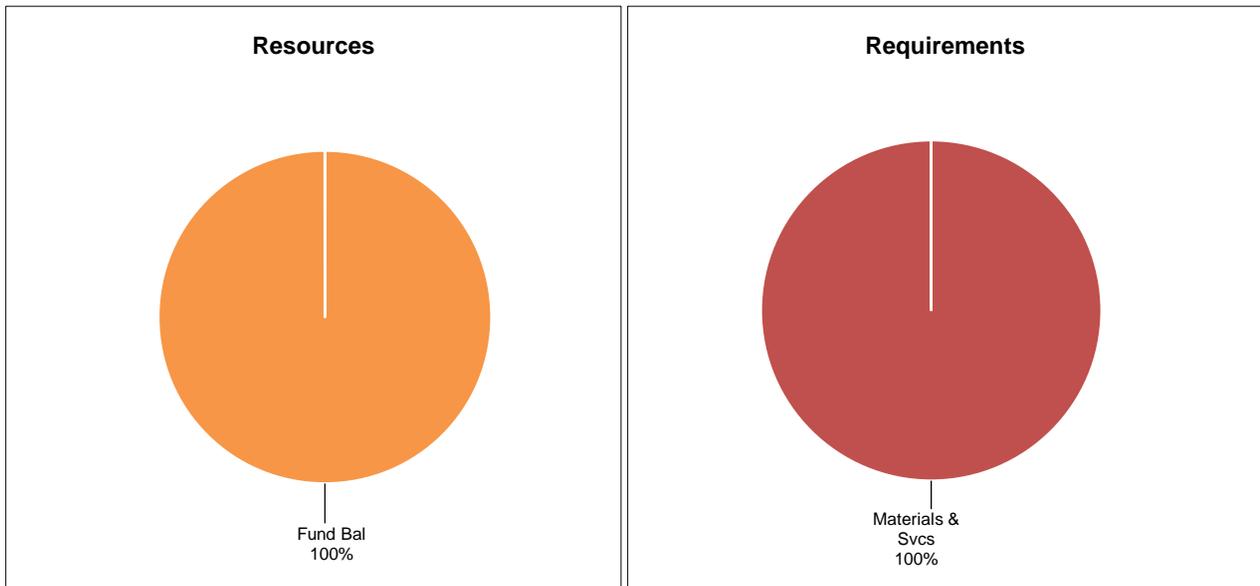
**Expenditure Summary**

Expenditures are generally comprised of professional services and contracted service payments to outside providers.

**Significant Issues & Changes**

None.

# Trust & Agency Funds



A fund used to account for assets held by a government in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds

**Funds Included In This Section:**

**Department:**

Damascus Successor Private Purpose Trust Fund

Finance



***Not Allocated to Organizational Unit***

**Damascus Successor Private Purpose Trust Fund**

<i>Resources and Requirements by Fund</i>	2015-16 Actual	2016-17 Actual	2017-18 Budget	2017-18 Est Actual	2018-19 Adopted
<b>Resources by Category</b>					
Beginning Fund Balance	-	-	3,846,917	3,846,917	2,641,834
<b>Current Revenues</b>					
Miscellaneous Revenue	-	87,407	-	10,909	-
Prior Year Adjustments	-	8,398,558	-	-	-
<b>Subtotal Current Revenues</b>	-	8,485,965	-	10,909	-
<b>Total Resources</b>	-	<b>8,485,965</b>	<b>3,846,917</b>	<b>3,857,826</b>	<b>2,641,834</b>
<b>Requirements by Category</b>					
<b>Current Expenditures</b>					
Materials & Services	-	4,639,048	3,846,917	1,215,992	2,641,834
<b>Subtotal Current Expenditures</b>	-	4,639,048	3,846,917	1,215,992	2,641,834
Contingency	-	-	-	-	-
Ending Fund Balance	-	3,846,917	-	2,641,834	-
<b>Total Requirements</b>	-	<b>8,485,965</b>	<b>3,846,917</b>	<b>3,857,826</b>	<b>2,641,834</b>



**Description of Fund**

In 2016, City of Damascus voters elected to disincorporate their city and return to county governance. The Damascus Successor Private Purpose Trust Fund was established in Fiscal Year 2016-17 to account for transactions relating to the County's responsibility to terminate former city operations and return remaining funds to its residents.

**Revenue Summary**

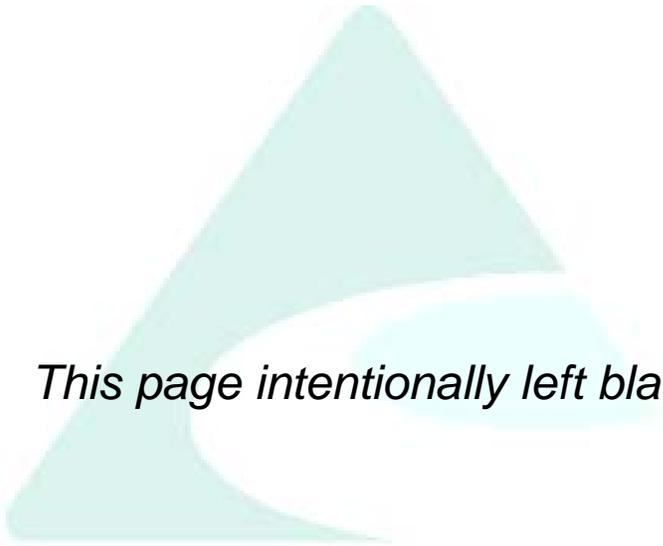
Revenue in the form of beginning fund balance holds the remaining assets of the former city.

**Expenditure Summary**

Once all outstanding obligations have been paid, any remaining funds will be distributed to former city residents.

**Significant Issues & Changes**

This fund will be closed once all monies have been disbursed.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y

### OVERVIEW

Capital improvement planning is a financial management technique that looks beyond year-to-year budgeting to determine what future capital improvements and major acquisitions should be undertaken. Although a capital project may encompass multiple budget years, Oregon Budget Law requires that the anticipated requirements for each fiscal year of the project be budgeted during that year.

Capital planning is the responsibility of each department within the County. While many departments have minimal capital expenditure, a few routinely purchase or build major assets for the County and its citizens. Departments requiring capital assets must establish a program to identify need for the expenditure. This in turn provides guidance in future capital budgeting efforts. Equally important, it helps staff gauge the adequacy of current funding sources and whether new and additional sources must be found, or standards lowered. The Transportation and Development Department has the most progressive plan, with a 20-year projection of infrastructure needs within the County including cost estimates.

In the 1992-93 fiscal year, the Board of County Commissioners created a Transportation System Development Charge to work in conjunction with building permits. Fees are assessed on new construction and the proceeds used to fund projects whose purpose is to alleviate traffic problems created by growth. Oregon statutes outline the steps, including the requirement for a comprehensive Capital Improvement Plan (CIP), which must be in place in order to implement this type of fee structure. The Board of County Commissioners adopted the necessary long-range Capital Improvement Plan in early 1993 to comply with state requirements. This plan as updated in 2017 is contained in a separate document available upon request from the Department of Transportation and Development.

Clackamas County's budget classifies operating costs into major spending categories such as Personal Services and Materials & Services. The operating budget contains those expenses required for day-to-day service to the citizens. These are appropriated for one year only and are generally expected to recur on a regular basis. Thus the year-to-year fluctuations in the operating budget are expected to be fairly minor. The budget will reflect changes in the cost of doing business, the size of County operations and population, and the types and levels of service being provided. Resources for the operating budget generally come from taxes, user fees, service grants and intergovernmental payments.

Capital projects, on the other hand, are one-time outlays that may encompass several years to the end of a project. Such projects result in the addition of major physical assets to the County. Wide fluctuations from year-to-year are expected in capital improvements budgets depending on the phasing of projects and the availability of construction grants and funds. Resources for the capital project budget generally come from bond sales, grants and other one-time sources or the accumulation, over time, of sufficient Fund Balance. Once capital projects or purchases are completed, the operating budget becomes responsible for the daily management and maintenance of the asset. Capital project expenses for 2018-19 total \$43 million and the more significant are detailed in the pages that follow.

Departments planning to begin a capital improvement project prepare a presentation for the Board of County Commissioners. This presentation contains justifications as well as funding sources and future costs of the project. The projects are then approved or rejected by the Board on a case by case basis. The current year funding requirement for approved projects is included in the department's annual budget.

Historically, the County has undertaken most capital projects only after funds have been accumulated to pay for them. There are currently three debt issues associated with capital improvements. In 2003 new debt was incurred to finance the construction of a Public Services Building and make improvements to the existing Emergency Operations Center. Both facilities are on County owned land in the Red Soils area of Oregon City. The new building brought together services previously located throughout the County in one convenient location for the public. Funds previously spent on office space leases are now being used for debt service. In 2004 the County issued debt to purchase the Public Safety Training Center from Clackamas Community College. These two issues were refunded in 2012 to reduce interest costs over the remaining life of the debts. Currently \$15,755,000 is outstanding for these facilities.

In 2007, bonds were issued to finance the construction of a second office building on the Red Soils campus to continue consolidation of County facilities at a convenient location for residents along with other improvements including a public plaza, central utility plant and underground conduits and road improvements to accommodate increased traffic flow. This debt was refunded in 2018, also to reduce interest expense. The principal balance for this project is \$25,765,000. Finally, bonds were issued in 2009-10 to finance remodeling and other updates to facilities for use by the Sheriff's Department. The County-owned Brooks Building which is located in the Clackamas area within one quarter mile of the Sheriff's North Station and the Public Safety Training Center, making it a prime location for law enforcement operations, has been extensively remodeled to accommodate the Sheriff's operations. An evidence processing facility, recently completed, is the final project funded from this issue. The balance outstanding on this latest issue is \$22,705,000.

## TRANSPORTATION SYSTEM PLANNING AND PROJECT PROGRAMMING

The following information is taken from the Clackamas County Five Year Transportation Capital Improvement Program for fiscal years 2017-2021 which was approved by the Board of County Commissioners in June, 2017.

Clackamas County is responsible for an extensive transportation network throughout the County. This network is part of a larger regional transportation system that supports the needs of the people and businesses in the County. The vast majority of the County road system (96%) is located outside of cities.

The public ownership of roads in Clackamas County is as follows:

City -- 806 miles  
 County -- 1,400 miles  
 State -- 290 miles

There are also many miles of local access roads, private roads and forest service roads maintained largely by property owners and the National Forest Service. The entire County transportation network encompasses a variety of structures as shown below, as well as a substantial system of sidewalks and bike lanes.

1,400 miles of road	178 bridges	169 traffic signals
1,400 miles of road striping	8,100 culverts	18 school zone flashers
2,398 miles of gravel shoulder	1,885 manholes	27 traffic surveillance cameras
26,453 traffic signs	9,300 catch basins	25 miles of fiber optic cable
111,300 feet of guardrail	1 ferry	

The major capital improvements needed for the transportation system, including projects needed to increase road capacity, relieve congestion, improve safety, serve new development, support economic growth and provide options to traveling by automobile, are identified within the Clackamas County Transportation System Plan (TSP), which is Chapter 5 of the County Comprehensive Plan and updated about every 10 years. As defined by the TSP, transportation capital projects are primarily located on arterial and collector roads. Similarly, federal transportation funding is only available for capital improvement projects located on roads that are classified as arterials and collectors, with an emphasis on maintaining the operations of the principal arterial system.

### 20 Year Capital Improvement Plan (20 Year CIP)

The 20 Year CIP was developed and adopted by the Board of County Commissioners (BCC) as a part of the TSP. It is divided into three lists, reflecting the expectation that there will not be enough funding for all projects within the 20 year time frame. The criteria for assigning projects to the lists below can be obtained by contacting Clackamas County Transportation and Development at (503) 742-4400.

**20 Year Projects:** The prioritized list of needed transportation projects that can reasonably be undertaken given the current estimates of available funding

**Preferred Capital Projects:** A second group of needed, prioritized transportation projects the County would undertake if additional funding becomes available during the next 20 years. Additional funding includes grants that are more suitable for specific projects in the Preferred Capital list as opposed to the 20 Year Capital list.

**Long Term Capital Projects:** The remainder of the transportation projects needed to meet the transportation needs of the County in the next 20 years but not expected to be funded or constructed by the County. These projects may be completed if suitable grant funding becomes available and is successfully matched.

## 5 Year Capital Improvement Program (5 Year CIP)

The 5-Year CIP is comprised of projects from the 20-Year CIP for which funding has been identified or is anticipated over the next five years. This includes fully funded projects as well as those that are funded only for preliminary planning and design. It details the schedule for work in the next five years, creating the five-year program. In addition, the 5-Year CIP specifies the funding source for each project, connecting transportation planning to the County's capital construction budget. The 5 Year CIP is the exclusive mechanism for funding and building transportation capital projects, which are transportation projects with costs that are reasonably expected to exceed \$50,000.

The BCC adopts the 5 Year CIP with the understanding and acknowledgement that there are limited funds available for expenditure on the needed capital transportation projects within the County. The 5 Year CIP is the BCC's expression of policies, directives, and goals adopted through the transportation system planning process upon recommendation of County staff. County staff on behalf of the BCC have considered, evaluated, and prioritized all known capital transportation projects within County roadways and intersections. Professional expertise and discretion is used to find outside funding (see Funding Sources and Future Projects below) for the needed projects and to use limited Road Funds to maximize public dollars and work towards a safer, more efficient transportation system. Not all known deficiencies are able to be mitigated due to funding shortages. The 5 Year CIP contains the BCC's discretionary policy decision as to which capital transportation projects will be constructed within the County and is the exclusive list of such projects that will be pursued. The 5 Year CIP includes some projects identified in the 20 Year CIP, the Transportation Safety Action Plan (TSAP), the intelligent Transportation System (ITS) Plan, projects identified through the bridge and culvert review system, the ADA Transition Plan projects that emerge because of emergency repairs and projects identified through Transportation Maintenance's Work Program. These other plans are reviewed by the BCC through separate processes and additional information is provided in the Appendices of the 5 Year CIP which may be found in the Supplemental Information section of this document.

The 5 Year CIP is updated periodically to provide a more detailed implementation of the capital project priorities identified in the TSP, TSAP, ITS and other plans. Policy 5.CC.2 of the TSP directly addresses this need:

*Maintain a current and complete 5 Year Capital Improvement Program (CIP), which contains the programmed transportation projects in priority order, with estimated costs and assigned responsibility for funding. Update and adopt the 5 Year Capital Improvement program periodically.*

Finally, the 5 year CIP supports the County's concurrency policy (ZDO Section 1007.09, 1/18/2017). The transportation portion of this policy states that "approval of a development shall be granted only if transportation facilities are adequate or will be made adequate in a timely manner," requiring that the needed improvements be fully funded in the five-year program and scheduled for construction within three years of land use approval.

### Capital Project Categories

The broadly defined capital project descriptions used in the TSP, the 20 Year CIP and the 5 Year CIP allow for the development of individual projects within a larger project. These project categories are loosely based on the road user or system that the project benefits or impacts (e.g. bicycle project, pedestrian project or transit project), as follows:

1. Upgrade – Projects that add vehicle capacity to an existing roadway or intersection. This may require the reconstruction of any existing sidewalks and/or bicycle lanes. Other examples include adding intersection turn lanes or installing a traffic signal. In the 20 Year CIP, the upgrade projects are separated into urban and rural, depending on if they are located inside or outside the Portland Metropolitan Urban Growth Boundary (UGB). Some projects have a "new roadway" designation, when an extension or a new road is needed to accommodate vehicle capacity or needed connectivity.
2. Bridge/Culverts – Constructing, replacing or upgrading a bridge or culvert
3. Safety – Projects or studies focused on reducing crashes and/or the risk of crashes, including railroad crossings. The Clackamas County Transportation Safety Action Plan (TSAP) outlines a strategy to build and implement a county-wide safety culture with the ultimate goal of reducing transportation-related injuries and fatalities. The TSAP is being updated and will be completed in 2018. Policy and action items set forth in the plan will achieve the desired goals when implemented; however, successful implementation depends upon a number of factors, including strong safety leadership at all levels, cohesive safety partnerships, funding and working together toward a common goal. Success will result in reduced injuries and fatalities on County roadways.

A list of projects that support the TSAP can be found in the Supplemental Information section of this document. In order to make the needed investments, these projects will have to be matched to a funding source so that they can be programmed into the 5 Year Capital Improvement Program.

4. Active Transportation – Projects located in both the urban and rural areas. Active Transportation upgrade projects in the UGB add needed sidewalks, bicycle lanes or multi-use paths. Projects outside the UGB include those that add paved shoulders or multi-use paths. There are also more general projects that add needed facilities such as way-finding signage.
5. Intelligent Transportation Systems (ITS) – Projects that incorporate ITS treatments such as coordinated signal systems. The Clackamas County ITS Action Plan includes a range of projects that address the needs of the region, grouped into the following categories:
  - Traffic Management and Operations (TMO)
  - Multimodal Operations (MMO)
  - Traveler Information (TI)
  - Data Collection and Management (DCM)
  - Incident and Emergency Management (IM)
  - Maintenance and Construction Management (MCM)
6. Repairs – Capital repairs of major damage caused by storms, flooding, landslides or other natural events that damage portions of the transportation system
7. Study – Future transportation studies to be undertaken as part of the implementation of the TSP, The TSP identifies a number of transportation planning efforts needed to provide additional details on capital project needs in specific areas of the County.

## Five Year Capital Improvement Project Table

Project Category	Prospectus #	Project Name	Project Extent	Description	Funding Source	Cost Estimate (\$2016)	Anticipated Road Fund Match	FY-16/17	FY-17/18	FY-18/19	FY-19/20	FY-20/21
1-Upgrade	TBD	Linwood Ave Improvements	Johnson Creek Boulevard to Monroe Street	Improve to minor arterial standards; add sidewalks, bicycle lanes and stormwater control.	Tax Increment Financing	\$4,750,000	\$0		X	X	X	X
1-Upgrade	30324	Monroe St Improvements	60th Ave to Fuller Road	Improve to minor arterial standards; add sidewalks, bicycle lanes and stormwater control. First Phase Project Planning.	Tax Increment Financing; TGM Grant	\$6,000,000	\$0	X	X	X	X	
1-Upgrade	30088	Boyer Extension West	82nd to Fuller	Construct 2-lane roadway with turn lanes at OR 213 and Fuller Road, bikeways and pedestrian facilities; install flashing yellow arrow for left turns on northbound and southbound approaches at OR 213 intersection; right-in right-out at Fuller/King; Fuller Rd from King to Monroe: sidewalk and drainage improvements	Tax Increment Financing	\$4,012,179	\$0	X	X			
1-Upgrade	22231	Last Road Improvements	Evelyn St to Violet St	20 feet of widening on the south side and install a planter strip and sidewalks. Widen the sidewalk on Evelyn just west of Last Rd to meet current standards.	SPWF, General Sheet Metal, Road Fund	\$493,800	\$10,832	X	X			
1-Upgrade	22230	Union Mills (turn lane)	Union Mills Road at Hwy 213	Intersection with Hwy 213 – add turn lane for logging trucks	STIP - Enhance; Road Fund Match	\$1,229,514	\$135,471	X	X			
2-Bridge / Culvert	TBD	Johnson Creek Crossing on Linwood Ave	Linwood Ave	Reconstruct and widen to accommodate sidewalks and bike lanes	Tax Increment financing	TBD	\$0					X
2-Bridge / Culvert	TBD	Johnson Creek Crossing on Bell Ave	Bell Ave	Reconstruct and widen to accommodate sidewalks and bike lanes	Tax Increment financing	TBD	\$0				X	
2-Bridge / Culvert	TBD	Dodge Park Bridge	Near Lusted Rd / Marsh Rd	Rehab bridge	STP	\$1,700,000	\$0		X	X		
2-Bridge / Culvert	22144	Salmon River Bridge	Elk Park Road	Replace existing one-lane bridge with new two lane bridge.	Highway Bridge Replacement & Rehab Grant; Road Fund Match	\$3,397,798	\$605,647	X	X	X	X	
2-Bridge / Culvert	22241	Boardman Creek Bridge Replacement	Boardman Creek under River Road and Walta Vista Lane	Replace two Boardman Creek failing culverts under River Road and Walta Vista Lane	Oak Lodge Sanitary District; Road Fund	\$3,400,000	\$950,000	X	X	X	X	
2-Bridge / Culvert	22184	Pudding River Bridge	Whiskey Hill Road	Construct a new bridge, 32 feet wide, spanning the river inside the current curve.	STP Grant; Highway Bridge Replacement & Rehab Grant, Road Fund Match	\$9,038,025	\$1,084,328	X	X			
2-Bridge / Culvert	22242	Foster Creek (Bakers Ferry Rd) Bridge Scour Protection		Bridge scour repairs	Road Fund	\$400,000	\$400,000	X	X			
2-Bridge / Culvert	TBD	Bear Creek Bridge	On Canby Marquam Hwy near Barnards	Replace bridge	Highway Bridge Replacement & Rehab Grant; Road Fund	\$2,200,000	\$55,000			X	X	X
3-Safety	TBD	ODOT All Road Transportation Safety (ARTS)	Countywide	Rural corridor systemic: curve warning signs; rural intersection systemic: enhanced warning signs, urban intersection systemic: signal improvements; urban intersections hot spots: various safety improvements	HSIP, Road Fund Match	\$2,685,000	\$227,000		X	X	X	X
3-Safety	TBD	Quick Fix Budget	Countywide	Budget set aside for larger projects such as corridor signing, AWSC conversions, other small safety projects	Road Fund	\$100,000	\$100,000		X			
3-Safety	22238	ADA Ramps	Countywide	In accordance with the Americans with Disabilities Act, implement curb ramp upgrades at various intersections.	Road Fund	\$720,129	\$720,129	X	X	X	X	X
3-Safety	22194	HWY 224 @ Springwater - Temporary Signal	Intersection of Highway 224 & Springwater Road	Install a temporary traffic signal at the intersection of Highway 224 and Springwater Road.	OTIA, SDC	\$1,089,855	\$0	X	X			
3-Safety	TBD	SE 242nd Ave and SE 222nd Dr RSA Implementation	OR 212 to County line	Implement RSA recommendations	Damascus Road Fund	\$200,000	\$0		X			
3-Safety	TBD	242nd / Borges Realignment	SE 242nd Ave / SE Borges Rd	Realign/grade intersection of SE 242nd & SE Borges Rd	Damascus Road Fund	\$600,000	\$0		X	X		

Project Category	Prospectus #	Project Name	Project Extent	Description	Funding Source	Cost Estimate (\$2016)	Anticipated Road Fund Match	FY-16/17	FY-17/18	FY-18/19	FY-19/20	FY-20/21
3-Safety	30003 30098	CRC Mobility Project	In the area between Sunnyside Rd, Sunnybrook Blvd, Fuller Rd and Stevens Rd	33 discrete or interconnected projects that improve safety and operations of motor vehicle, transit, freight, and pedestrian and bicycle facilities	Tax Increment Financing	\$26,000,000	\$0	X	X	X		
3-Safety	TBD	Orient / Compton AWSC	Orient / Compton	Convert to all-way stop control	Road Fund	\$60,000	\$60,000		X			
3-Safety	TBD	Kelso & Orient - All-way stop conversion	Intersection of Kelso Rd & Orient Rd	Remove existing span wire flasher and poles, install all-way stop traffic control at intersection, including advance and stop bar flashers on all legs.	Road Fund	\$20,000	\$0		X			
3-Safety	TBD	Edminston / Wilsonville AWSC	Edminston Rd / Wilsonville Rd	Convert to all-way stop control	Road Fund	\$250,000	\$250,000		X			
3-Safety	TBD	RSA - Stafford Rd Implementation	Boeckman to Rosemont	Implement RSA recommendations along corridor	Road Fund	\$200,000	\$200,000	X	X			
3-Safety	TBD	RSA - Canby Marquam RSA Recommendations	13th to Highway 211	Intersection improvements at Lone Elder, Macksburg and Gribble, and other corridor work	Road Fund	\$250,000	\$250,000		X			
3-Safety	TBD	Central Point / New Era	Central Point / New Era	Changes in traffic control / intersection enhancements	Road Fund	\$150,000	\$150,000		X			
3-Safety	TBD	RSA -Beavercreek Recommendations	OC Limits to Ferguson	Finish RSA implementation work, primarily shoulder work	Road Fund	\$50,000	\$50,000		X			
3-Safety	TBD	RSA - Redland Rd	Abernethy to Henrici	Perform road safety audit to identify appropriate safety improvements	Road Fund	\$50,000	\$50,000		X			
3-Safety	22240	Victory Blvd @ Forsythe Rd Realignment	Victory Blvd and Forsythe Rd	Intersection realignment	Road Fund; Developer	\$185,134	\$135,134	X	X			
3-Safety-Fix It	TBD	HSIP Transitions	SE Eagle Creek Rd S Eaden Rd S Canby-Marquam Hwy S Union Mills Rd S Molalla Ave S Springwater Rd SW , Stafford Rd- 30013-22228, SW Pete's Mountain Rd/Hoffman Rd S Beavercreek Rd S Henrici Rd S Sawtell Rd S New Era Rd-Old	Curve signing, delineation	HSIP	\$600,000	\$0	X	X			
4-Active Trans	22243	Torbank Sidewalks	River Rd - Trolley Trail	Construct sidewalks	Fee-in-Lieu Of; Road Fund	\$380,000	\$140,000	X	X			
4-Active Trans	22248	Jennings Lodge Pedestrian Improvements	Portland Ave from Jennings Ave to Hull Ave	Construct sidewalks	CDBG, Road Fund	\$727,300	\$247,300	X	X	X		
4-Active Trans	22239	S Ivy Street Pedestrian Intersection Improvements	Hwy 99E in Canby	Construct bike lanes and sidewalks.	STIP - Enhance; Road Fund Match	\$2,591,000	\$407,958	X	X	X	X	
4-Active Trans	22234	Jennings Ave - Sidewalk and Bike lanes	McLoughlin Blvd to Oatfield	Construct curb-tight sidewalk on the north side of Jennings Ave and bike lanes on both sides. Widening the roadway to accommodate bike lanes and sidewalk will require general excavation, rock excavation and new water quality and detention facilities, including new storm water collection infrastructure, removal and construction of a retaining wall and replacement of a guardrail.	MTIP - Regional Flexible Funds	\$4,040,213	\$414,932	X	X	X	X	
5-ITS	22219	Sunnyside Adaptive Signal System	Sunnyside Road from 8600 block to 122nd Avenue	Deploy Adaptive Signal Control Technology (smarter signals) along Sunnyside Road from 8600 block to 122nd Avenue.	STP Grant, Road Fund match	\$986,000	\$113,956	X	X			
5-ITS	22218	Clackamas County Regional Freight ITS Project Phase 1 – Planning and Design and Phase 2 A/B- Construction	Clackamas Industrial Area to Wilsonville	Construct ITS improvements in the following freight corridors/employment areas: 1) OR 224 (Milwaukie Expressway); 2) OR 212 / 224 Clackamas Highway; 3) 82nd Drive between the Gladstone Interchange and OR 213 (82nd Avenue); 4)The City of Wilsonville; and 5) Other areas identified in the planning process	MTIP - Regional Flexible Funds, Road Fund match	\$2,247,664	\$234,103	X	X	X	X	

Project Category	Prospectus #	Project Name	Project Extent	Description	Funding Source	Cost Estimate (\$2016)	Anticipated Road Fund Match	FY-16/17	FY-17/18	FY-18/19	FY-19/20	FY-20/21
5-ITS	22235	Canby Ferry Bank Stabilization and ITS	Canby Ferry	Extend fiber optic cable from the existing County fiber from Advance Road to Ferry signals, add up to two pan-tilt-zoom CCTV cameras to view the ferry and have images posted on the County's Travel Information website; upgrade ferry notification signs to display green "OPEN" and red "CLOSED" and enhance the bank on the north side roadway approach by removal of hazard trees and bank stabilization.	FHWA Ferry Boat Discretionary Program; Road Fund	\$506,525	\$102,838	X	X	X		
6-Repairs	TBD	90th Ave	Monterey to Causey	Road reconstruction	STP	\$550,000	\$400,000		X	X		
6-Repairs	22209	Deep Creek Bridge Phase 2	Bridge 06299 MP 0.43 Amisigger Road, 0.12 miles north of Judd	Required mitigation from DSL for the emergency repair and constructing engineered log jams to move Deep Creek back into its original channel away from the bridge abutment	Road Fund	\$448,687	\$448,687	X	X			
6-Repairs	TBD	E Salmon River Rd Surface Preservation	US 26 to Welches Rd	Paving, surface preservation and guardrail adjustment	Federal Lands Access Program	\$200,000	\$234,055		X	X	X	
6-Repairs	TBD	Lolo Pass Paving	US 26 to near Muddy Fork Rd	Improving and preserving the road surface and extending a revetment	Federal Lands Access Program	\$3,241,922	\$332,945		X	X	X	
<b>Total</b>						<b>\$85,750,745</b>	<b>\$8,510,315</b>					

## FUNDING SOURCES AND FUTURE PROJECTS

Projects in the 5-Year CIP are funded through a variety of sources, connecting transportation planning to the County's capital construction budget. To be on the 5-Year CIP list, a project must have an identified funding source.

A 20-year funding forecast was completed in October 2012 as a part of the TSP update process. The complete memo outlines funding expected to be received over the next 20 years. One of the key themes is that ***the County Road Fund is only anticipated to play a minor role (as match money for other funding sources) in future capital projects.***

Since the Road Fund will be used only to match funds from other sources, reliance upon other funding sources for capital projects has increased. To help match projects to appropriate funding sources, recently used sources are reviewed below and potential projects for the next funding cycle are identified. Table B: Key Projects Matched with Potential Grant Funding Sources highlights projects in the TSP that should be considered when the next grant cycle is open. This table follows the discussion of funding sources.

While identification of potential projects is needed as the programs become open for applications, ultimately the selection of appropriate projects will be determined when the application is developed.

### Local Funding Sources

#### Clackamas County Road Fund

The County Road Fund is made up of revenue received through the Oregon State Highway Trust Fund from state gas tax, weight-mile tax, vehicle registration fees (VRF) and vehicle titling fees. These funds are distributed to the County based on allocation schedules set out in state law.

The state constitution and Oregon Revised Statutes require State Highway Trust Fund revenue to be used "...for the construction, reconstruction, improvement, repair, maintenance, operation and use of public highways, roads, and streets..." (including a mandatory minimum 1% annual expenditure on bicycle and pedestrian facilities). Road Fund money is often used as the local contribution (match) for projects funded by federal, state and other local funding programs.

The County Road Fund also includes federal funds from timber revenues. Since 2001, approximately 17.6% of funding for rural transportation projects and 3.4% of funding for urban transportation projects has come from the Road Fund.

#### Transportation System Development Charges (TSDCs)

TSDCs are one-time assessments on new developments based on the number of vehicle trips the developments are forecast to generate. This equitably spreads the cost of increased capacity road projects to new development because new and expanding developments rely on improvements to the road network provided through the County's capital improvement program. These funds are dedicated to projects that improve capacity, may not be used for maintenance or multi-modal projects, and are restricted to projects on an adopted list within a geographic area.

Improved capacity can include operational efficiencies (e.g., signalization) that increase the number of vehicles accommodated by the system or added facility miles.

#### Urban Renewal (Tax Increment Financing [TIF])

Urban renewal raises money for public improvements through Tax Increment Financing (TIF) in blighted areas. Local investments focus on creating jobs, helping businesses, improving communities and increasing the tax base to result in long-term financial stability for local service providers and property owners. The use of funds from urban renewal districts is customized to meet the needs of the approved plan for the urban renewal area.

Expenditures are restricted to making improvements within the geographic limits of the urban renewal area in which the funds were raised, and focus on funding infrastructure consistent with the adopted urban renewal plan. Urban renewal frequently provides matching funds for money from federal, state, regional and other local sources.

There are three County urban renewal districts. Only one, the North Clackamas Revitalization Area (NCRA), still collects revenue and only two, the Clackamas Town Center District and the NCRA, are forecast to invest revenue in transportation projects over the next 20 years.

### **Drive to Zero**

*Reducing Injuries and Fatalities in Clackamas County* is the mission of the Clackamas Safe Communities Program, emphasizing transportation-related crashes as a leading injury prevention issue. The program's approach to crash reduction includes using the "5E's" (Education, Enforcement, Engineering, Emergency Medical Response and Evaluation). Efforts include selected enforcement, safety education and safety projects.

### **Fee in Lieu of (FILO)**

Clackamas County code 1007.10 provides for a fee in lieu of (FILO) required frontage improvement on County roads. The frontage improvement requirement is primarily for sidewalks. FILO is typically used when a development is being proposed in an area with few or no sidewalks present. Instead of the developer building the required sidewalk improvement on the frontage, a fee is paid. The intent is for the County to build continuous sidewalk once enough fees are collected.

### **Federal, State and Regional Funding Sources**

#### **Federal Highway Trust Fund – Fixing America’s Surface Transportation Act (FAST Act)**

Projects on National Highway System facilities can access federal funding. Periodically, federal legislation reauthorizes federal highway, transit and transportation safety programs funded through the Highway Trust Fund. Between 2012 and 2015, MAP-21 was the reauthorization law. The current reauthorization, FAST Act, was enacted in 2016 and is set to expire in 2020. FAST Act contains the following federal aid highway programs and mass transit funding:

- National Highway Performance Program
- Surface Transportation Block Grant Program (STBGP)
- Highway Safety Improvement Program (HSIP)
- Congestion Mitigation & Air Quality Improvement Program (CMAQ)
- Metropolitan Transportation Planning
- Surface Transportation Program (STP)

Local projects on the National Highway System can apply for funding through programs managed directly by federal agencies (TIGER and Federal Lands Access), the state (the STIP, Highway Safety Program and the Highway Bridge Program) or programs directed through the local Metropolitan Planning Organization (Metro), such as the Metropolitan Transportation Improvement Program (MTIP).

### **Oregon State Highway Fund**

Highway revenues in the State of Oregon have several major sources; motor vehicle registration and title fees, driver's license fees, motor vehicle fuel taxes and weight-mile taxes.

Net revenues from the above taxes and fees are deposited into an account known as the State Highway Fund. With minor exceptions, the Oregon Constitution (Article IX, Section 3a) dedicates highway revenues for the construction, improvement, maintenance, operation and use of public highways, roads, streets and roadside rest areas.

### **Transportation Investment Generating Economic Recovery Discretionary Grant (TIGER)**

The TIGER program provides a unique opportunity for the US Department of Transportation to invest in road, rail, transit and port projects that promise to achieve critical national objectives. Since 2009, Congress has dedicated more than \$4.1 billion for six rounds of TIGER to fund projects that have a significant impact on the nation, a region or a metropolitan area.

Each project needs to be multi-modal, multi-jurisdictional or otherwise challenging to fund through existing programs. TIGER uses a rigorous process to select projects with exceptional benefits that explore ways to deliver projects faster and save on construction costs, and that invest in the nation's infrastructure to make communities more livable and sustainable. In urban areas, the minimum project amount is \$10 million; in rural areas the minimum project amount is \$1 million. Projects must be regionally significant and closely aligned with economic benefits.

## **Western Federal Lands Access Program**

The Federal Lands Access Program was created by MAP-21 to improve access to federal lands. The program is directed towards public highways, roads, bridges, trails and transit systems that are under state, county, town, township, tribal, municipal or local government jurisdiction or maintenance and provide access to federal lands. The following activities are eligible for consideration:

- Preventive maintenance, rehabilitation, restoration, construction and reconstruction
- Adjacent vehicular parking areas
- Acquisition of necessary scenic easements and scenic or historic sites
- Provisions for pedestrian and bicycles
- Environmental mitigation in or adjacent to federal land to improve public safety and reduce vehicle/wildlife mortality while maintaining habitat connectivity
- Construction and reconstruction of roadside rest areas, including sanitary and water facilities
- Operation and maintenance of transit facilities

Proposed projects must be located on a public highway, road, bridge, trail or transit system that is located on, is adjacent to or provides access to federal lands for which title or maintenance responsibility is vested in a state, county, town, township, tribal, municipal or local government.

## **FHWA Accelerated Innovation Deployment (AID) Demonstration Program**

AID provides funding as an incentive for eligible entities to accelerate the implementation and adoption of innovation in highway transportation. FHWA encourages the use of AID Demonstration funds to promote the deployment of the *Every Day Counts* (EDC) initiatives, which provide ways to improve highway planning, design, construction and operation.

This program is one aspect of the multi-faceted Technology and Innovation Deployment Program (TIDP) approach that provides funding and other resources to offset the risk of trying an innovation. AID Demonstration funds are available for any project eligible for assistance under Title 23, United States Code. Eligible projects may involve any aspect of highway transportation that addresses TIDP goals, and must include proven innovative practices or technologies such as those included in the EDC initiative. Innovations may include infrastructure and non-infrastructure strategies or activities that the applicant or sub-recipient intends to implement and adopt as a significant improvement from the conventional practice.

## **FHWA Emergency Relief Program**

Title 23, United States Code, Section 125, authorizes a special program from the Highway Trust Fund for the repair or reconstruction of federal-aid highways and roads on federal lands that have suffered serious damage as a result of natural disasters or catastrophic failures from an external cause. This program, commonly referred to as the emergency relief or ER program, supplements the commitment of resources by states, their political subdivisions or other federal agencies to help pay for unusually heavy expenses resulting from extraordinary conditions.

The applicability of the ER program to a natural disaster is based on the extent and intensity of the disaster. Damage to highways must be severe, occur over a wide area and result in unusually high expenses to the highway agency. Applicability of ER to a catastrophic failure is based on the criteria that the failure was not the result of an inherent flaw in the facility, but was sudden, caused a disastrous impact on transportation services and resulted in unusually high expenses to the highway agency.

This program has been used to fund projects in Clackamas County needed due to federal emergencies, such as Lolo Pass / Zig Zag River Bridge, Henrici Road and E. Barlow Trail Road.

## **FHWA Ferry Boat Discretionary (FBD) Program**

The FBD program provides funding for ferry facilities that are on a non-Interstate public road and are publicly owned, publicly operated or majority publicly owned providing substantial public benefits. Projects selected for funding under this program are funded at 80 percent Federal share.

## **Statewide Transportation Improvement Program (STIP)**

The Statewide Transportation Improvement Program, known as the STIP, is Oregon's four-year transportation capital improvement program. The STIP identifies the funding for, and scheduling of, transportation projects and programs on federal, state, city and county transportation systems, multimodal projects (highway, passenger rail, freight, public transit, bicycle and pedestrian) and projects in the National Parks, National Forests and Indian tribal lands.

The STIP includes a process for identifying projects that receive federal funds (FAST Act programs) as well as a portion of Oregon State Highway Fund. The current STIP process divides funding into two main categories - Enhance and Fix-It.

*Enhance:* Enhance, expand or improve the transportation system. Project activities eligible include bicycle and/or pedestrian facilities; Development STIP (D-STIP); modernization projects that add capacity to the system; most projects previously eligible for Transportation Enhancement funds; projects eligible for Flex Funds; protective right-of-way purchases, public transportation, Safe Routes to Schools, Scenic Byways, Transportation Alternatives and Transportation Demand Management (TDM).

*Fix-It:* Includes all the capital funding categories that maintain or fix ODOT's portion of the transportation system. The categories do not include non-capital maintenance and operations programs because they are not included in the STIP.

## **Highway Safety Improvement Program (HSIP)**

This ODOT program has been expanded under FAST Act to incorporate the functions and funding that were previously contained in the High Risk Rural Roads Program. The HSIP is focused on projects on local agency roads (non-ODOT facilities) and ODOT facilities. The goal is to increase awareness of safety on all roads, promote best practices for infrastructure safety, complement behavioral safety efforts, and focus limited resources to reduce fatal and serious injury crashes. The program is data-driven to achieve the greatest benefits in crash reduction and was developed to be blind to jurisdiction. ODOT is currently working to transition the safety program. During the transition, funding for local agency roads will be allocated to primarily focus on a few systemic low-cost fixes that can be implemented in the shorter timeframe.

## **Highway Bridge Program (HBP)**

This program is part of the National Highway Performance Program and the Surface Transportation Program. Bridge improvement and replacement remain a major priority of ODOT. To qualify for this funding, a bridge typically needs to have a sufficiency rating of less than 50.

## **Oregon Watershed Enhancement Board (OWEB)**

The OWEB is a state agency that provides grants to help Oregonians take care of local streams, rivers, wetlands and natural areas. Community members and landowners use scientific criteria to decide jointly what needs to be done to conserve and improve rivers and natural habitat in the places where they live. OWEB grants are funded from the Oregon Lottery, federal dollars and salmon license plate revenue.

OWEB will be accepting applications for restoration, technical assistance and land acquisition. These grants support voluntary efforts by Oregonians to protect and restore healthy watersheds, including actions in support of the Oregon Plan for Salmon and Watersheds, and the Oregon Conservation Strategy.

## **Fish America Foundation**

Fish America, in partnership with the NOAA Restoration Center, awards grants to local communities and government agencies to restore habitat for marine and anadromous fish species. Successful proposals have community-based restoration efforts with outreach to the local communities. These grants are small, but help with bridge scour projects.

## **National Fish Passage Program - US Fish and Wildlife**

The U.S. Fish and Wildlife Service National Fish Passage Program is a voluntary, non-regulatory conservation assistance program that provides financial and technical support to remove or bypass artificial barriers that impede the movement of fish and other aquatic species and contribute to their decline. The program implements fish passage improvement-based, cost shared projects to protect, restore or enhance habitats that support fish and other aquatic

species and their populations. All or a portion of project funds may be transferred to partner organizations through cooperative agreements if the Service lacks the capability to implement a project.

### **Jobs and Transportation Act (JTA)**

To help address funding shortfalls for some long-standing transportation needs, as well as stimulate the state's economy, the 2009 Oregon Legislature provided dedicated funding to nine different projects and an additional \$26.3 million in modernization funding for ODOT Region 1. Six of the Region 1 projects are in the urban Metro area, including the first phase of the Sunrise Project, which was recently completed. In July of 2017, the State legislature passed HB 2017-10 which increased funding to several different state transportation funding programs.

### **ConnectOregon**

ConnectOregon is a lottery bond-based initiative to invest in air, rail, marine, transit and bicycle/pedestrian infrastructure to ensure Oregon's transportation system is strong, diverse and efficient. ConnectOregon projects are eligible for up to 80% of project costs for grants and 100% for loans. A minimum 20% cash match is required from the recipient for all grant-funded projects. Projects eligible for funding from state fuel tax revenues are not eligible. If a highway or public road element is essential to the complete functioning of the proposed project, applicants are encouraged to work with their ODOT region, city or county to identify the necessary funding sources.

The previous focus on air, rail, marine and transit projects limited the 20-year TSP projects appropriate for funding from this source. With the addition of active transportation projects, this may be an appropriate TSP funding source in the future.

### **Immediate Opportunity Funds (IOF)**

The IOF supports primary economic development in Oregon through construction and improvement of streets and roads. The 1987 Legislature created state funding for immediate economic opportunities with certain motor vehicle gas tax increases. Access to this fund is discretionary and the fund may only be used when other sources of financial support are unavailable or insufficient. The IOF is not a replacement or substitute for other funding sources.

The IOF is designed to meet the following objectives:

Provide needed street or road improvements to influence the location, relocation or retention of a firm in Oregon

Provide procedures and funds for the Oregon Transportation Commission (OTC) to respond quickly to economic development opportunities

Provide criteria and procedures for the Oregon Economic and Community Development Department, other agencies, local governments and the private sector to work with ODOT in providing road improvements needed to ensure specific job development opportunities for Oregon, or to revitalize business or industrial centers

The use of the IOF is limited to:

Type A: Specific economic development projects that affirm job retention and job creation opportunities

Type B: Revitalization of business or industrial centers to support economic development

Type C: Preparation of Oregon Certified Project-Ready Industrial Sites

### **Special Public Works Fund (SPWF)**

The Special Public Works Fund (SPWF) provides funds for publicly owned facilities that support economic and community development in Oregon. Funds are available to public entities for planning; designing; purchasing; improving and constructing publically owned facilities; replacing publically owned essential community facilities; and emergency projects as a result of a disaster.

### **Metropolitan Transportation Improvement Program (MTIP)**

MTIP is the federally-mandated four-year schedule of expenditures of federal transportation funds and significant state and local funds in the Portland metropolitan region. The MTIP provides the upcoming four-year implementation schedule of transportation projects in the Portland region.

For projects to receive federal transportation funding, they must be included in the Regional Transportation Plan (RTP). MTIP coordinates spending of federal and state transportation funds for four different public agencies: Metro, ODOT, TriMet and South Metro Area transit district.

More information can be found on Metro's website:

<http://www.oregonmetro.gov/metropolitan-transportation-improvement-program>

### **Regional Flexible Fund Allocation (RFFA)**

The regional flexible fund allocation (RFFA) process is used to determine which locally identified priorities are awarded funding to advance the goals of the RTP. The RFFA process typically takes place on a two-year funding cycle to match closely with the MTIP update schedule.

More information can be found on Metro's website: <http://www.oregonmetro.gov/public-projects/regional-flexible-funding-transportation-projects>

**Table B: Key Projects Matched with Possible Grant Funding Sources**

<b>Project Name (TSP Number)</b>	<b>Description</b>	<b>Possible Funding Source</b>
I-205 Bottleneck Project (4016)	Improvement to I-205 between the Stafford interchange and the east end of the Abernethy Bridge to address congestion issues	STIP Enhance / TIGER, JTA 2
Arndt Rd Connection (1106)	Planning study to develop transportation alternatives and alternative project alignments to provide improved access between I-5 / Wilsonville and Canby	STIP Enhance / JTA 2
Sunrise Project Phase II (4036)	Extend the Sunrise Project to 172 <sup>nd</sup> Avenue	STIP Enhance / JTA 2
OR 211 (4040)	OR 170 (Canby Marquam Hwy)/ OR 211 intersection – intersection improvements	STIP Fix-it / HSIP
Bull Run Truss (3038)	Replace bridge	STIP / HBR
172 <sup>nd</sup> Ave / 190 <sup>th</sup> Ave Connector	Environmental assessment and project construction to connect 172 <sup>nd</sup> Avenue to 190 <sup>th</sup> Avenue as envisioned in the 172 <sup>nd</sup> / 190 <sup>th</sup> Corridor Management Plan	MTIP
Badger Creek	Rugg Road / Springwater Trail culvert replacement	OWEB / ODFW
97 <sup>th</sup> Ave / Mather Rd (1011)	Add bikeways, pedestrian facilities and east-bound left turn lanes at Mather Rd / Summers Lane	MTIP /RFFA
Alberta St / 72 <sup>nd</sup> Ave (2000)	Add sidewalks, bicycle lanes and stormwater	TIF
Luther Rd (2001)	Add sidewalks, bicycle lanes and stormwater	TIF
Overland St	Add sidewalks, bicycle lanes and stormwater	TIF
Lake Oswego to Milwaukie Bridge (2022)	Construct bike/pedestrian crossing over the Willamette River	Connect Oregon
Holly St (1109)	Add paved shoulders	STIP / Enhance
Clackamas River Drive (3113)	Construct bikeway in accordance with the Active Transportation Plan; add turn lanes at Springwater Rd and Forsythe Rd	STIP / Enhance
Newland Crk Bridge / Advance Rd (2027)	Replace culverts and roadway embankment with a bridge on the same approximate vertical and horizontal alignment that will improve fish passage to the site.	FHWA AID Demonstration
Woodcock Creek / Grimm Bridge	Bridge replacement	HBR/ OWEB / National Fish Passage
Aschoff Rd	Culvert repair project	OWEB / National Fish Passage
OR 212 Freight Mobility Corridor Improvement	Freight mobility improvements on OR 212 between Rock Creek Junction and US 26	MTIP / STIP / JTA 2

## OPERATING IMPACTS

Although there are often operating impacts associated with capital improvements, these do not usually play an important part in the selection of projects to be undertaken. It can be expected that new roads, intersections or buildings will require less maintenance than older facilities but this is not the reason for constructing those additions or improvements. Transportation projects are done to increase safety or capacity or alleviate congestion. Facilities projects are done to repair damage, retrofit existing space for more optimal use or meet certain grant or legal requirements or citizen mandates such as ADA compliance or the construction of visitor information centers with transient room tax revenues. As with transportation projects, debt service is not an important consideration. Facilities are constructed as funds are available to pay for them. To the extent that operating impact information is available, it is included in the specific project summaries that follow.

Even though forecasted operating impacts are not critical in determining if a project should be undertaken, it is possible to forecast those impacts in general terms for transportation improvements. It can be expected that operating costs will amount to 0.5% per year of the total cost of construction over the life of the project. Thus, over the life of a \$10 million road improvement, about \$50,000 will be required annually (on average) to maintain the improvement. For the first three to five years, upkeep may not be required at all. As the road begins to age, striping and culvert cleaning might be called for. After five to ten years, a chip seal might be required and this expense can be expected every five years thereafter. At 20 years, the road might need to be repaved. At 30 years, the road is scheduled for reconstruction.

Of much greater consequence than estimating the operating impact of undertaking new projects is the impact of NOT undertaking those critical projects. Every year, a larger percentage of county roads slip into disrepair and the county simply doesn't have the necessary revenue to keep up with crucial maintenance. The cost to reconstruct a road in the future is more than 10 times greater than the cost of providing preventive maintenance today. So the cost of not undertaking a \$10 million road improvement could be \$100 million.



# ADA Improvement Projects

Americans with Disabilities Act

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22238  
**Project Name:** ADA Ramps Project #1: Oak Grove Blvd.  
**Project Location:** Oak Grove Blvd.  
**Map No:**

**Program:** 02040-ADA IMPROVEMENTS - TIT  
**Project Manager(s):** STEPHEN WILLIAMS/JOEL HOWI  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Apr-18

**Project Description/Scope:**

In accordance with the Americans with Disabilities Act, the County is implementing curb ramp upgrades at various intersections to comply with ADA law. Evaluation of various ramps is on-going and a priority list of ramps for improvement is being developed. The proposed project for FY2016/17 through 2019/20 will improve 22 curb ramps on Oak Grove Blvd between River Road and Oak Court and provide 2 pedestrian crossings with median islands.

**Project Justification:**

Various curb ramps throughout the County do not meet current ADA guidelines and are in need of replacement.

**Impact on Operating Budget:**

FILO & SDC's

**Environmental Impacts:**

Limited environmental impacts are expected. No permits are expected to be required. However, a review of each location will be performed if additional measures are needed.

**Changes Since Last Plan:**

Updated project budget, schedule and 17/18 actuals. Adding FILO and SDC's as revenue source and added additional funds to design phase.



**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate	Jan-17	Mar-17	Feb-18	Mar-19
EndDate	Mar-17	Aug-17	Oct-18	Jun-19

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Countywide SDCs	\$0	\$0	\$25,000	\$21,536	\$0	\$0	\$0	\$0	\$46,536
Fee in Lieu of Construction	\$0	\$0	\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$30,000
Road Fund	\$8,605	\$26,135	\$36,436	\$130,621	\$230,000	\$0	\$0	\$0	\$431,797
<b>Total Project Revenues</b>	<b>\$8,605</b>	<b>\$26,135</b>	<b>\$114,680</b>	<b>\$167,157</b>	<b>\$230,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$508,333</b>
<b>Expenditures:</b>									
1-Road Planning	\$1,388	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,388
2-Road Design	\$7,217	\$73,528	\$29,043	\$87,157	\$0	\$0	\$0	\$0	\$196,945
3-Right of Way Purchase	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
4-Road Construction	\$0	\$0	\$0	\$50,000	\$230,000	\$0	\$0	\$0	\$280,000
<b>Total Project Expenditures</b>	<b>\$8,605</b>	<b>\$73,528</b>	<b>\$29,043</b>	<b>\$167,157</b>	<b>\$230,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$508,333</b>



# Transportation Safety Projects

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22235  
**Project Name:** Canby Ferry Bank Stabilization & ITS  
**Project Location:**  
**Map No:**

**Program:** 02103-Safety Projects  
**Project Manager(s):** BIKRAM RAGHUBANSH  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

The following upgrades are needed for the Ferry to enhance its operation:  
 1)Extend fiber optic cable from the existing County fiber from Advance Road to Ferry signals; 2) Add up to two pan-tilt-zoom CCTV cameras to view the ferry and have images posted on the County's Travel Information website; 3) Upgrade Ferry notification signs to display green "OPEN" and red "CLOSED." Proposed signs are to be located on Advance Road east of Stafford Road (replacement), Mountain Road south of Stafford Road (replacement), Holly Avenue north of Territorial Road (replacement) and on Territorial Road west of Highway 99E (new installation); 4) Enhance the bank on the north side roadway approach by removing some hazard trees and providing bank stabilization measures to protect the roadway that is eroding due to previous trees falling over.

**Project Justification:**

The Canby Ferry provides an important link across the Willamette River between the cities of Canby and Wilsonville/West Linn. The ferry's operations lack modern technology and need to be upgraded to improve service and operations. Additionally, a portion of the bank on the north side roadway approach needs stabilization measures to protect the roadway that is eroding due to previous trees falling over.

**Impact on Operating Budget:**

Match percentage from road fund.

**Environmental Impacts:**

A Corps/DSL permit will be needed for the bank stabilization.

**Changes Since Last Plan:**

Waiting for county purchasing department to be certified by ODOT for RFP process. Updated project budget, schedule and 17/18 actuals



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Dec-16	Apr-18	Jan-20
EndDate		Dec-19	Dec-19	Mar-21

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Federal Revenues	\$0	\$0	\$63,033	\$62,811	\$251,244	\$152,655	\$0	\$0	\$529,743
Road Fund	\$1,902	\$324	\$15,432	\$7,189	\$188,303	\$17,472	\$0	\$0	\$230,622
<b>Total Project Revenues</b>	<b>\$1,902</b>	<b>\$324</b>	<b>\$78,465</b>	<b>\$70,000</b>	<b>\$439,547</b>	<b>\$170,127</b>	<b>\$0</b>	<b>\$0</b>	<b>\$760,365</b>
<b>Expenditures:</b>									
2-Road Design	\$1,840	\$621	\$67,974	\$65,000	\$89,565	\$0	\$0	\$0	\$225,000
3-Right of Way Purchase	\$62	\$0	\$9,938	\$5,000	\$10,000	\$0	\$0	\$0	\$25,000
4-Road Construction	\$0	\$0	\$0	\$0	\$339,982	\$170,383	\$0	\$0	\$510,365
<b>Total Project Expenditures</b>	<b>\$1,902</b>	<b>\$621</b>	<b>\$77,912</b>	<b>\$70,000</b>	<b>\$439,547</b>	<b>\$170,383</b>	<b>\$0</b>	<b>\$0</b>	<b>\$760,365</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22253  
**Project Name:** Orient & Compton Intersection Conversion  
**Project Location:** Orient & Compton Intersection  
**Map No:**

**Program:** 02103-Safety Projects  
**Project Manager(s):** JOSEPH MAREK  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

Project includes changes to the intersection and/or approaches to improve safety. All ways stop control warrants are met. Orient drive is a minor arterial. Compton road. is a minor arterial west of Orient and collector east of Orient.

Work at this intersection will include conversion to all-way stop control and possible changes that may include: intersection lane realignment, addition of flashers, pavement markings, signing and/or deployment of electronic warning devices.

**Project Justification:**

This intersection has a high ranking in the Safety Priority Index System (SPIS) list and there have been a number of crashes including some serious injury crashes.

**Impact on Operating Budget:**

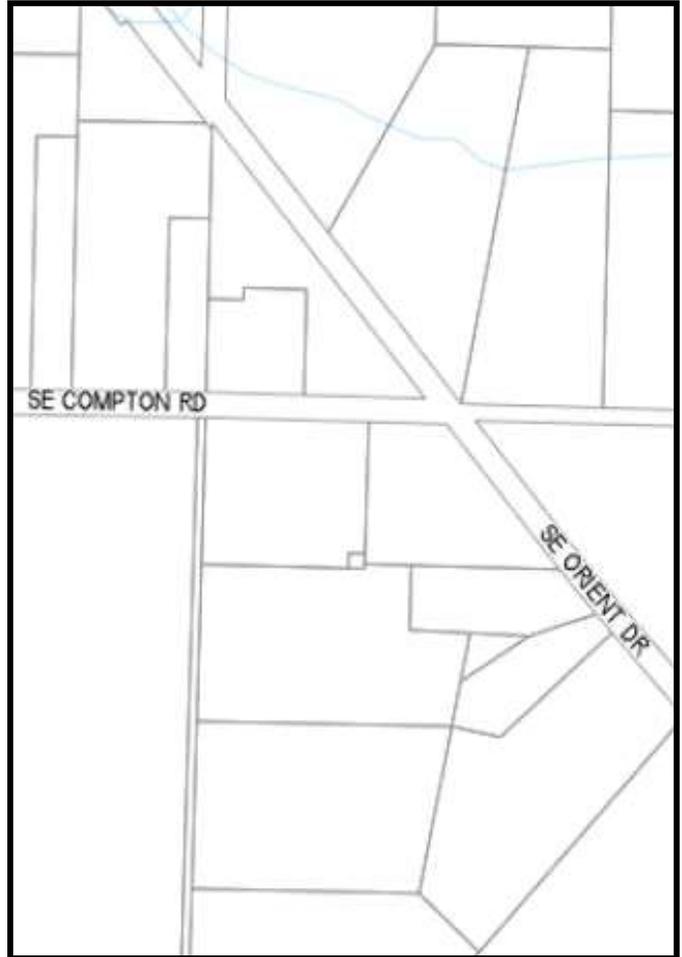
This project is funded by road fund.

**Environmental Impacts:**

No environmental impacts anticipated

**Changes Since Last Plan:**

Updated schedule and 17/18 actuals.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Jul-17		Mar-18
EndDate		Mar-18		Jun-18

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Road Fund	\$0	\$0	\$60,000	\$0	\$0	\$0	\$0	\$0	\$60,000
<b>Total Project Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>
<b>Expenditures:</b>									
2-Road Design	\$0	\$676	\$4,324	\$0	\$0	\$0	\$0	\$0	\$5,000
4-Road Construction	\$0	\$0	\$55,000	\$0	\$0	\$0	\$0	\$0	\$55,000
<b>Total Project Expenditures</b>	<b>\$0</b>	<b>\$676</b>	<b>\$59,324</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22254  
**Project Name:** Central Point & New Era Intersection Enhancements  
**Project Location:** Central Point & New Era Intersection  
**Map No:**

**Program:** 02103-Safety Projects  
**Project Manager(s):** JONATHAN HANGARTNER  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

Project includes changes to the intersection and/or approaches to improve safety. Road Safety Audit (RSA) is being completed. Project may include changes such as intersection lane realignment, modification of existing flashers, pavement markings and/or signing, deployment of electronic warning devices.

**Project Justification:**

This intersection has a high ranking in the Safety Priority Index System (SPIS) list. There have been a number of crashes including some fatal and serious injury crashes at this intersection.

**Impact on Operating Budget:**

This project will be funded by the road fund.

**Environmental Impacts:**

Possible addition of some impervious surface; scope of work to be determined through RSA.

**Changes Since Last Plan:**

Updated project budget, schedule and 17/18 actuals.



**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate		Nov-17	Jul-18	Jun-19
EndDate		Sep-18	Feb-19	Sep-19

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Road Fund	\$2,510	\$1,530	\$28,470	\$265,000	\$50,000	\$0	\$0	\$0	\$347,510
<b>Total Project Revenues</b>	<b>\$2,510</b>	<b>\$1,530</b>	<b>\$28,470</b>	<b>\$265,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$347,510</b>
<b>Expenditures:</b>									
2-Road Design	\$2,510	\$54,463	(\$24,463)	\$80,000	\$0	\$0	\$0	\$0	\$112,510
3-Right of Way Purchase	\$0	\$0	\$0	\$60,000	\$0	\$0	\$0	\$0	\$60,000
4-Road Construction	\$0	\$0	\$0	\$125,000	\$50,000	\$0	\$0	\$0	\$175,000
<b>Total Project Expenditures</b>	<b>\$2,510</b>	<b>\$54,463</b>	<b>(\$24,463)</b>	<b>\$265,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$347,510</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22266  
**Project Name:** Wilsonville Rd and Edminston Rd Safety Project  
**Project Location:** Wilsonville Rd @ Edminston Intersection  
**Map No:**

**Program:** 02103-Safety Projects  
**Project Manager(s):** BIKRAM RAGHUBANSH  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Apr-18

**Project Description/Scope:**

Improve intersection safety at the intersection of SW Wilsonville Road at SW Edminston Rd using rural Intelligent Technology System (ITS) with proven crash reduction factors. The scope of this project is to install curve speed (advisory) warning system on SW Wilsonville Rd approaching the intersection of SE Edminston Rd. Also install LED interior illuminated "LOOK FOR TRAFFIC" warning sign from Edminston traffic entering SW Wilsonville Rd. These rural ITS technology will be connected via hardwire power connection and will be able to access remotely via wireless communication system.

**Project Justification:**

The intersection of Wilsonville Rd at Edminston Rd has been on County top SPIS site in past years. Sight distance at the intersection is not adequate. Since most of the intersection crashes are related to excessive speeds around the curve, the proposed ITS solution is expected to reduce speeds around the corner and possibly reduce angle crashes.

**Impact on Operating Budget:**

Road Fund

**Environmental Impacts:**

None identified at this time. The project consists of installation of radar feedback signs and intersection LED beacon signs.

**Changes Since Last Plan:**

None. This is the initial prospectus for this project.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Jul-18		Jul-19
EndDate		Jun-19		Jun-20

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Road Fund	\$0	\$0	\$0	\$55,000	\$160,760	\$0	\$0	\$0	\$215,760
<b>Total Project Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$55,000</b>	<b>\$160,760</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$215,760</b>
<b>Expenditures:</b>									
2-Road Design	\$0	\$0	\$0	\$55,000	\$0	\$0	\$0	\$0	\$55,000
4-Road Construction	\$0	\$0	\$0	\$0	\$160,760	\$0	\$0	\$0	\$160,760
<b>Total Project Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$55,000</b>	<b>\$160,760</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$215,760</b>



# **Bike and Pedestrian Projects**

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22261  
**Project Name:** Bilquist School Zone Flashers  
**Project Location:**  
**Map No:**

**Program:** 02102-Bike/Ped Projects  
**Project Manager(s):** SCOTT HOELSCHER  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:**

**Project Description/Scope:**

To support the County's on-going Safe Routes to School (SRTS) program, the Department of Transportation and Development (DTD) intends to annually allocate \$25,000 of the general road fund for a SRTS capital project. This project will utilize funds from two fiscal years: FY 2017-18 and FY 2018-19. This project will replace the existing school zone signage at Bilquist Elementary with new solar powered flashing signs. Four signs will be installed: two on SE Clackamas Road (one east bound and one west bound) and two on SE Webster Road (one north bound and one south bound).

**Project Justification:**

The following steps were followed to select the Bilquist Elementary project for funding - initial project identification based on completed SRTS Action Plans in the County (an Action Plan for Bilquist Elementary was completed in 2017); project screening by DTD Staff to identify projects within the operating budget; project scoring based on five criteria and review by the Pedestrian-Bikeway Advisory Committee (PBAC). The Bilquist School zone flashers project was the highest scoring project based on the review criteria and was the project recommended by the PBAC. The project will provide an important safety benefit around a school in the North Clackamas School District that actively participates in Safe Routes to School activities and programs.

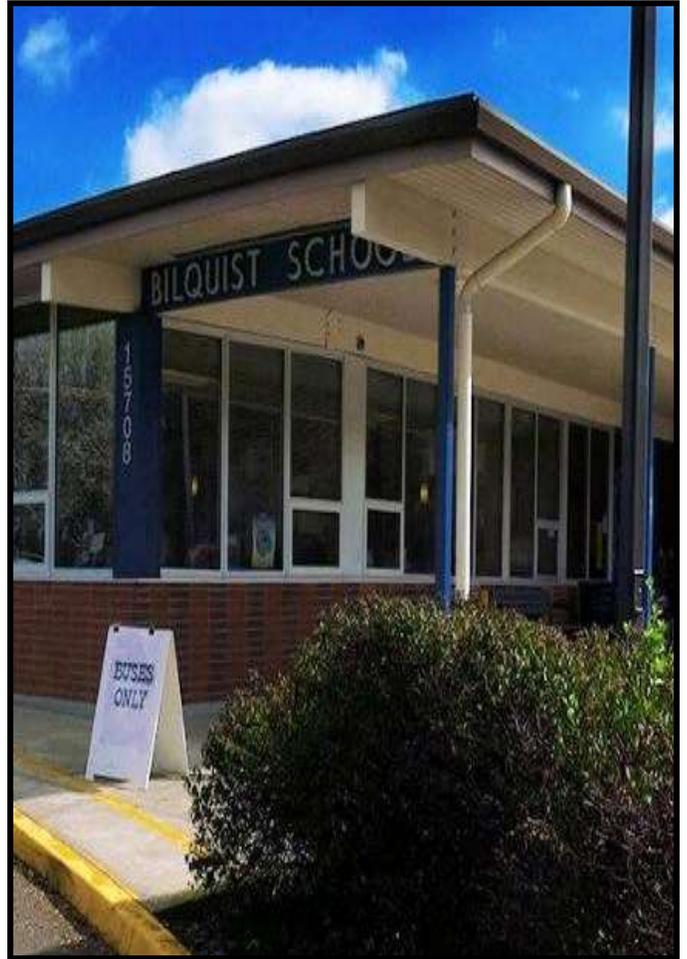
**Impact on Operating Budget:**

**Environmental Impacts:**

None identified at this time. The project consists of installation of school zone signage which is not expect to create any environmental impacts.

**Changes Since Last Plan:**

None. This is the initial prospectus for this project.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Feb-18		Jan-19
EndDate		Dec-18		Jun-19

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<b>Revenues:</b>									
Road Fund	\$0	\$0	\$5,000	\$86,500	\$0	\$0	\$0	\$0	\$91,500
<b>Total Project Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$86,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$91,500</b>
<b>Expenditures:</b>									
2-Road Design	\$0	\$0	\$5,000	\$2,000	\$0	\$0	\$0	\$0	\$7,000
4-Road Construction	\$0	\$0	\$0	\$84,500	\$0	\$0	\$0	\$0	\$84,500
<b>Total Project Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$86,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$91,500</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22265  
**Project Name:** Trolley Trail Bridge  
**Project Location:**  
**Map No:**

**Program:** 02102-Bike/Ped Projects  
**Project Manager(s):** JOEL HOWIE  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Mar-18

**Project Description/Scope:**

The City of Gladstone obtained a Metro Grant to address the need for improved active transportation access across the Clackamas River by studying the feasibility of replacing the recently demolished Portland Avenue Historic Trolley Bridge as an extension of the Trolley Trail, a shared-use path for bicyclists and pedestrians. Clackamas County is helping the City of Gladstone implement the project through the County's ODOT certification. The study will evaluate structural alternatives including new bridge types, geotechnical evaluation of foundation alternatives, identification of environmental permitting requirements, evaluation of river hydraulics and scour potential, development of cost estimates, and trail concept planning for connections to Gladstone and Oregon City trails. The budget is \$225,000 with the Metro Grant covering \$201,892 and the City of Gladstone covering \$23,108.

**Project Justification:**

With the demise of the historic Trolley Bridge there remains a need for an active transportation link across the Clackamas River to link the City of Gladstone to Oregon City.

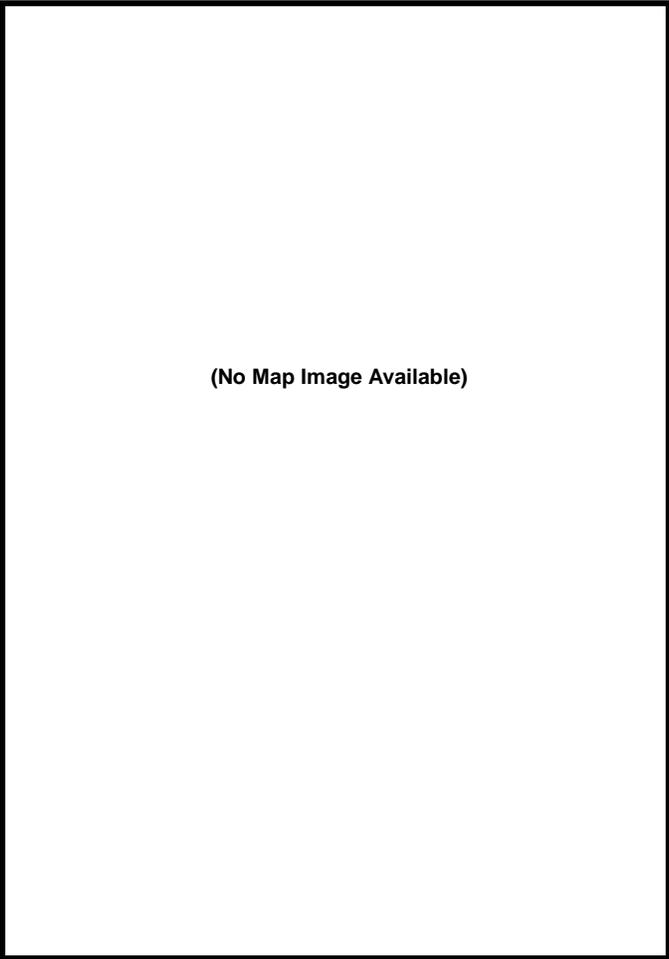
**Impact on Operating Budget:**

**Environmental Impacts:**

The study will identify environmental permitting requirements including Corps-DSL permit requirements, ESA requirements, stormwater management guidelines, local permitting requirements, cultural resource assessment, and any Coast Guard requirements.

**Changes Since Last Plan:**

This is the first draft.



**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate		Mar-18		
EndDate		Mar-19		

Project Budget: <i>Actuals thru 3.31.18 Updated 4.5.18</i>	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<b>Revenues:</b>									
Local Gov't & Other Agencies	\$0	\$0	\$2,568	\$20,540	\$0	\$0	\$0	\$0	\$23,108
Metro Projects	\$0	\$0	\$22,433	\$179,460	\$0	\$0	\$0	\$0	\$201,893
<b>Total Project Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,001</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$225,001</b>
<b>Expenditures:</b>									
2-Road Design	\$0	\$0	\$25,000	\$200,000	\$0	\$0	\$0	\$0	\$225,000
<b>Total Project Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$225,000</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22200  
**Project Name:** SE 122nd & 132nd Sidewalks  
**Project Location:** SE 122nd & 132nd between Sunnyside and Hubbard  
**Map No:**

**Program:** 02102-Bike/Ped Projects  
**Project Manager(s):** JOEL HOWIE  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

122nd and 132nd are located in an area with heavy pedestrian traffic and near by several schools. There are many segments on 122nd and 132nd that lack sidewalk thus making for an unsafe environment for pedestrians.

Reference IGA 28216 & 28217.

**Project Justification:**

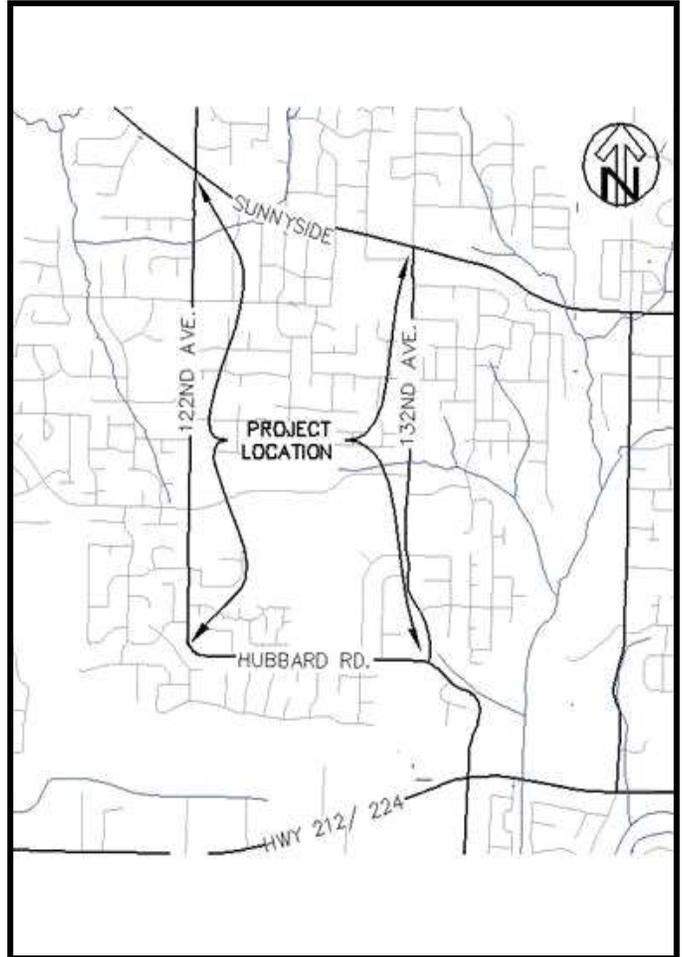
The North Clackamas School District evaluated and analyzed safe walk zones for all schools and found certain areas, including the project area, to be unsafe resulting in students being bused to the schools at a cost of \$700/student. By completing this network of sidewalks the district will be able to provide students with safe routes to schools, determine location(s) or crosswalks, and eliminate one or more bus routes.

Currently, many students and community members do not have a safe means of getting to and from the schools, the commercial center (northwest and adjacent to the project - Sunnyside Marketplace at SE 122nd/Sunnyside Road), the neighborhood park (Pfeifer) and the 183-acre Mt. Talbert Nature Park within their neighborhood. This stand-alone project will benefit thousands of students and community members.

**Impact on Operating Budget:**

Road fund (215) will be used as a match for this project, the amount of the match will range from between 10.27-50% match for the TE revenue source. An administrative amendment reallocates \$356,099.01 in Metro-ODOT STP / Local Match and Metro contingency TAP funds from another project.

Clackamas County is required to spend a minimum of 1% of the annual State Highway Fund allocation on bicycle/pedestrian improvements.



**Environmental Impacts:**

No environmental permits are required for this project.

**Changes Since Last Plan:**

Modified construction schedule and budget. County received additional federal funds for the project. Updated schedule, budget and 17/18 actuals.

**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate	Jul-11	Sep-11	Oct-14	Feb-17
EndDate	Jun-12	Aug-16	Jun-16	Jun-18

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
ODOT Federal Grants	\$225,206	\$129,624	\$417,649	\$0	\$0	\$0	\$0	\$0	\$772,479
Prior Year Revenue	\$88,447	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$88,447
Road Fund	\$590,558	\$14,836	\$129,854	\$0	\$0	\$0	\$0	\$0	\$735,248
Transportation Enhancmnt Grant	\$38,234	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$38,234
<b>Total Project Revenues</b>	<b>\$942,445</b>	<b>\$144,460</b>	<b>\$547,503</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,634,408</b>
<b>Expenditures:</b>									
1-Road Planning	\$1,680	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,680
2-Road Design	\$391,433	(\$200)	\$200	\$0	\$0	\$0	\$0	\$0	\$391,433
3-Right of Way Purchase	\$102,631	\$553	(\$553)	\$0	\$0	\$0	\$0	\$0	\$102,631
4-Road Construction	\$446,701	\$570,327	\$121,636	\$0	\$0	\$0	\$0	\$0	\$1,138,664

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22200  
**Project Name:** SE 122nd & 132nd Sidewalks  
**Project Location:** SE 122nd & 132nd between Sunnyside and Hubbard  
**Map No:**

**Program:** 02102-Bike/Ped Projects  
**Project Manager(s):** JOEL HOWIE  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Total Project Expenditures</b>	\$942,445	\$570,680	\$121,283	\$0	\$0	\$0	\$0	\$0	\$1,634,408

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22234  
**Project Name:** Jennings Avenue (OR 99E to Oatfield Rd) Sidewalks  
**Project Location:** OR 99E to Oatfield Rd  
**Map No:**

**Program:** 02102-Bike/Ped Projects  
**Project Manager(s):** ROBERT KNORR  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

Clackamas County obtained a federal grant to provide a curb-tight sidewalk on the north side, and bicycle lanes both the north and south sides of the street for approximately 3860 LF. The existing street lacks these facilities that are needed to connect local residents to nearby businesses and transportation options. Enhanced bicycle and pedestrian improvements will also provide safe routes and important connectivity to two schools in the immediate area. The federal grant is expected to provide \$3,625,283 and County road funds are expected to provide \$414,930 for a total estimated project cost of \$4.04 million. Jennings Avenue is a minor arterial in a densely populated residential area and is a high priority infrastructure project in Clackamas County. This project has been given high priority in the County's Pedestrian and Bicycle Master and Transportation System Plans indicative of a critical infrastructure project.

**Project Justification:**

The bicycle and pedestrian improvements will provide safe routes and important connections to two schools in the immediate area and will connect local residents to nearby businesses and transportation options. Jennings Ave is a minor arterial in a densely populated residential area and is a high priority infrastructure project in Clackamas County.

**Impact on Operating Budget:**

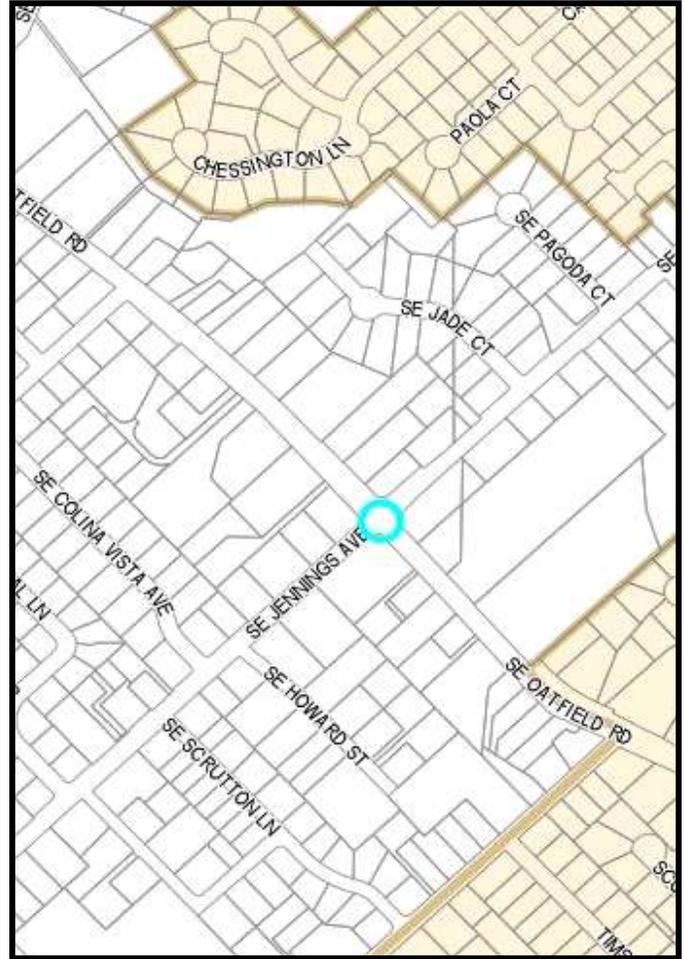
Match percentage from road funds.

**Environmental Impacts:**

The project is a federal-aid project and environmental impacts will be investigated, including wetlands, historical evaluations, archaeological surveys, hazardous materials and other impacts consistent with FHWA requirements.

**Changes Since Last Plan:**

Updated project budget, schedule and 17/18 actuals thru 12/31/17.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Mar-18	Mar-19	Apr-20
EndDate		Apr-20	Apr-20	Nov-20

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Road Fund	\$0	\$0	\$4,108	\$74,650	\$131,658	\$204,516	\$0	\$0	\$414,932
Surface Transportation Program	\$0	\$0	\$35,892	\$310,350	\$808,449	\$2,470,590	\$0	\$0	\$3,625,281
<b>Total Project Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$385,000</b>	<b>\$940,107</b>	<b>\$2,675,106</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,040,213</b>
<b>Expenditures:</b>									
2-Road Design	\$0	\$107	\$39,893	\$310,000	\$250,000	\$50,000	\$0	\$0	\$650,000
3-Right of Way Purchase	\$0	\$0	\$0	\$75,000	\$375,000	\$0	\$0	\$0	\$450,000
4-Road Construction	\$0	\$0	\$0	\$0	\$315,107	\$2,625,106	\$0	\$0	\$2,940,213
<b>Total Project Expenditures</b>	<b>\$0</b>	<b>\$107</b>	<b>\$39,893</b>	<b>\$385,000</b>	<b>\$940,107</b>	<b>\$2,675,106</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,040,213</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22243  
**Project Name:** Torbank (River Rd - Trolley Trail) Sidewalks  
**Project Location:**  
**Map No:** 23

**Program:** 02102-Bike/Ped Projects  
**Project Manager(s):** JONATHAN HANGARTNER  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

Clackamas County has bicycle/pedestrian funds to enhance sidewalk facilities along SE Torbank Road in Milwaukie. The majority of the existing street lacks pedestrian facilities needed to provide safe routes for students, traveling to and from home and Oak Grove Elementary and other area school. These pedestrian improvements will provide an important connection to an Essential Pedestrian Network and an existing sidewalk alongside the school's frontage. In addition to pedestrian improvements, this project will also provide a asphalt concrete pavement overlay along the entire length fo SE Torbank Road.

**Project Justification:**

The project can be funded with Pedestrian Fee-in-Lieu Of (FILO) revenues and the project is expected to improve safe routes for children traveling to local schools.

**Impact on Operating Budget:**

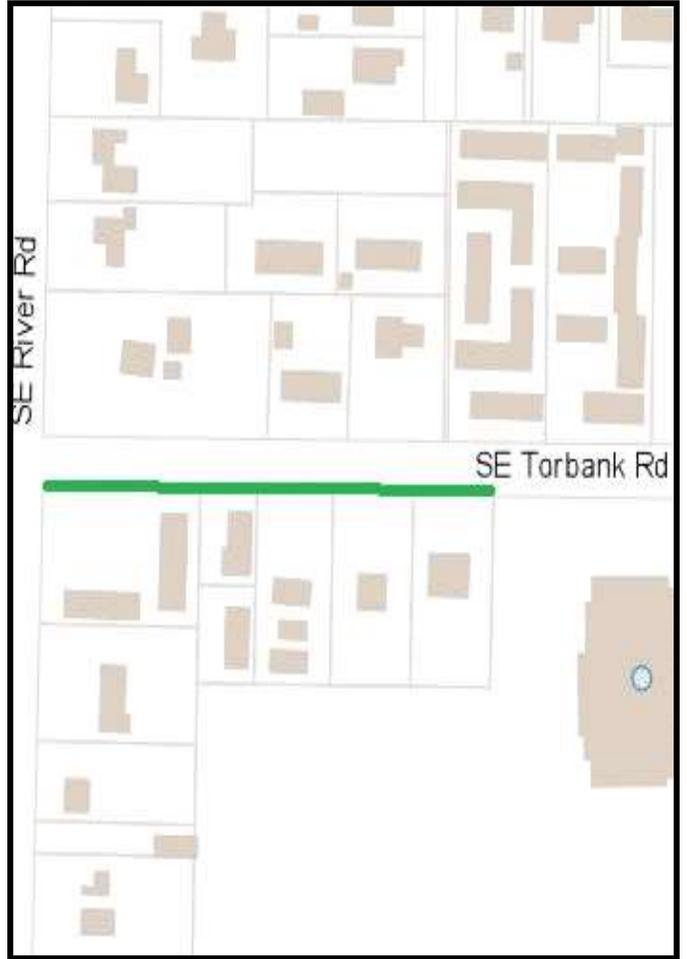
These particular FILO revenues are a dedicated funding source set aside for projects on the Essential Pedestrian Network. FILO and Road Funds will be utilized for staff time used to complete the design, construction costs, and right-of-way costs.

**Environmental Impacts:**

Erosion Control Permit and MS4 Permit requirements from Oak Lodge Water Sanitary District are required. Additional impacts will be evaluated during the project's design phase.

**Changes Since Last Plan:**

Updated project budget, schedule and 17/18 actuals thru 12/31/17.



<b>Project Schedule:</b>	Planning	Design	Right of Way	Construction
StartDate		Jun-17	Nov-18	Jun-19
EndDate		Dec-18	Apr-19	Aug-19

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Fee in Lieu of Construction	\$0	\$0	\$42,804	\$257,196	\$0	\$0	\$0	\$0	\$300,000
Road Fund	\$40,126	\$9,788	\$27,282	\$57,804	\$100,000	\$0	\$0	\$0	\$235,000
<b>Total Project Revenues</b>	<b>\$40,126</b>	<b>\$9,788</b>	<b>\$70,086</b>	<b>\$315,000</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$535,000</b>
<b>Expenditures:</b>									
2-Road Design	\$37,776	\$23,829	\$6,045	\$20,000	\$0	\$0	\$0	\$0	\$87,650
3-Right of Way Purchase	\$2,350	\$0	\$0	\$45,000	\$0	\$0	\$0	\$0	\$47,350
4-Road Construction	\$0	\$0	\$0	\$300,000	\$100,000	\$0	\$0	\$0	\$400,000
<b>Total Project Expenditures</b>	<b>\$40,126</b>	<b>\$23,829</b>	<b>\$6,045</b>	<b>\$365,000</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$535,000</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22248  
**Project Name:** Jennings Lodge Pedestrian Improvements: Portland Avenue  
**Project Location:** Portland Avenue, between Jennings and Hull Avenues  
**Map No:** 44; T.2S. R.2E S

**Program:** 02102-Bike/Ped Projects  
**Project Manager(s):** ROBERT KNORR  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

Clackamas County DTD has been awarded a Community Development Block Grant (CDBG) to provide approximately 1000 LF of sidewalk, along Portland Avenue, between Jennings and Hull Avenues, adjacent to Candy Lane Elementary School. The project serves a portion of the community of over 50% low to moderate income residents, and includes additional ADA ramp and crosswalk safety intersection improvements where a needed connection with Gladstone HS will be completed. Portland Ave. is a local street in a densely populated residential area and is a high priority infrastructure project in Clackamas County. Only temporary construction easements are expected, without need of permanent property acquisitions, because the project improvements will occur within existing public right-of-way.

**Project Justification:**

The existing street lacks these facilities (incl. minor drainage upgrades) that are needed to connect local residents to nearby businesses and transportation options, including transit and safer pedestrian routes between the schools. The pedestrian improvements will provide safe routes and important connections to two schools in the immediate area and will connect local residents to nearby businesses and transportation options. Portland Ave is a local street in a densely populated residential area and is a high priority infrastructure project in Clackamas County.

**Impact on Operating Budget:**

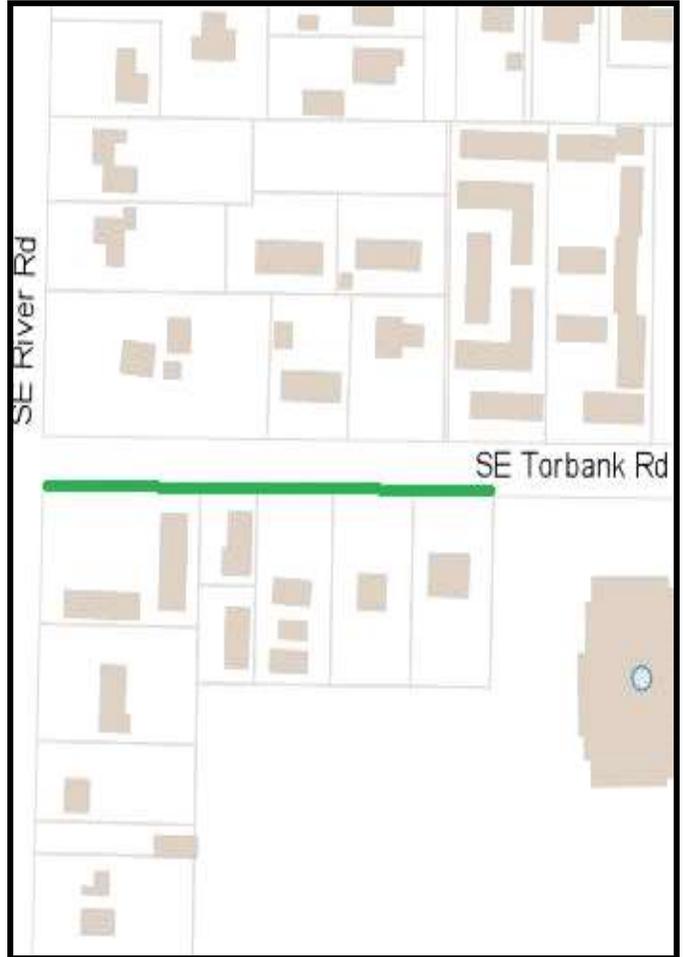
The CDBG grant is expected to provide \$240,000 and County road funds are expected to provide \$163,650 for a total estimated project cost of \$511,119.

**Environmental Impacts:**

None expected.

**Changes Since Last Plan:**

Updated schedule and budget based on discussion with H3S. Added \$40k to road fund for Portland/ Hull ave, intersection upgrade. Updated schedule in construction phase.



Project Schedule:	Planning	Design	Right of Way	Construction
	Start Date		Jun-17	Sep-17
End Date		Mar-18	Feb-18	Oct-18

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Internal County Grants	\$0	\$0	\$120,000	\$120,000	\$0	\$0	\$0	\$0	\$240,000
Road Fund	\$8,752	\$41,574	\$178,968	\$41,825	\$0	\$0	\$0	\$0	\$271,119
<b>Total Project Revenues</b>	<b>\$8,752</b>	<b>\$41,574</b>	<b>\$298,968</b>	<b>\$161,825</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$511,119</b>
<b>Expenditures:</b>									
2-Road Design	\$8,752	\$121,857	\$26,860	\$0	\$0	\$0	\$0	\$0	\$157,469
4-Road Construction	\$0	\$500	\$191,325	\$161,825	\$0	\$0	\$0	\$0	\$353,650
<b>Total Project Expenditures</b>	<b>\$8,752</b>	<b>\$122,357</b>	<b>\$218,185</b>	<b>\$161,825</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$511,119</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22239  
**Project Name:** S Ivy Street Pedestrian Intersection Improvements  
**Project Location:** Hwy 99E in Canby  
**Map No:**

**Program:** 02102-Bike/Ped Projects  
**Project Manager(s):** JONATHAN HANGARTNER  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

The City of Canby obtained a STIP Enhance grant to provide bicycle lanes and sidewalk improvements on Ivy Street. The existing street lacks these facilities that are needed to connect local residents to nearby businesses and transportation options. These bicycle and pedestrian improvements will also provide safe routes and important connections to schools in the immediate area. The City of Canby requested the County to manage the project under the County's certification agreement with ODOT. After completion of the project, the County will transfer jurisdiction of the street to the City of Canby. The STIP Enhance grant is expected to provide \$1,751,053, the City of Canby will provide \$437,762 and County road funds are expected to provide \$406,918 for a total estimated project cost of \$2,595,733.

**Project Justification:**

The bicycle and pedestrian improvements will provide safe routes and important connections to schools in the immediate area and will connect local residents to nearby businesses and transportation options. Ivy Street is a minor arterial in a densely populated residential area and is a high priority infrastructure project in the City of Canby and Clackamas County.

**Impact on Operating Budget:**

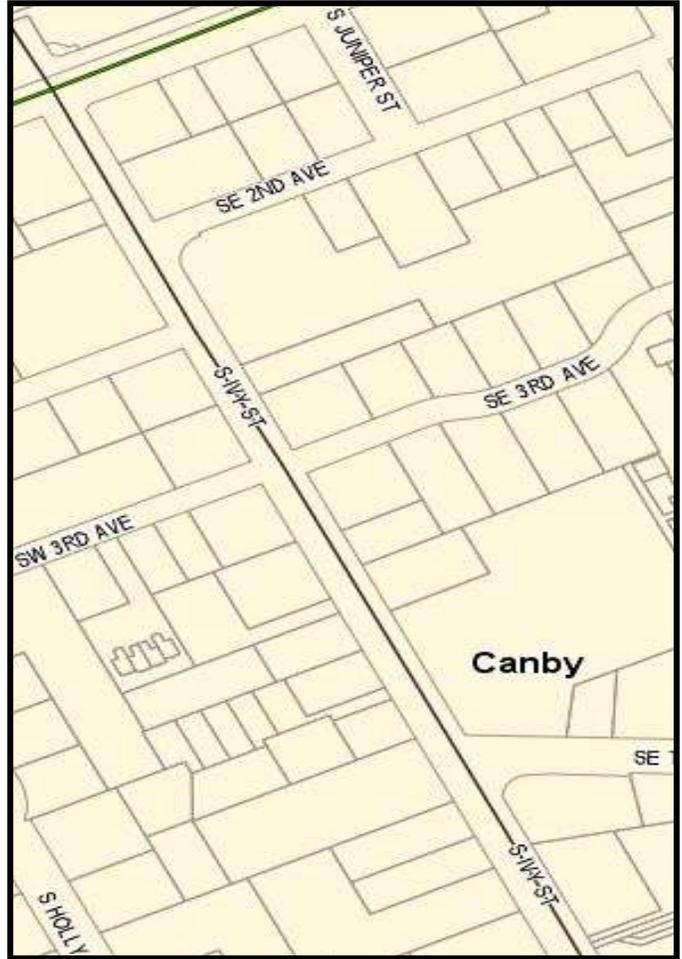
After project is complete, the City of Canby will take jurisdiction of the road which will eliminate future County maintenance obligations.

**Environmental Impacts:**

The project is a federal-aid project and environmental impacts will be investigated including wetlands, historical evaluations, archaeological surveys, hazardous materials and other impacts consistent with FHWA requirements.

**Changes Since Last Plan:**

Updated project budget, schedule and 17/18 actuals thru 12/31/17.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Nov-17	Jun-20	Jun-21
EndDate		May-21	May-21	Aug-22

Project Budget: <i>Actuals thru 3.31.18 Updated 4.5.18</i>	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<b>Revenues:</b>									
Local Gov't & Other Agencies	\$0	\$0	\$0	\$108,901	\$160,214	\$118,647	\$50,000	\$0	\$437,762
Road Fund	\$599	\$2,559	\$2,441	\$67,268	\$177,287	\$106,764	\$50,000	\$0	\$406,918
State Revenues	\$0	\$0	\$0	\$435,604	\$640,860	\$624,589	\$50,000	\$0	\$1,751,053
<b>Total Project Revenues</b>	<b>\$599</b>	<b>\$2,559</b>	<b>\$2,441</b>	<b>\$611,773</b>	<b>\$978,361</b>	<b>\$850,000</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$2,595,733</b>
<b>Expenditures:</b>									
2-Road Design	\$599	\$3,997	\$1,003	\$167,559	\$5,000	\$0	\$0	\$0	\$178,158
3-Right of Way Purchase	\$0	\$0	\$0	\$300,000	\$68,000	\$0	\$0	\$0	\$368,000
4-Road Construction	\$0	\$0	\$0	\$0	\$877,000	\$1,022,575	\$150,000	\$0	\$2,049,575
<b>Total Project Expenditures</b>	<b>\$599</b>	<b>\$3,997</b>	<b>\$1,003</b>	<b>\$467,559</b>	<b>\$950,000</b>	<b>\$1,022,575</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$2,595,733</b>



# Bridge Projects

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22251  
**Project Name:** Dodge Park Bridge Rehab  
**Project Location:** SE Lusted Road over the Sandy River at MP 1.8  
**Map No:**

**Program:** 02105-Bridge Projects  
**Project Manager(s):** JONATHAN HANGARTNER  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

The existing Dodge Park Bridge (#06580) carries SE Lusted Road over the Sandy River. The bridge is a single span through-truss with steel members. The existing paint system will be removed and replaced and significantly corroded steel members will be replaced.

**Project Justification:**

The existing paint system on the Dodge Park Bridge is cracking and flaking and is in need of replacement. A few steel members are in need of replacement due to significant corrosion and section loss due to the corrosion.

**Impact on Operating Budget:**

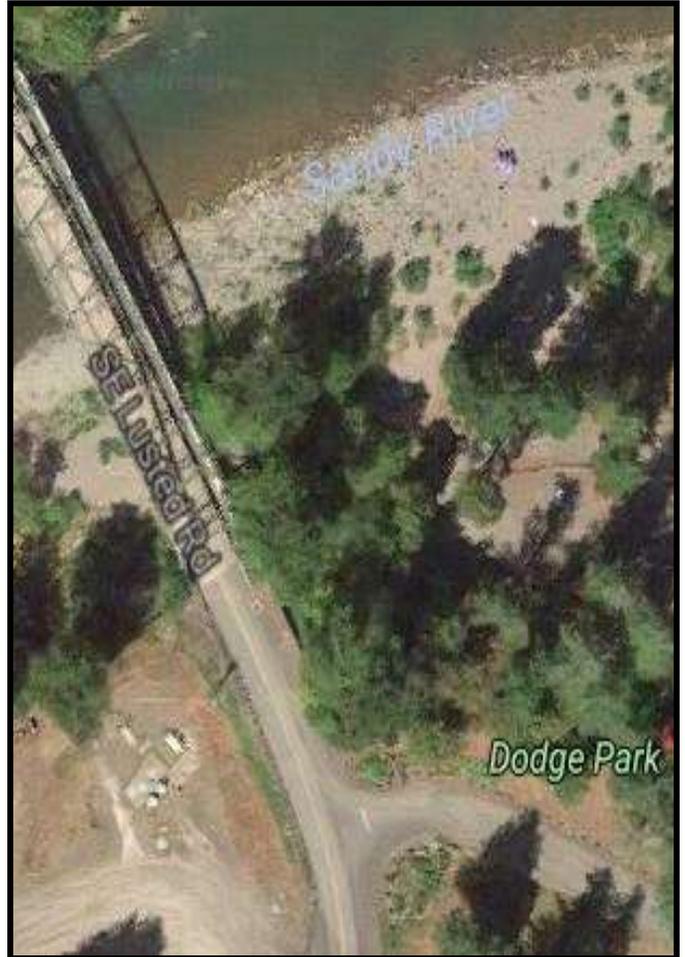
No road fund is anticipated. The funding source is the Rural Surface Transportation Program (STP) funding through ODOT.

**Environmental Impacts:**

No permits are expected to be required. However, the contractor will have to provide a robust containment system when removing the existing lead-based paint.

**Changes Since Last Plan:**

Updated project budget, schedule and 17/18 actuals thru 12/31/17.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Sep-17		Jun-18
EndDate		Apr-18		Sep-19

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
State Revenues	\$0	\$0	\$330,000	\$1,650,000	\$350,000	\$0	\$0	\$0	\$2,330,000
<b>Total Project Revenues</b>	<b>\$0</b>	<b>\$2,063</b>	<b>\$327,937</b>	<b>\$1,650,000</b>	<b>\$350,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,330,000</b>
<b>Expenditures:</b>									
2-Road Design	\$0	\$24,971	\$105,029	\$0	\$0	\$0	\$0	\$0	\$130,000
4-Road Construction	\$0	\$0	\$200,000	\$1,650,000	\$350,000	\$0	\$0	\$0	\$2,200,000
<b>Total Project Expenditures</b>	<b>\$0</b>	<b>\$24,971</b>	<b>\$305,029</b>	<b>\$1,650,000</b>	<b>\$350,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,330,000</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22144  
**Project Name:** Salmon River (Elk Park Road) Bridge  
**Project Location:** Elk Park Road  
**Map No:**

**Program:** 02105-Bridge Projects  
**Project Manager(s):** JOEL HOWIE  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

This HBRR project will replace the existing one-lane bridge with a new two-lane bridge. The County has executed an IGA with ODOT under the Highway Bridge Replacement and Rehabilitation program guidelines. The total estimate cost of the construction phase is \$3,205,072. The contractor is JAK Construction, Inc.

**Project Justification:**

The bridge was selected for replacement under the Highway Bridge Replacement and Rehabilitation (HBRR) program due to structural

**Impact on Operating Budget:**

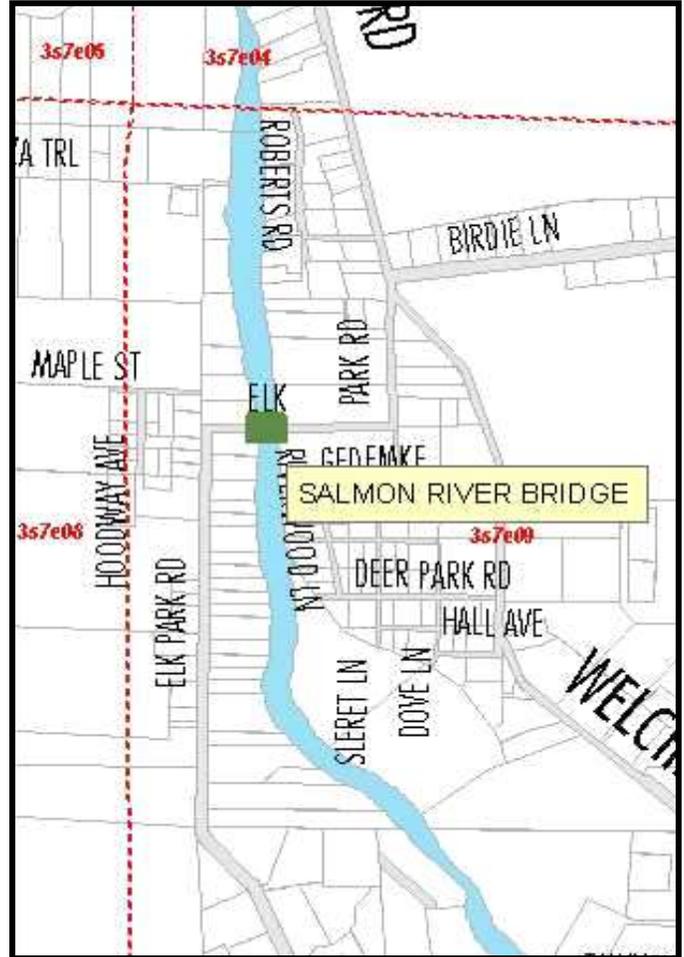
County Road Funds are committed to this project to serve as match for the Highway Bridge Replacement & Rehabilitation (HBRR) Grant. Under this program, the project is 89.73% federally funded.

**Environmental Impacts:**

A DSL/Corp 404 permit is required for the project. Also, environmental clearance is required from Federal Highway Administration (FHWA).

**Changes Since Last Plan:**

County staff secured additional HBRR grant funds due to higher than estimated bids and higher ODOT costs for the design phase. An Additional \$88,514 was added to the design phase and \$812,302 to the construction phase.



**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate		Mar-10	Jul-11	Jun-17
EndDate		Jul-17	Mar-17	Aug-19

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<b>Revenues:</b>									
Hwy Bridge Replacement & Rehab	\$342,930	\$84,718	\$434,642	\$2,382,396	\$44,865	\$0	\$0	\$0	\$3,289,551
Prior Year Revenue	\$118,623	\$0	\$40,023	\$0	\$0	\$0	\$0	\$0	\$158,646
Road Fund	\$382,242	\$17,789	\$17,103	\$272,676	\$5,135	\$0	\$0	\$0	\$694,945
<b>Total Project Revenues</b>	<b>\$843,794</b>	<b>\$102,508</b>	<b>\$491,767</b>	<b>\$2,655,072</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,143,141</b>
<b>Expenditures:</b>									
1-Road Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2-Road Design	\$784,896	\$24,609	(\$339)	\$0	\$0	\$0	\$0	\$0	\$809,166
3-Right of Way Purchase	\$44,681	\$70,005	\$0	\$0	\$0	\$0	\$0	\$0	\$114,686
4-Road Construction	\$14,217	\$17,305	\$482,695	\$2,655,072	\$50,000	\$0	\$0	\$0	\$3,219,289
<b>Total Project Expenditures</b>	<b>\$843,794</b>	<b>\$111,919</b>	<b>\$482,356</b>	<b>\$2,655,072</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,143,141</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22085  
**Project Name:** Clackamas River (Springwater Road) Bridge  
**Project Location:** Springwater Road #1446  
**Map No:** 135

**Program:** 02105-Bridge Projects  
**Project Manager(s):** STANLEY MONTE  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

The project will replace the bridge carrying Springwater Road over the Clackamas River. The new structure will accommodate two travel lanes. This project is largely funded by the state through the OTIA III.

**Project Justification:**

The bridge will be replaced due to functional deficiencies.

**Impact on Operating Budget:**

None. System Development Charges and OTIA funds are restricted for capital improvement purposes. This project is eligible for Countywide TSDC funding up to 21% of the total project cost.

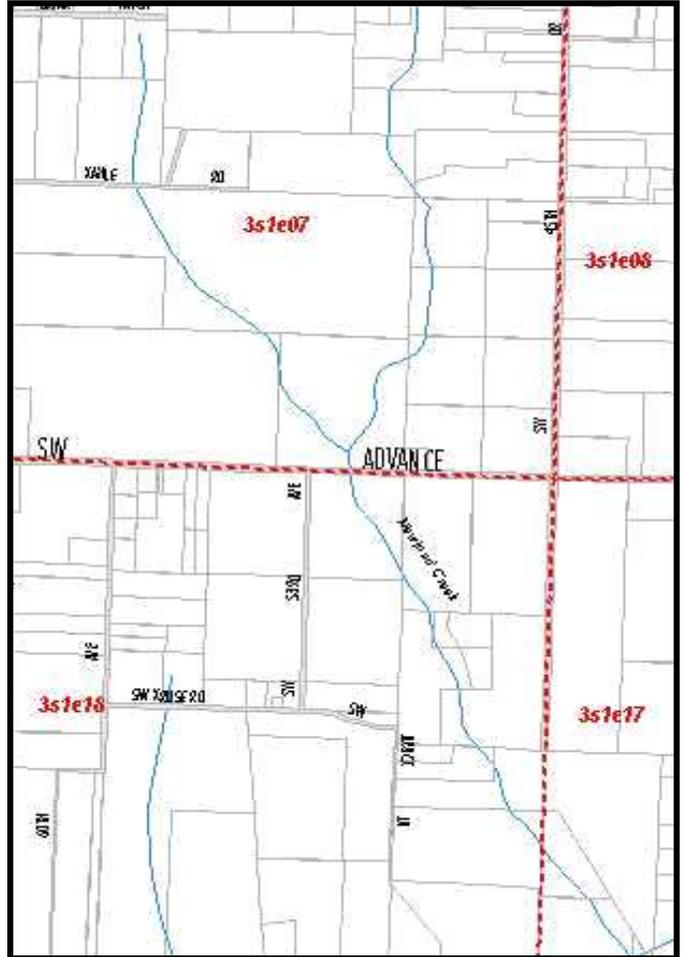
**Environmental Impacts:**

A 404 permit was obtained to mitigate impacts to the Clackamas River.

**Changes Since Last Plan:**

Updated 16/17 & 17/18 YTD actual revenue/expenses. Clackamas River Water was invoiced last year for work performed, the invoice was not paid so actual revenues in FY 2015-16 reverse this anticipated payment and the expenses were covered by other project funding sources.

Bridge construction is complete; however, the contractor could not successfully complete the new water line hanging from the bridge. The contractor and county have come to an agreement during litigation. Construction expected to be complete in its entirety September 2018.



**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate	Jan-04	Aug-05	Feb-09	Jan-11
EndDate	Dec-04	Feb-11	Dec-14	Sep-18

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate	
				2018/19	2019/20	2020/21	2021/22	2022/23+		
<b>Revenues:</b>										
Countywide SDCs	\$1,588,450	\$321,745	(\$265,146)	\$650,000	\$0	\$0	\$0	\$0	\$0	\$2,295,049
Interest Earned	\$125,302	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125,302
Local Gov't & Other Agencies	\$50,543	(\$55,799)	\$55,799	\$0	\$0	\$0	\$0	\$0	\$0	\$50,543
OTIA	\$6,951,863	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,951,863
Prior Year Revenue	\$4,698,126	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,698,126
Rents & Royalties	\$333	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$333
Road Fund	\$301,977	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$301,977
<b>Total Project Revenues</b>	<b>\$13,716,595</b>	<b>\$610,946</b>	<b>(\$554,347)</b>	<b>\$650,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,423,194</b>
<b>Expenditures:</b>										
1-Road Planning	\$1,143	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,143
2-Road Design	\$1,754,789	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,754,789
3-Right of Way Purchase	\$419,877	\$12,036	(\$11,236)	\$0	\$0	\$0	\$0	\$0	\$0	\$420,677
4-Road Construction	\$11,540,785	\$342,073	(\$286,274)	\$650,000	\$0	\$0	\$0	\$0	\$0	\$12,246,584
<b>Total Project Expenditures</b>	<b>\$13,716,595</b>	<b>\$354,109</b>	<b>(\$297,510)</b>	<b>\$650,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,423,194</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22184  
**Project Name:** Pudding River (Whiskey Hill Rd) Bridge  
**Project Location:** Whiskey Hill Road  
**Map No:**

**Program:** 02105-Bridge Projects  
**Project Manager(s):** STANLEY MONTE  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

The existing bridge on Whiskey Hill Road over the Pudding River is a narrow 20-foot, two-lane concrete girder bridge that is showing signs of decay. It is considered functionally obsolete and is labeled as structurally deficient, with a sufficiency rating of 11.5. The project will include construction of a new bridge, 32 feet wide, spanning the river inside of the current curve. Federal Highway Bridge Program (HBP) and Surface Transportation Program (STP) funds were obtained for the project.

**Project Justification:**

The existing bridge is narrow and aligned along a horizontal curve with poor sight distance. As a result, trucks have a difficult time travelling over the bridge without crossing over the centerline. Oftentimes, vehicles will stop at one end of the bridge to allow oncoming traffic to cross (thus functioning as a one-lane bridge). Additionally, it has a perpetual scour problem. The last inspection report noted that the scour countermeasures installed in the past on each abutment have failed and are not observed on either abutment. The report also recommends that the bridge be replaced with one capable of withstanding the conditions at the bridge site.

**Impact on Operating Budget:**

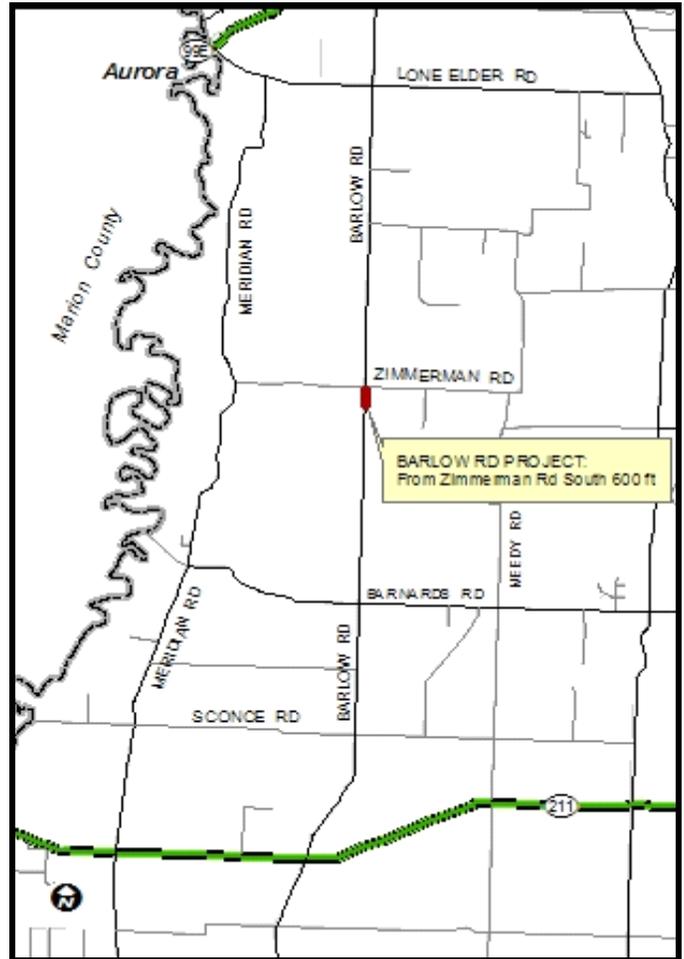
Certified project. County will manage the design and construction. Total federal revenue for Construction awarded to County is \$7,392,903 with the County providing a 10.27% local match.

**Environmental Impacts:**

The project has federal money and environmental concurrence from FHWA was obtained. US Army Corps & DSL permits were obtained.

**Changes Since Last Plan:**

Bridge opened in July 2017. Final payment to contractor expected July 2018. Updated budget and 17/18 actuals.



**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate		Jun-11	Jun-14	May-16
EndDate		Mar-16	Aug-15	Jun-18

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Hwy Bridge Replacement & Rehab	\$5,751,779	\$253,751	\$293,602	\$0	\$0	\$0	\$0	\$0	\$6,299,132
Prior Year Revenue	\$51,151	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$51,151
Road Fund	\$894,823	\$29,043	\$33,604	\$10,000	\$0	\$0	\$0	\$0	\$967,470
<b>Total Project Revenues</b>	<b>\$6,697,753</b>	<b>\$282,794</b>	<b>\$327,206</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,317,753</b>
<b>Expenditures:</b>									
2-Road Design	\$1,120,542	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,120,542
3-Right of Way Purchase	\$67,928	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$67,928
4-Road Construction	\$5,509,282	\$485,866	\$124,134	\$10,000	\$0	\$0	\$0	\$0	\$6,129,282
Internal County Contracted Svc	\$0	\$273	(\$273)	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Project Expenditures</b>	<b>\$6,697,753</b>	<b>\$486,139</b>	<b>\$123,861</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,317,753</b>

**Project Number:** 22196  
**Project Name:** Tolbert Street: SE 82nd Drive – Minuteman Way  
**Project Location:** Tolbert Street, SE 82nd Drive to Minuteman Way  
**Map No:**

**Program:** 02105-Bridge Projects  
**Project Manager(s):** TERENCE MUNGENAST  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Jan-18

**Project Description/Scope:**

This project will extend and improve Tolbert Street from 82nd Drive to Minuteman Way by adding a traffic signal to the existing intersection of Tolbert Street and 82nd Drive, a new bridge over the Union Pacific Railroad (UPRR) mainline tracks, a new intersection at Minuteman Way and the Camp Withycombe main gate, street lighting, bikelanes, and sidewalks.

REF IGA #28273

**Project Justification:**

The Tolbert Street Overpass Project will provide an additional access option to 82nd Drive, Hwy 212/224 and the Interstate 205 systems for Camp Withycombe and the Clackamas industrial area businesses by connecting 82nd Drive directly to Minuteman Way at the main gate entrance to Camp Withycombe. This additional access will allow for shorter queues at all major intersections in the area and the ability to avoid a highly congested intersection. This project will improve vehicle and pedestrian safety and improve the ability for Camp Withycombe personnel to respond to regional emergencies.

**Impact on Operating Budget:**

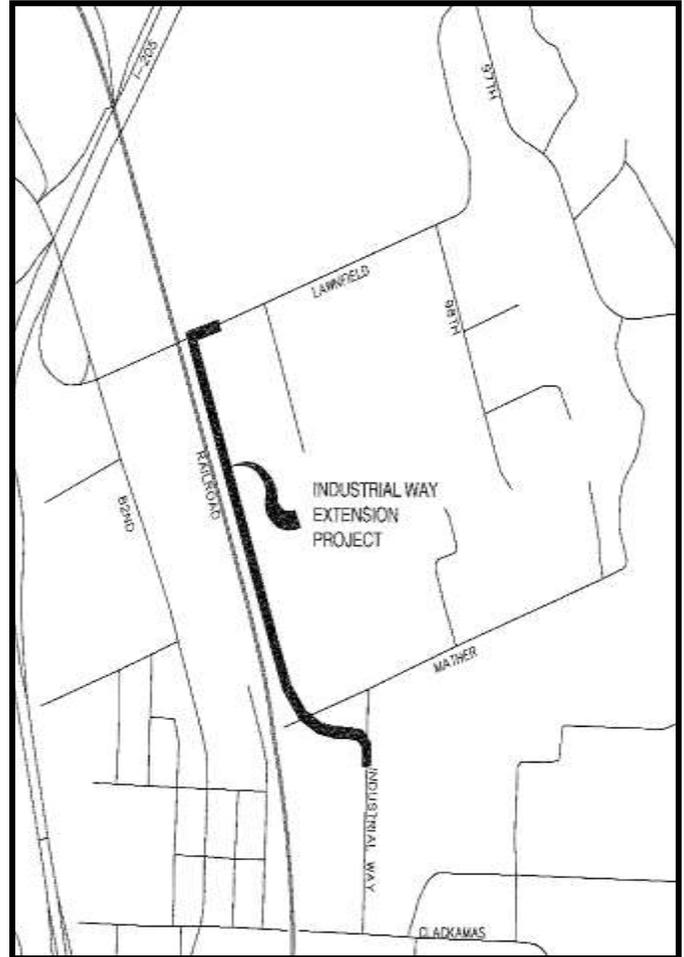
None.

**Environmental Impacts:**

None anticipated.

**Changes Since Last Plan:**

Updated project budget, schedule and 17/18 actuals. Project updated to Substantially Complete.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		May-13	Nov-14	Jul-15
EndDate		Aug-15	Aug-15	Mar-18

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Prior Year Revenue	\$115,718	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$115,718
Revenue from WES	\$2,475	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,475
Road Fund	\$162,752	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$162,752
Surface Transportation Program	\$14,216,268	\$39,397	\$190,603	\$0	\$0	\$0	\$0	\$0	\$14,446,268
<b>Total Project Revenues</b>	<b>\$14,497,212</b>	<b>\$39,397</b>	<b>\$190,603</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,727,212</b>
<b>Expenditures:</b>									
2-Road Design	\$1,979,742	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,979,742
3-Right of Way Purchase	\$1,219,235	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$1,269,235
4-Road Construction	\$11,298,236	\$83,153	\$16,847	\$0	\$0	\$0	\$0	\$0	\$11,398,236
<b>Total Project Expenditures</b>	<b>\$14,497,212</b>	<b>\$83,153</b>	<b>\$66,847</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,647,212</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22209  
**Project Name:** Deep Creek (Amisiger Road) Bridge, Phase 2  
**Project Location:** Bridge 06299 MP 0.43 Amisiger Road 0.12 miles north of Judd  
**Map No:** B-47 Sec 13 SW

**Program:** 02105-Bridge Projects  
**Project Manager(s):** DEVIN PATTERSON  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

On December 8, 2009 an emergency authorization was requested from the Department of State Lands (DSL) to allow scour countermeasures to the Deep Creek (Amisiger Road) Bridge. The temporary repair was implemented and included placement of several tons of large rock under and surrounding the bridge abutment on the south end of the bridge. A second phase of work is required that includes constructing engineered log jams to move Deep Creek back into its original channel away from the bridge abutment.

**Project Justification:**

Phase 2 is required to move the channel away from the existing bridge abutment to minimize scour impacts.

**Impact on Operating Budget:**

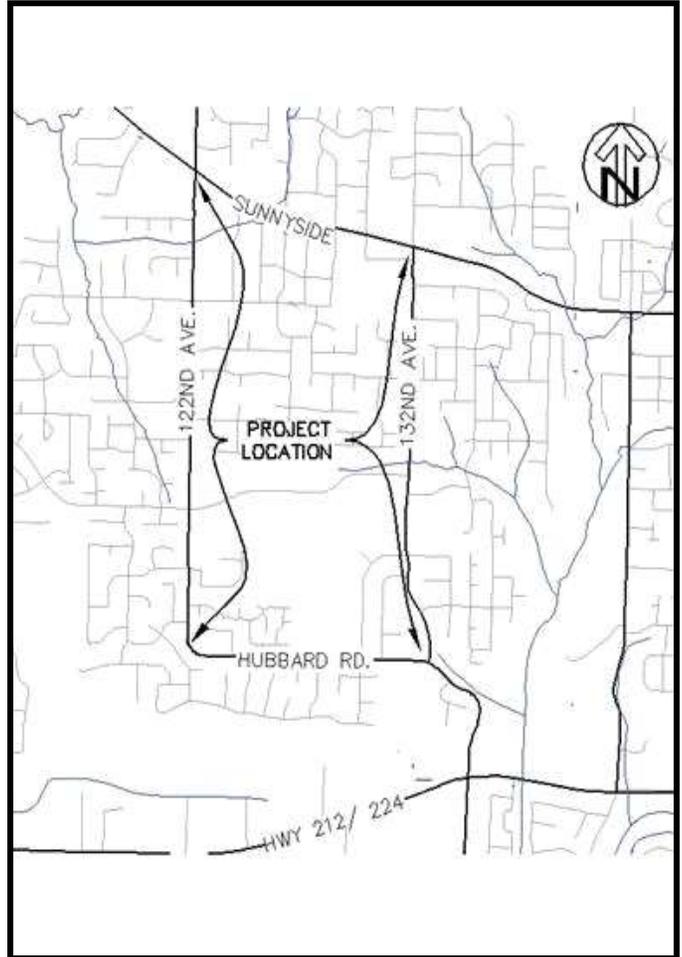
Road fund is required to close-out the remaining work on this project.

**Environmental Impacts:**

Oregon DSL and Army Corps permits will be required.

**Changes Since Last Plan:**

Updated project budget, schedule and 17/18 actuals.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Jul-12	Oct-16	Jun-18
EndDate		May-17	Feb-18	Nov-18

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Road Fund	\$143,964	\$12,742	\$59,238	\$275,000	\$0	\$0	\$0	\$0	\$490,944
<b>Total Project Revenues</b>	<b>\$143,964</b>	<b>\$12,742</b>	<b>\$59,238</b>	<b>\$275,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$490,944</b>
<b>Expenditures:</b>									
2-Road Design	\$139,727	\$10,653	\$4,347	\$0	\$0	\$0	\$0	\$0	\$154,727
3-Right of Way Purchase	\$3,757	\$5,142	\$1,358	\$0	\$0	\$0	\$0	\$0	\$10,257
4-Road Construction	\$480	\$2,798	\$47,682	\$275,000	\$0	\$0	\$0	\$0	\$325,960
<b>Total Project Expenditures</b>	<b>\$143,964</b>	<b>\$18,593</b>	<b>\$53,387</b>	<b>\$275,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$490,944</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

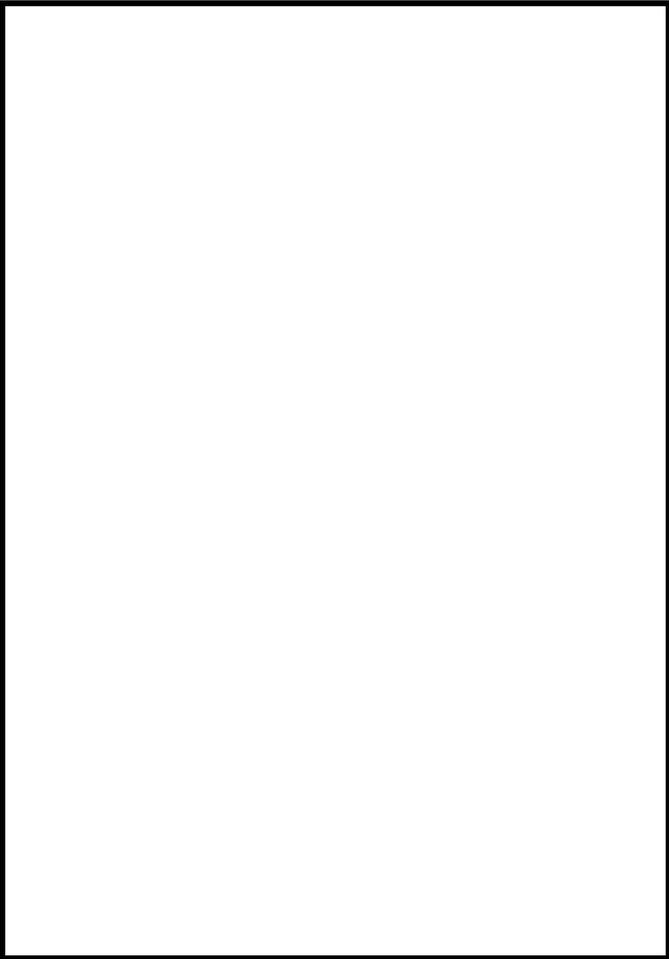
**Project Number:** 22257  
**Project Name:** Bear Creek (Canby Marquam Hwy) Bridge  
**Project Location:** Canby Marquam Hwy @ Bear Creek  
**Map No:** 132

**Program:** 02105-Bridge Projects  
**Project Manager(s):** JOEL HOWIE  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

The existing Bear Creek Bridge (#06027) carries the Canby Marquam Highway over Bear Creek. The bridge was built in 1960 and is composed of undersized timber members with shear and flexure damage. The existing bridge will be removed and replaced by a wider, concrete beam structure.



**Project Justification:**

The existing bridge is considered functionally obsolete and structurally deficient, with a sufficiency rating of 27.2. The bridge is composed of undersized timber members that have shear and flexure damage. This bridge provides transport of equipment and products in and out of the area, serving the farming communities and agricultural goods and services in the City of Canby and southern Clackamas and Northern Marion County area. A new bridge will ensure improved service for many years. It will also be wider than the existing bridge, providing safe facilities for bicyclists.

**Impact on Operating Budget:**

County Road Funds are required for this project. The County is expected to match 10.27% of federal funds. The estimated project cost is \$2,313,800. Road Funds will consist of \$237,627. County requested ODOT to exchange federal funds to state funds.

**Environmental Impacts:**

Army CORPS and Local Agency permits will be required. Complete permit requirements will be determined during design phase.

**Changes Since Last Plan:**

No Changes

**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate		Oct-18	Oct-19	Oct-20
EndDate		Oct-20	Oct-20	Oct-21

Project Budget: <i>Actuals thru 3.31.18 Updated 4.5.18</i>	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<b>Revenues:</b>									
Road Fund	\$0	\$0	\$0	\$32,858	\$26,739	\$178,030	\$0	\$0	\$237,627
Surface Transportation Program	\$0	\$0	\$0	\$287,082	\$233,621	\$1,555,470	\$0	\$0	\$2,076,173
<b>Total Project Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$319,940</b>	<b>\$260,360</b>	<b>\$1,733,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,313,800</b>
<b>Expenditures:</b>									
2-Road Design	\$0	\$0	\$0	\$319,940	\$209,560	\$0	\$0	\$0	\$529,500
3-Right of Way Purchase	\$0	\$0	\$0	\$0	\$50,800	\$0	\$0	\$0	\$50,800
4-Road Construction	\$0	\$0	\$0	\$0	\$0	\$1,733,500	\$0	\$0	\$1,733,500
<b>Total Project Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$319,940</b>	<b>\$260,360</b>	<b>\$1,733,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,313,800</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22241  
**Project Name:** Boardman Creek Bridge Replacement  
**Project Location:**  
**Map No:**

**Program:** 02105-Bridge Projects  
**Project Manager(s):** JONATHAN HANGARTNER  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

A culvert underneath river road and another culvert underneath Walta Vista Lane are failing structurally and hydraulically. The existing culverts are undersized creating a choke point that results in chronic flooding and erosion upstream of the culvert. The upstream erosion creates downstream sediment issues that severely degrade the water quality of the stream and habitat. These two culvers form a depth and velocity barrier to juvenile and adult salmonids. Clackamas County is partnering with Oak Lodge Sanitary Water District to deliver this project.

**Project Justification:**

This project will remove failing culverts; relieve chronic flooding; restore native aquatic habitat, wildlife habitat, 300 feet of creek and adjacent riparian zone, and native plants; and provide a critical link that will connect fish to 3,000 lineal feet of healthy habitat corridor, and reconnect the community to nature by allowing fish to swim through Stringfield Park.

**Impact on Operating Budget:**

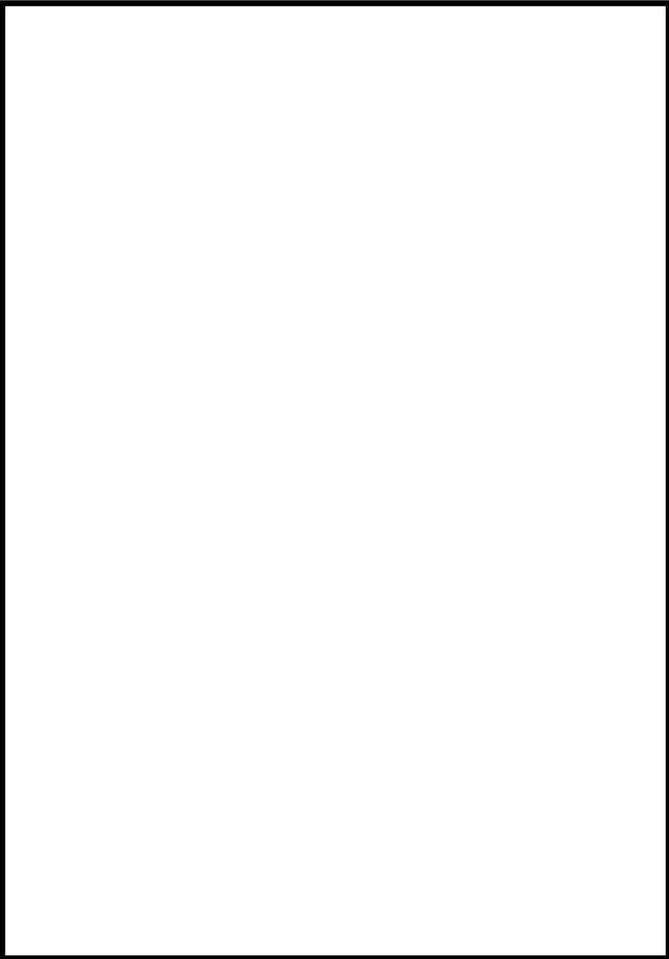
The total budget for this project is \$3.4 million. Oak Lodge Water Sanitary District will attempt to secure the additional \$2.6 million to make this project a reality. Since the \$2.6 million doesn't currently exist, the funding is not shown in the budget.

**Environmental Impacts:**

This project will be a major step in realizing the possibility of restoring a degraded creek and providing quality habitat for native fish and wildlife. This project is critical to reducing pollution from urban storm water runoff, improving water quality, and the overall health of the basins.

**Changes Since Last Plan:**

Updated project budget, schedule and 17/18 actuals thru 12/31/17.



<b>Project Schedule:</b>	Planning	Design	Right of Way	Construction
StartDate		Jun-17	Apr-18	Jun-19
EndDate		Jan-19	Dec-18	Dec-20

<b>Project Budget:</b> <i>Actuals thru 3.31.18 Updated 4.5.18</i>	<b>Actuals Thru 6/30/17</b>	<b>FY17-18 YTD Actuals</b>	<b>FY17-18 Recd/Exp Remaining</b>	<b>Estimated Project Revenues/Costs</b>					<b>Total Project Estimate</b>
				<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23+</b>	
<b>Revenues:</b>									
Local Government & Other Agenc	\$0	\$0	\$0	\$0	\$1,017,797	\$300,000	\$0	\$0	\$1,317,797
Road Fund	\$2,222	\$1,543	\$38,157	\$638,078	\$120,000	\$0	\$0	\$0	\$800,000
<b>Total Project Revenues</b>	<b>\$2,222</b>	<b>\$1,543</b>	<b>\$38,157</b>	<b>\$638,078</b>	<b>\$1,137,797</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,117,797</b>
<b>Expenditures:</b>									
2-Road Design	\$2,222	\$28,188	\$6,512	\$543,078	\$0	\$0	\$0	\$0	\$580,000
3-Right of Way Purchase	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$5,000
4-Road Construction	\$0	\$0	\$0	\$95,000	\$1,140,000	\$300,000	\$0	\$0	\$1,535,000
<b>Total Project Expenditures</b>	<b>\$2,222</b>	<b>\$28,188</b>	<b>\$11,512</b>	<b>\$638,078</b>	<b>\$1,140,000</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,120,000</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22242  
**Project Name:** Foster Creek (Bakers Ferry Rd) Bridge Scour Protection  
**Project Location:**  
**Map No:**

**Program:** 02105-Bridge Projects  
**Project Manager(s):** DEVIN PATTERSON  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

The existing Beebo-Style Bridge is experiencing significant scour and undermining of the west bridge abutment. The bridge was installed in the early 2000's and significant repairs were made in 2003. The bridge has continued to experience significant scour problems that include scour and undermining of the upstream retaining walls on both sides of the channel and exposure of the bridge's west abutments footing.

**Project Justification:**

The bridge is experiencing significant scour problems that includes scour and undermining of the upstream retaining walls on both sides of the channel and exposure of the west bridge footing.

**Impact on Operating Budget:**

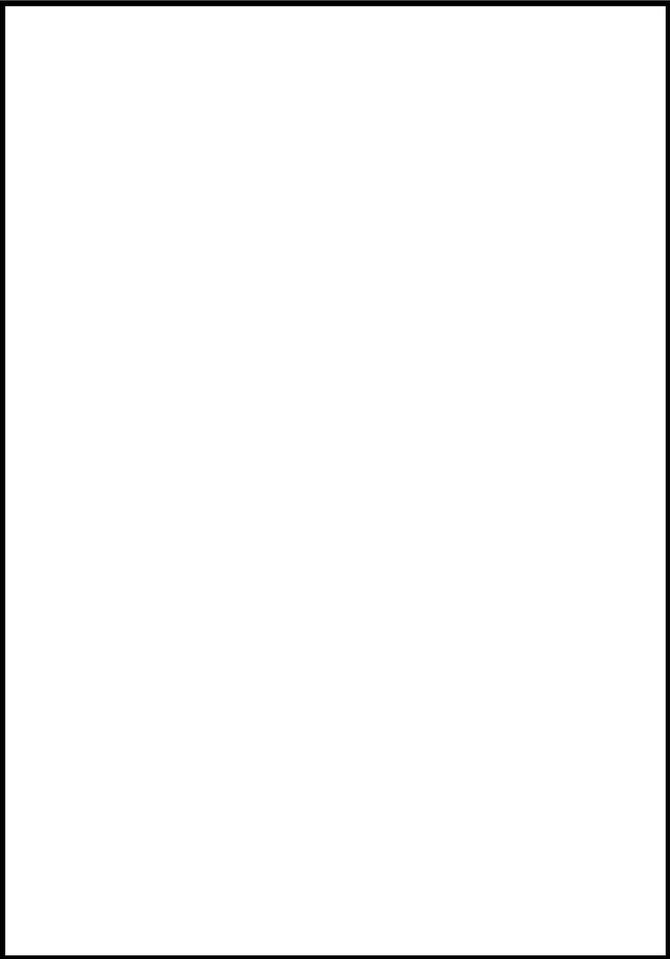
None.

**Environmental Impacts:**

Environmental impacts are expected, due to the in-stream work. A Corps/DSL Joint Permit Application will need to be submitted and the project design will need to meet SLOPES V guidelines for NOAA Fisheries approval.

**Changes Since Last Plan:**

Updated project budget, schedule and 17/18 actuals.



**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate		Oct-16	Nov-16	Jul-18
EndDate		Mar-17	May-18	Nov-18

Project Budget: <i>Actuals thru 3.31.18 Updated 4.5.18</i>	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<b>Revenues:</b>									
Road Fund	\$27,189	\$10,387	\$92,424	\$270,000	\$0	\$0	\$0	\$0	\$400,000
<b>Total Project Revenues</b>	<b>\$27,189</b>	<b>\$10,387</b>	<b>\$92,424</b>	<b>\$270,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>
<b>Expenditures:</b>									
2-Road Design	\$27,189	\$42,836	\$22,975	\$0	\$0	\$0	\$0	\$0	\$93,000
3-Right of Way Purchase	\$0	\$0	\$32,000	\$0	\$0	\$0	\$0	\$0	\$32,000
4-Road Construction	\$0	\$742	\$4,258	\$270,000	\$0	\$0	\$0	\$0	\$275,000
<b>Total Project Expenditures</b>	<b>\$27,189</b>	<b>\$43,578</b>	<b>\$59,233</b>	<b>\$270,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$400,000</b>



# Transportation Improvement Projects

**Project Number:** 22201  
**Project Name:** East Barlow Trail Road - Permanent Restoration  
**Project Location:** Mile Post 6.0  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** JOEL HOWIE  
**Budgeted in Dept:** 7433 - DTD Trans Maintenance  
**Current Status:** SUBSTANTIALLY COMPLETE

**Date of Last Revision:** Oct-17

**Project Description/Scope:**

This is a non-capital required repair that was caused during a January 2011 flood event. The Sandy River over-topped its banks and damaged private property and Clackamas County Roads. Along East Barlow Trail Road, much of the riprap revetment placed after the 1964 flood at his location was washed away in the event leaving approximately 360 feet of the existing roadway vulnerable to erosion and damage in the next significant storm event.

The County will replace the washed away riprap revetment with Class 2000 riprap. The estimated length of the revetment is approximately 375 feet long and a total estimated quantity of 4,500 cubic yards.

**Project Justification:**

Repair roadway so it is not vulnerable to erosion and damage in the next significant storm event.

**Impact on Operating Budget:**

The Emergency Relief Program will provide 89.73% of the funding for this project with the remaining funds coming from the Road Fund.

**Environmental Impacts:**

Environmental permits were obtained for the project.

**Changes Since Last Plan:**

Construction is mostly complete, except for plant establishment. Update 2016-2017 YTD actual revenue/expenses.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Oct-11		Mar-16
EndDate		Mar-16		Oct-17

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Federal Emergency Relief Prog	\$36,931	\$0	\$289	\$0	\$0	\$0	\$0	\$0	\$37,220
Federal Revenues	\$1,069,690	\$0	\$8,663	\$0	\$0	\$0	\$0	\$0	\$1,078,353
Reimbursements	\$985	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$985
Road Fund	\$180,557	\$0	\$1,048	\$0	\$0	\$0	\$0	\$0	\$181,605
<b>Total Project Revenues</b>	<b>\$1,288,163</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,298,163</b>
<b>Expenditures:</b>									
2-Road Design	\$349,199	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$349,199
4-Road Construction	\$938,963	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$948,963
<b>Total Project Expenditures</b>	<b>\$1,288,163</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,298,163</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22194  
**Project Name:** Hwy 224 @ Springwater - Temporary Signal  
**Project Location:** Intersection of Highway 224 & Springwater Road  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** STANLEY MONTE  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

The scope of this project is to install a temporary traffic signal at the intersection of Highway 224 and Springwater Road. This is an interim solution to improve operations and safety at the subject intersection.

**Project Justification:**

The installation of the temporary signal was part of the development conditions for Windswept Waters. The installation of the temporary signal is expected to improve traffic operations and safety.

**Impact on Operating Budget:**

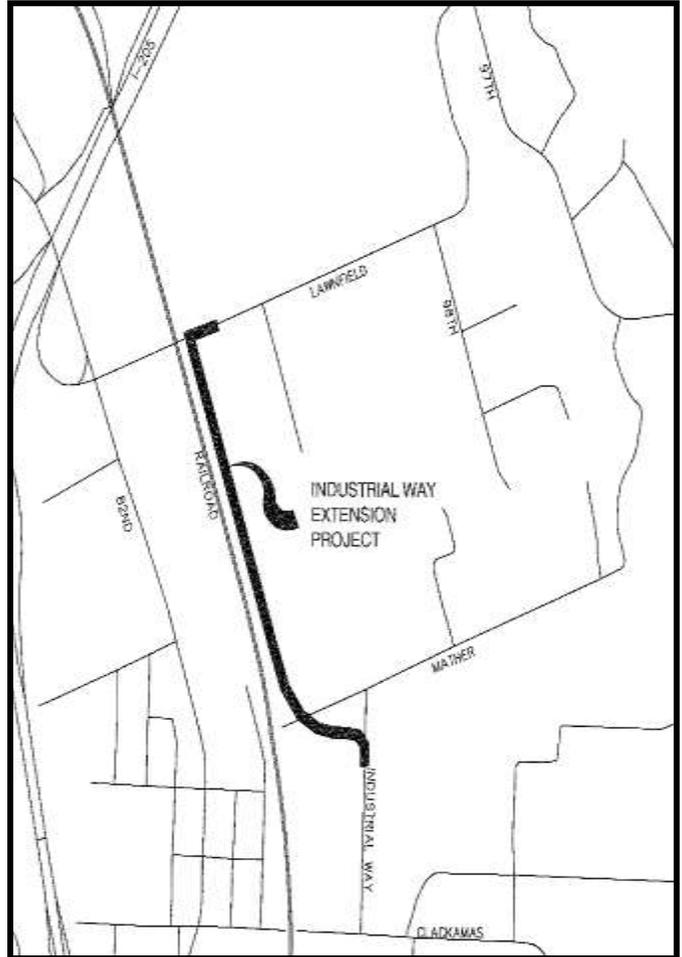
Road fund will be used to match the developer contribution on this project. This project is not eligible for TSDC funding.

**Environmental Impacts:**

Phase 2 environmental has been completed.

**Changes Since Last Plan:**

Updated March 2018 Actual revenue/expenses. County has entered into IGA's with ODOT on Right of way, installation and maintenance duties. Plans are at 100% and waiting to be finalized at ODOT. Right of way should be completed in April. Scheduled to Open Bids by mid- June with construction starting late July/August.



**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate		Mar-11	Dec-16	Aug-18
EndDate		Apr-18	Mar-18	Oct-18

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate	
				2018/19	2019/20	2020/21	2021/22	2022/23+		
<i>Actuals thru 3.31.18 Updated 4.5.18</i>										
<b>Revenues:</b>										
Condition of Approval Permit	\$342,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$342,000
Countywide SDCs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest Earned	\$28,969	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$28,969
Prior Year Revenue	\$367,051	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$367,051
Road Fund	\$0	\$41,332	\$63,679	\$87,988	\$0	\$0	\$0	\$0	\$0	\$192,999
<b>Total Project Revenues</b>	<b>\$738,021</b>	<b>\$41,332</b>	<b>\$63,679</b>	<b>\$87,988</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$931,020</b>
<b>Expenditures:</b>										
2-Road Design	\$154,085	\$44,371	\$9,849	\$0	\$0	\$0	\$0	\$0	\$0	\$208,305
3-Right of Way Purchase	\$2,715	\$30,000	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$42,715
4-Road Construction	\$10,000	\$0	\$0	\$670,000	\$0	\$0	\$0	\$0	\$0	\$680,000
<b>Total Project Expenditures</b>	<b>\$166,800</b>	<b>\$74,371</b>	<b>\$19,849</b>	<b>\$670,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$931,020</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22215  
**Project Name:** Sunrise JTA Project Coordination  
**Project Location:** Sunrise Corridor  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** TERENCE MUNGENAST  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

This project will support ODOT during the construction of County facilities associated with the Sunrise JTA project. This includes construction engineering services for Minuteman Way, inspection of 122nd Ave, Ford St, 125th Ct and the new 125th Ct cul-de-sac, Herbert Ct, 82nd Dr, Lawnfield Rd, and Mather Rd. This project will also include ODOT/County coordination activities as required for the successful completion of the Sunrise JTA project including but not limited to traffic engineering and traffic control planning.

Ref IGA #29149

**Project Justification:**

As a partner with ODOT, we are better able to assist with County specific issues as related to the Sunrise JTA project. As the future owner of the new facilities mentioned above, it is in our interest to do what we can to ensure we receive a quality product.

**Impact on Operating Budget:**

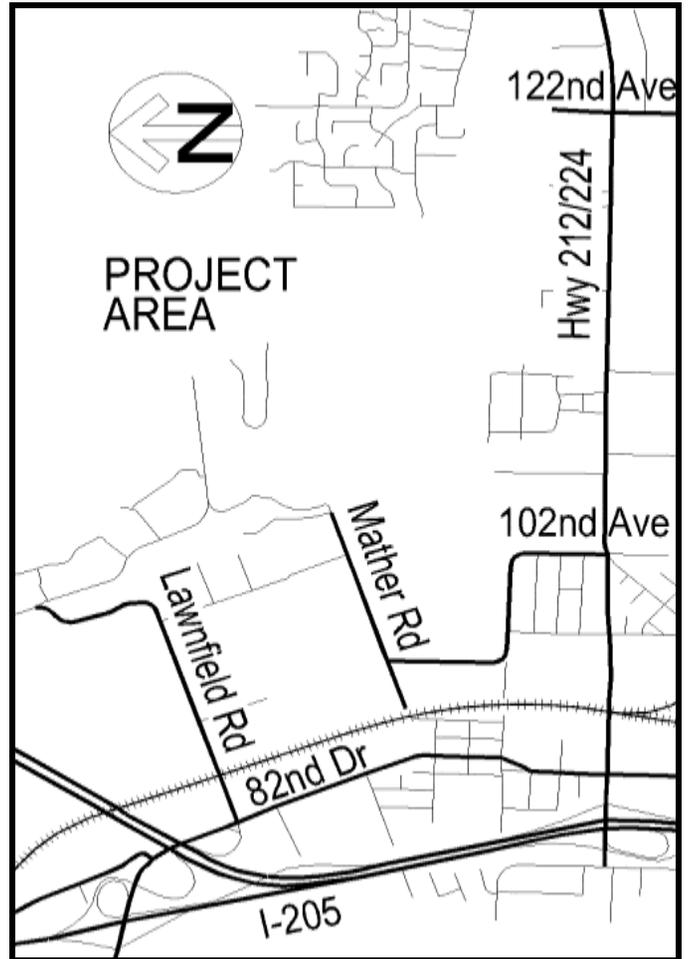
Fully funded by ODOT through Sunrise Jobs and Transportation Act (JTA) Project.

**Environmental Impacts:**

None

**Changes Since Last Plan:**

Update actual revenue/expenses thru 12.31.17.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate				Aug-13
EndDate				Dec-18

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Road Fund	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1
State Revenues	\$404,140	\$1,681	\$294,178	\$0	\$0	\$0	\$0	\$0	\$699,999
<b>Total Project Revenues</b>	<b>\$404,141</b>	<b>\$1,681</b>	<b>\$294,178</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$700,000</b>
<b>Expenditures:</b>									
3-Right of Way Purchase	\$1,035	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,035
4-Road Construction	\$403,105	\$5,142	\$144,858	\$0	\$0	\$0	\$0	\$0	\$553,105
Internal County Contracted Svc	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Project Expenditures</b>	<b>\$404,141</b>	<b>\$5,142</b>	<b>\$144,858</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$554,141</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22218  
**Project Name:** Clackamas County Regional Freight ITS Project  
**Project Location:** County Wide (UGB Area)  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** BIKRAM RAGHUBANSH  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

This project will be completed in a two part process. It includes the creation of a Freight ITS Plan for the County and all of its Cities in Phase 1 and project implementation of that plan in Phase 2. The Phase 2 construction projects are expected to be focused on Freight ITS improvements in the following freight corridors/employment areas:

- 1) OR 224 (Milwaukie Expressway);
- 2) OR 212 / 224 Clackamas Highway;
- 3) 82nd Drive between the Gladstone Interchange and OR 213;
- 4) The City of Wilsonville; and
- 5) Other areas identified in the planning process.

**Project Justification:**

The purpose of the project is to improve the reliability of the regional freight system by reducing freight vehicle delay in known congested areas. The project would accomplish this by planning and implementing freight ITS improvements specifically focus on providing truck priority enhancement to the ITS operations.

**Impact on Operating Budget:**

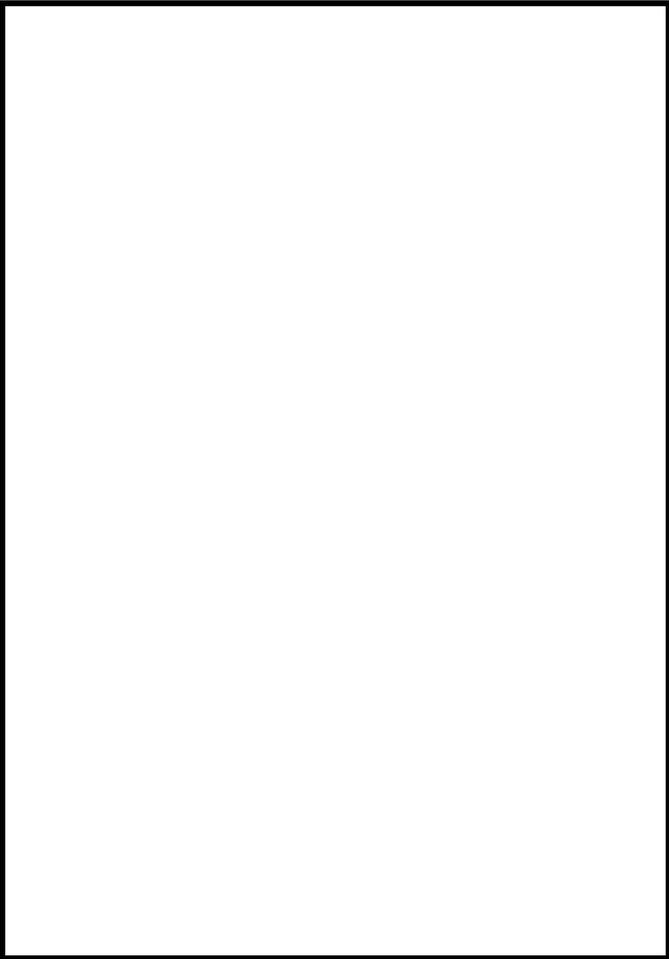
Minor match required for the funding source.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

Final Freight ITS plan schedule for completion in May 2018. Updated budget schedule and 17/18 actuals.



**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate	Jul-14	May-18		Jul-19
EndDate	Apr-18	Jun-19		Jun-20

Project Budget: <i>Actuals thru 3.31.18 Updated 4.5.18</i>	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<b>Revenues:</b>									
Road Fund	\$17,475	\$442	\$26,767	\$55,458	\$126,126	\$0	\$0	\$0	\$226,267
Surface Transportation Program	\$13,990	\$3,862	\$283,950	\$540,000	\$1,228,097	\$0	\$0	\$0	\$2,069,899
<b>Total Project Revenues</b>	<b>\$31,464</b>	<b>\$4,304</b>	<b>\$310,717</b>	<b>\$595,458</b>	<b>\$1,354,223</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,296,166</b>
<b>Expenditures:</b>									
1-Road Planning	\$30,466	\$13,792	\$150,742	\$0	\$0	\$0	\$0	\$0	\$195,000
2-Road Design	\$967	\$0	\$113,576	\$277,594	\$0	\$0	\$0	\$0	\$392,137
3-Right of Way Purchase	\$31	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31
4-Road Construction	\$0	\$0	\$0	\$0	\$1,708,998	\$0	\$0	\$0	\$1,708,998
<b>Total Project Expenditures</b>	<b>\$31,464</b>	<b>\$13,792</b>	<b>\$264,318</b>	<b>\$277,594</b>	<b>\$1,708,998</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,296,166</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22219  
**Project Name:** Sunnyside Adaptive Signal System  
**Project Location:** Sunnyside Road from 8600 block to 122nd Avenue  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** BIKRAM RAGHUBANSH  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

The goal of this project is to improve travel time reliability along the busiest section of Sunnyside Road (from 8600 block to 122nd Ave). By developing Adaptive Signal Control Technology (smarter signal system), the signal timing along this corridor can adjust in real-time to these variable and unpredictable traffic demands.

**Project Justification:**

The main benefits of adaptive signal control technology over conventional signal systems are the following: automatically adapt to unexpected changes in traffic conditions, improve travel time reliability, reduce congestion and fuel consumption.

**Impact on Operating Budget:**

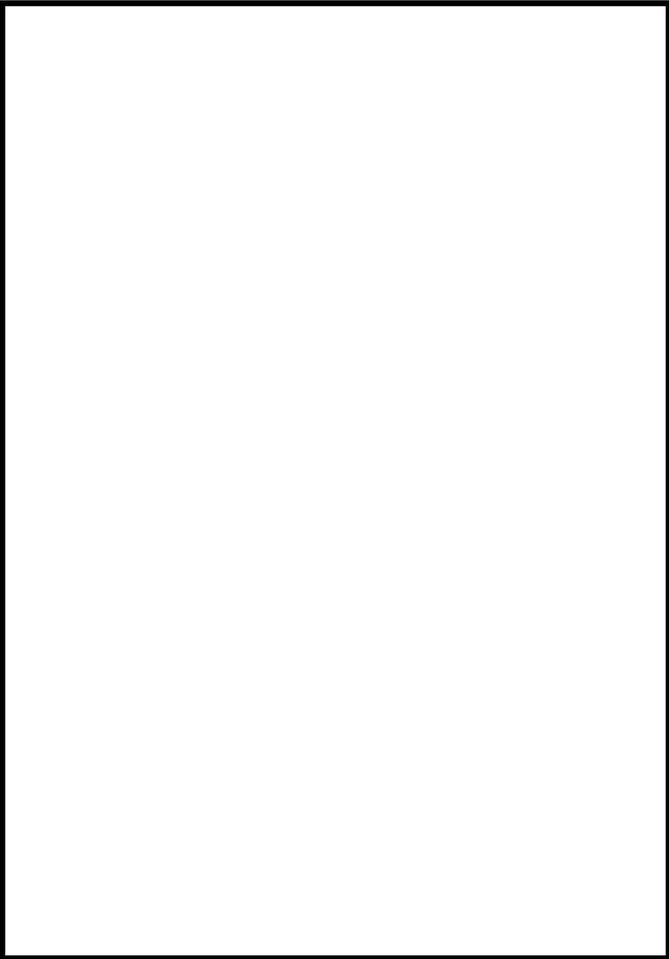
The STP funding requires a 10.27% local match.

**Environmental Impacts:**

None.

**Changes Since Last Plan:**

New Adaptive system installed with new optimized timing and 65 radar detection system.



**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate		Oct-13		Apr-17
EndDate		Apr-17		Jun-18

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Prior Year Revenue	\$19,565	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$19,565
Road Fund	\$287,503	\$3,476	\$105,403	\$0	\$0	\$0	\$0	\$0	\$396,382
Surface Transportation Program	\$47,560	\$30,374	\$893,935	\$0	\$0	\$0	\$0	\$0	\$971,869
<b>Total Project Revenues</b>	<b>\$354,628</b>	<b>\$33,851</b>	<b>\$999,338</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,387,816</b>
<b>Expenditures:</b>									
2-Road Design	\$127,983	\$9,923	\$115,639	\$0	\$0	\$0	\$0	\$0	\$253,545
4-Road Construction	\$226,645	\$194,055	\$713,571	\$0	\$0	\$0	\$0	\$0	\$1,134,271
<b>Total Project Expenditures</b>	<b>\$354,628</b>	<b>\$203,978</b>	<b>\$829,210</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,387,816</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22230  
**Project Name:** Union Mills Rd @ Hwy 213  
**Project Location:**  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** JOEL HOWIE  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

Clackamas County obtained a STIP Enhance grant to construct a widened right turn lane at the intersection of Union Mills Rd and OR-213. The current right-hand turn lane is too narrow to accommodate large trucks often traveling on this road from rural agricultural areas. Without the dedicated turn lane, traffic often backs up causing other vehicles to wait to make a left-hand turn. The lack of a right-hand turn lane also causes safety concerns for automobiles and trucks. ODOT is implementing the project on behalf of the County.

**Project Justification:**

The improvements will help the effectiveness of the intersection, reduce intersection related crashes, and provide better efficiency of traveling along a key freight corridor.

**Impact on Operating Budget:**

This project is partially funded with the STIP Enhance grant which requires County road funds as matching funds. The total amount of the grant is \$808,004.

The project design is complete. ODOT estimates the right of way phase will cost \$140,000.

**Environmental Impacts:**

No environmental impacts are expected, although a wetland assessment, historical evaluation and archaeological surveys will be needed consistent with FHWA requirements. The adjacent property is an old gas station and hazardous material studies will need to be performed.

**Changes Since Last Plan:**

Update of project budget. Updated 2017-18 YTD actual revenue/expenses thru 12.31.17.



**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate		Apr-15	Sep-16	Jan-18
EndDate		Jan-18	Sep-17	Jun-18

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Hwy Bridge Replacement & Rehab	\$2,363	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,363
Road Fund	\$42,300	\$7,880	\$290,948	\$0	\$0	\$0	\$0	\$0	\$341,128
Surface Transportation Program	\$0	\$0	\$497,789	\$0	\$0	\$0	\$0	\$0	\$497,789
<b>Total Project Revenues</b>	<b>\$44,663</b>	<b>\$7,880</b>	<b>\$788,737</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$841,281</b>
<b>Expenditures:</b>									
1-Road Planning	\$0	\$94	(\$94)	\$0	\$0	\$0	\$0	\$0	\$0
2-Road Design	\$33,833	\$3,076	\$51,841	\$0	\$0	\$0	\$0	\$0	\$88,750
3-Right of Way Purchase	\$10,831	\$718	\$10,282	\$0	\$0	\$0	\$0	\$0	\$21,831
4-Road Construction	\$0	\$576	\$730,125	\$0	\$0	\$0	\$0	\$0	\$730,701
<b>Total Project Expenditures</b>	<b>\$44,663</b>	<b>\$4,465</b>	<b>\$792,153</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$841,281</b>

**Clackamas County Prospectus**  
**Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22231  
**Project Name:** Last Road Improvements  
**Project Location:**  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** JOEL HOWIE/DEANA MULDER  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Jan-18

**Project Description/Scope:**

Clackamas County is working with General Sheet Metal (GSM) on expansion of their current operations. GSM is investing in new buildings and job creation. In an effort to spur this economic development, the County applied for a grant to support public improvements on Last Road. Last Road improvements will consist of 20 feet of widening on the south side of the street to widen the road, install a planter strip and sidewalks. The sidewalk on Evelyn Road as Last Road will be widened to meet current width standards.

**Project Justification:**

The improvements will help spur job creation and expansion of an existing business. Last Road needs improvements on the south side of the road to meet county road standards. The grant, Special Public Works Fund (SPWF) from the Oregon Infrastructure Finance Authority is expected to provide \$250k and General Sheet Metal will cover \$168k if required.

**Impact on Operating Budget:**

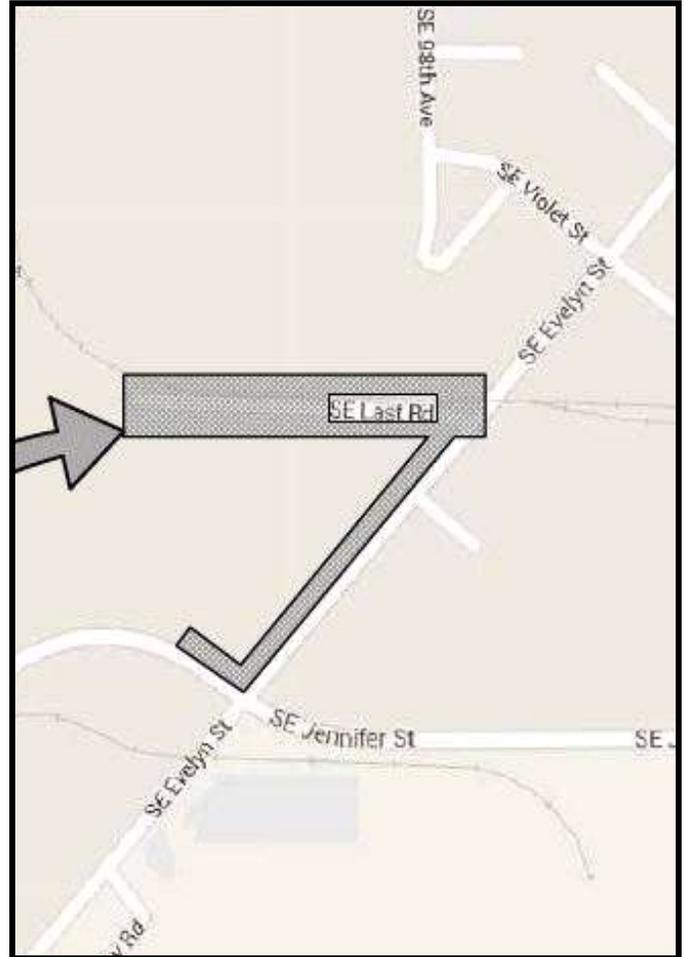
Match percentage from road funds.

**Environmental Impacts:**

No environmental impacts are expected.

**Changes Since Last Plan:**

Updated project budget, schedule and 17/18 actuals. Project was bid in September 2017 but bids were rejected due to much higher than estimated. The project will go out to rebid in February 2018.



**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate		Oct-15		Mar-18
EndDate		Sep-17		Aug-18

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Condition of Approval Permit	\$0	\$0	\$128,800	\$40,000	\$0	\$0	\$0	\$0	\$168,800
Prior Year Revenue	\$42,688	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$42,688
Road Fund	(\$8,886)	\$0	\$10,000	\$30,000	\$0	\$0	\$0	\$0	\$31,114
State Lottery Funds	\$42,688	\$0	\$50,000	\$157,312	\$0	\$0	\$0	\$0	\$250,000
Surface Transportation Program	\$9,551	\$3,532	(\$3,532)	\$0	\$0	\$0	\$0	\$0	\$9,551
<b>Total Project Revenues</b>	<b>\$86,041</b>	<b>\$3,532</b>	<b>\$185,269</b>	<b>\$227,312</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$502,153</b>
<b>Expenditures:</b>									
2-Road Design	\$86,041	\$3,526	\$4,194	\$0	\$0	\$0	\$0	\$0	\$93,761
4-Road Construction	\$0	\$2,179	\$178,901	\$227,312	\$0	\$0	\$0	\$0	\$408,392
<b>Total Project Expenditures</b>	<b>\$86,041</b>	<b>\$5,705</b>	<b>\$183,095</b>	<b>\$227,312</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$502,153</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22240  
**Project Name:** Victory Rd @ Forsythe Rd Realignment  
**Project Location:**  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** ROBERT KNORR  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

The existing intersection at Victory Road and Forsythe Road has limited site distance and experiences periodic crashes. A developer at the intersection is proposing significant changes adjacent to the intersection. The County and developer negotiated an agreement for the developer to dedicate \$50k in funds and dedicate the necessary right of way to realign the road at the intersection to significantly improve site distance at the intersection.

**Project Justification:**

The existing intersection at Victory Road and Forsythe Road has limited site distance and experiences periodic crashes. A realignment of the road will significantly improve site distance at the intersection and improve the safety of the intersection.

**Impact on Operating Budget:**

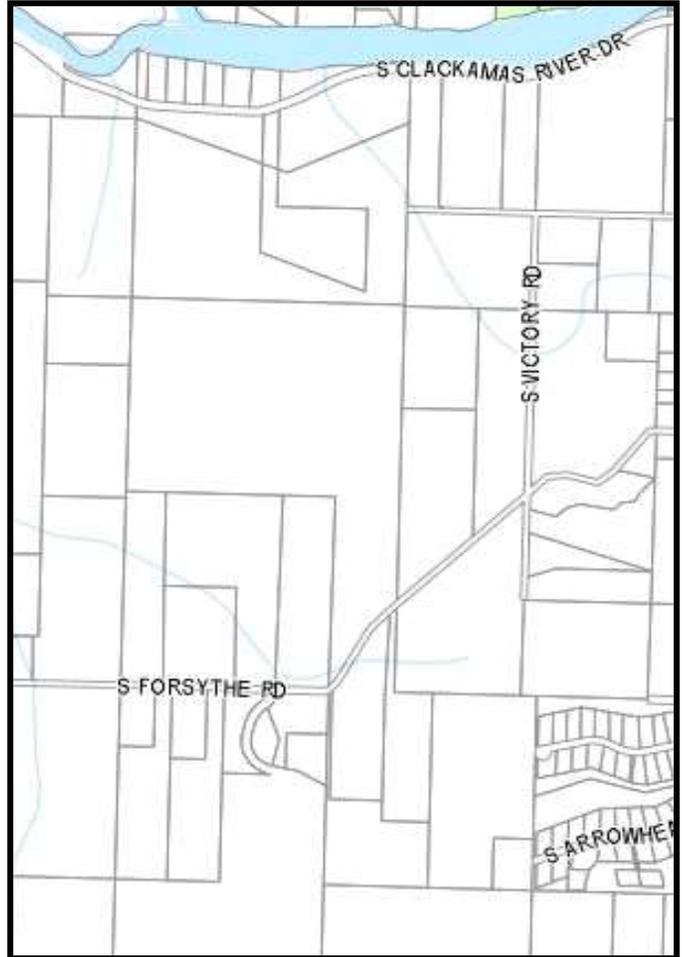
Match from road funds.

**Environmental Impacts:**

Limited environmental impacts are expected. No permits are expected to be required. However, a review of potential wetlands is expected.

**Changes Since Last Plan:**

The developer's land use application was approved and the developer's surveyor completed the project survey. The County's consultant has completed its review of wetlands and stormwater impervious surfaces, culminating in a finalized stormwater report and design of a water quality swale / detention structure. Updated project budget, schedule and 17/18 actuals thru 12/31/17.



**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate		Jun-17		Apr-18
EndDate		Mar-18		Oct-18

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<b>Revenues:</b>									
Condition of Approval Permit	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000
Road Fund	\$25,161	\$10,354	\$41,338	\$68,922	\$0	\$0	\$0	\$0	\$145,775
<b>Total Project Revenues</b>	<b>\$25,161</b>	<b>\$10,354</b>	<b>\$91,338</b>	<b>\$68,922</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$195,775</b>
<b>Expenditures:</b>									
1-Road Planning	\$0	\$217	(\$217)	\$0	\$0	\$0	\$0	\$0	\$0
2-Road Design	\$25,161	\$20,335	\$5,279	\$0	\$0	\$0	\$0	\$0	\$50,775
4-Road Construction	\$0	\$0	\$68,208	\$76,792	\$0	\$0	\$0	\$0	\$145,000
<b>Total Project Expenditures</b>	<b>\$25,161</b>	<b>\$20,552</b>	<b>\$73,270</b>	<b>\$76,792</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$195,775</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22252  
**Project Name:** SE 90th Avenue Reconstruction  
**Project Location:** SE Monterrey Avenue to SE Causey Avenue  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** JONATHAN HANGARTNER  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

SE 90th Avenue is an existing concrete roadway adjacent to the Clackamas Town Center. The street is a local road lined with apartments along this section of roadway. Parking exists on the east side of the roadway.

**Project Justification:**

The existing concrete roadway is in poor condition with substantial cracking in many of the concrete panels in this section. A few of the concrete panels are crumbling and require continuous ongoing maintenance to repair. The roadway needs to be reconstructed.

**Impact on Operating Budget:**

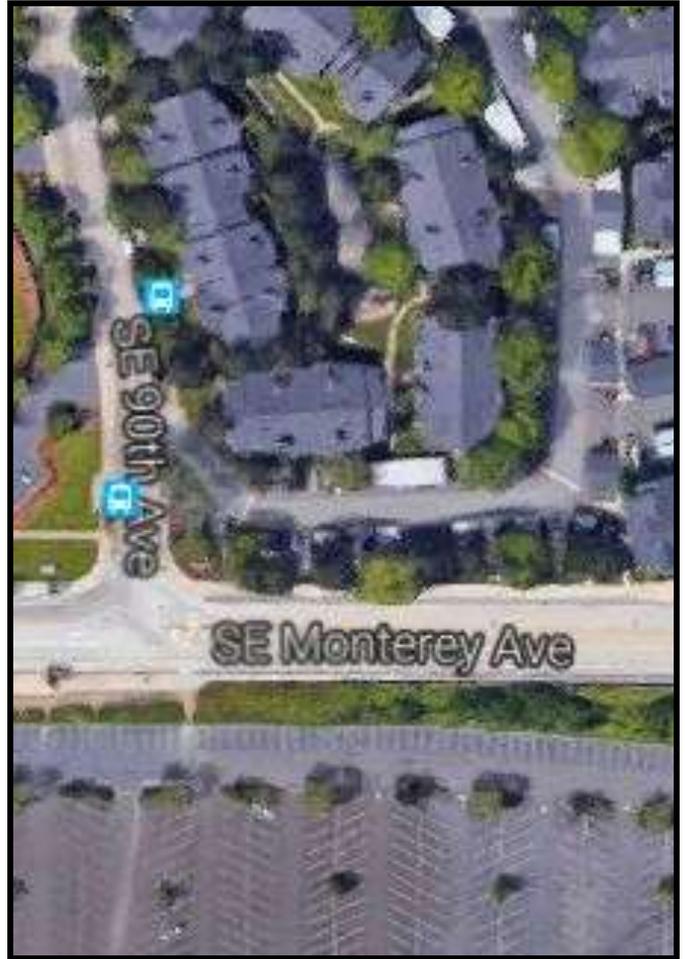
No road fund is anticipated. The funding source is the Rural Surface Transportation Program (STP) funding through ODOT.

**Environmental Impacts:**

Limited environmental impacts are expected. No permits are expected to be required.

**Changes Since Last Plan:**

Updated project budget, schedule and 17/18 actuals.



**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate		Oct-17	Nov-18	Jun-19
EndDate		Dec-18	May-19	Sep-19

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Road Fund	\$0	\$1,238	\$45,792	\$513,970	\$400,000	\$0	\$0	\$0	\$961,000
<b>Total Project Revenues</b>	<b>\$0</b>	<b>\$1,238</b>	<b>\$45,792</b>	<b>\$513,970</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$961,000</b>
<b>Expenditures:</b>									
2-Road Design	\$0	\$36,426	\$10,604	\$58,970	\$0	\$0	\$0	\$0	\$106,000
3-Right of Way Purchase	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	\$5,000
4-Road Construction	\$0	\$0	\$0	\$450,000	\$400,000	\$0	\$0	\$0	\$850,000
<b>Total Project Expenditures</b>	<b>\$0</b>	<b>\$36,426</b>	<b>\$10,604</b>	<b>\$513,970</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$961,000</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22256  
**Project Name:** Union Mills Rd @ OR-213, Pavement Repair  
**Project Location:** Union Mills Rd at OR-213  
**Map No:** 124

**Program:** 02101-Road Projects  
**Project Manager(s):** JONATHAN HANGARTNER  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

Clackamas County obtained a STIP Enhance grant to construct a widened right turn lane at the intersection of Union Mills Rd and OR-213. However, there is significant deterioration of the asphalt surface of Union Mills Road. Before the STIP work is done, the existing road surface of Union Mills Rd must be repaired. This will be accomplished first by cold plane pavement removal and then by placing asphalt back in place.

**Project Justification:**

This work will help the structural integrity of the road and provide a structurally improved roadway for the STIP work to be constructed on.

**Impact on Operating Budget:**

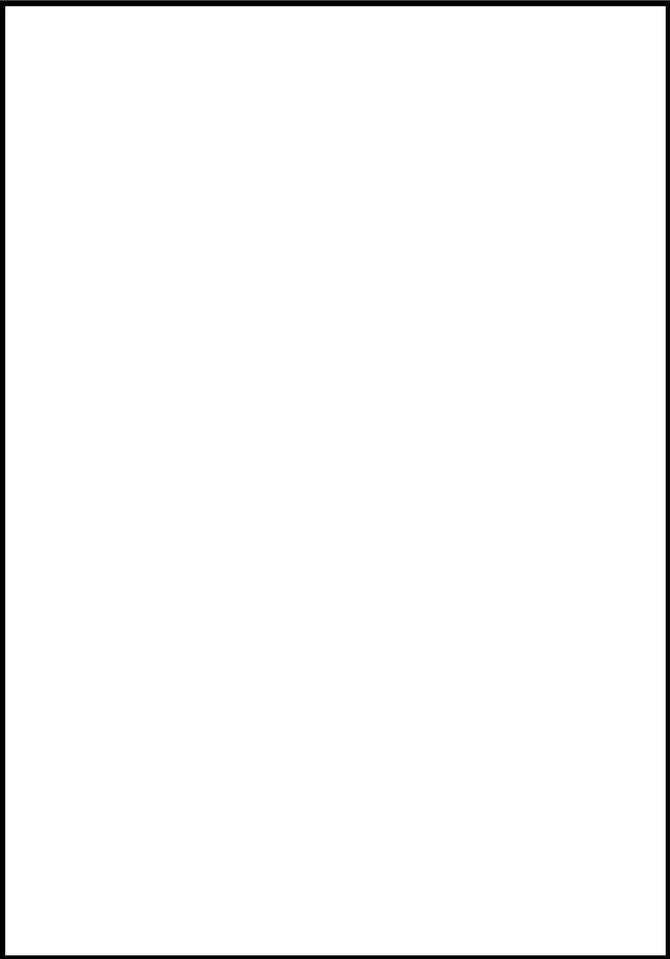
County Road Funds are required for this project.

**Environmental Impacts:**

No environmental impacts are expected. No permits are expected to be required.

**Changes Since Last Plan:**

Updated project budget, schedule and 17/18 actuals thru 12/31/17.



**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate		Sep-17		Mar-18
EndDate		Dec-17		Apr-18

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Road Fund	\$0	\$2,422	\$142,578	\$0	\$0	\$0	\$0	\$0	\$145,000
<b>Total Project Revenues</b>	<b>\$0</b>	<b>\$2,422</b>	<b>\$142,578</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$145,000</b>
<b>Expenditures:</b>									
2-Road Design	\$0	\$6,175	\$8,825	\$0	\$0	\$0	\$0	\$0	\$15,000
4-Road Construction	\$0	\$250	\$129,750	\$0	\$0	\$0	\$0	\$0	\$130,000
<b>Total Project Expenditures</b>	<b>\$0</b>	<b>\$6,425</b>	<b>\$138,575</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$145,000</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22258  
**Project Name:** Bull Run River (SE Bull Run Rd) Bridge  
**Project Location:** SE BULL RUN @ SANDY RIVER  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** JONATHAN HANGARTNER  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

The asphalt concrete approaches at the Bull Run Truss Bridge will be repaired. The location is Bull Run Rd (MP 3.8) @ the Bull Run Truss Bridge over the Bull Run River.

**Project Justification:**

The asphalt concrete at this bridge is in poor condition and needs repair. This location experiences heavy truck loads and relatively high speeds at the bridge. Repair of the approaches will provide safer movement of vehicles and have a smoother transition and less impact to the existing bridge.

**Impact on Operating Budget:**

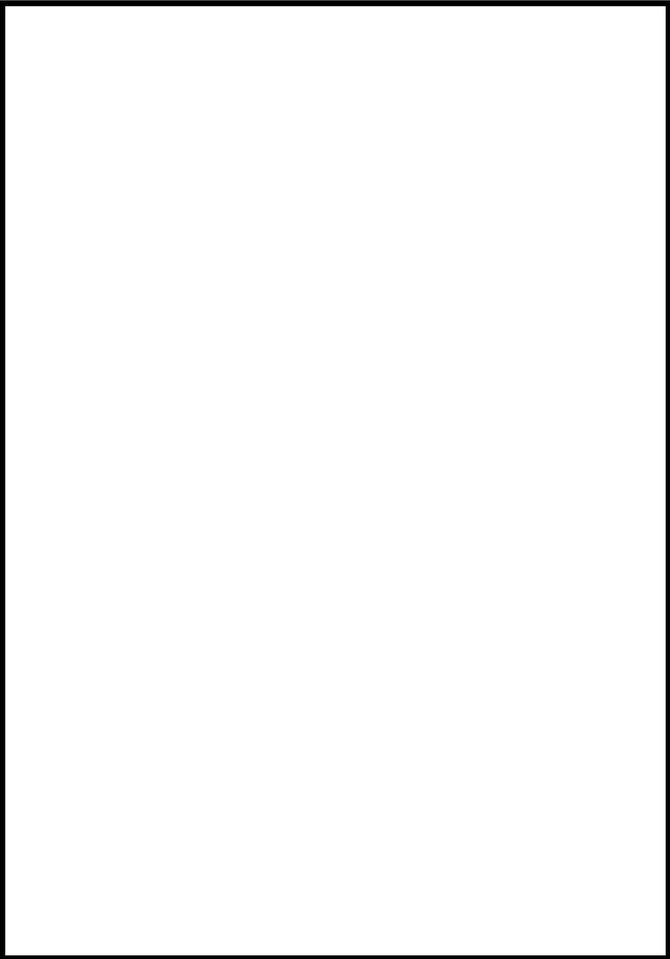
County Road Funds are required for this project.

**Environmental Impacts:**

No environmental impacts are expected. No permits are expected to be required.

**Changes Since Last Plan:**

Updated project budget, schedule and 17/18 actuals thru 12/31/17.



**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate		Oct-17		Jul-18
EndDate		Feb-18		Aug-18

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Road Fund	\$0	\$0	\$30,000	\$148,189	\$0	\$0	\$0	\$0	\$178,189
<b>Total Project Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$148,189</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$178,189</b>
<b>Expenditures:</b>									
2-Road Design	\$0	\$6,629	\$18,371	\$0	\$0	\$0	\$0	\$0	\$25,000
4-Road Construction	\$0	\$0	\$5,000	\$148,189	\$0	\$0	\$0	\$0	\$153,189
<b>Total Project Expenditures</b>	<b>\$0</b>	<b>\$6,629</b>	<b>\$23,371</b>	<b>\$148,189</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$178,189</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22259  
**Project Name:** Tualatin River (SW Petes Mtn Rd) Bridge  
**Project Location:** SW Petes Mountain Rd @ Tualatin River  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** JONATHAN HANGARTNER  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

The asphalt concrete approaches at the Wiess Bridge will be repaired. The location is SW Petes Mountain Rd (MP 3.42) @ the Wiess Bridge over the Tualatin River.

**Project Justification:**

The asphalt concrete at this bridge is in poor condition and needs repair. This location experiences heavy truck loads and relatively high speeds at the bridge. Repair of the approaches will provide safer movement of vehicles and have a smoother transition and less impact to the existing bridge.

**Impact on Operating Budget:**

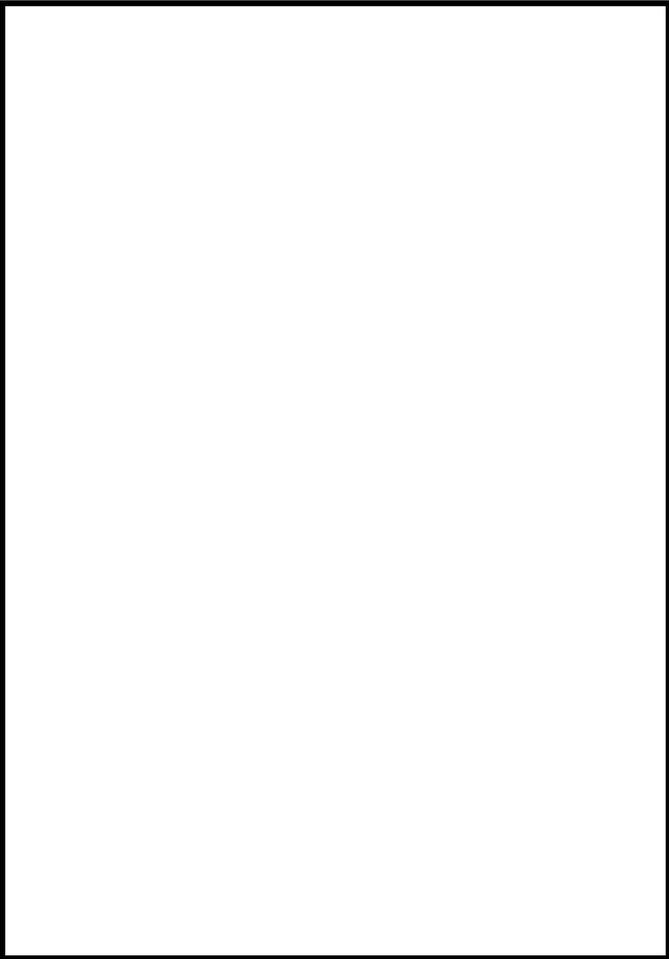
County Road Funds are required for this project.

**Environmental Impacts:**

No environmental impacts are expected. No permits are expected to be required.

**Changes Since Last Plan:**

Updated project budget, schedule and 17/18 actuals.



**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate		Oct-17		Aug-18
EndDate		Feb-18		Oct-18

Project Budget:	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<i>Actuals thru 3.31.18 Updated 4.5.18</i>									
<b>Revenues:</b>									
Road Fund	\$0	\$0	\$30,000	\$98,129	\$0	\$0	\$0	\$0	\$128,129
<b>Total Project Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$98,129</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$128,129</b>
<b>Expenditures:</b>									
2-Road Design	\$0	\$5,220	\$19,780	\$0	\$0	\$0	\$0	\$0	\$25,000
4-Road Construction	\$0	\$0	\$5,000	\$98,129	\$0	\$0	\$0	\$0	\$103,129
<b>Total Project Expenditures</b>	<b>\$0</b>	<b>\$5,220</b>	<b>\$24,780</b>	<b>\$98,129</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$128,129</b>

**Clackamas County Prospectus  
Fiscal Year 2017/18 to 2022/23**

**Project Number:** 22260  
**Project Name:** Clear Creek (S Springwater Rd) Bridge  
**Project Location:** S Springwater Rd @ Clear Creek  
**Map No:**

**Program:** 02101-Road Projects  
**Project Manager(s):** JONATHAN HANGARTNER  
**Budgeted in Dept:** 7432 - DTD Trans Construction  
**Current Status:** ACTIVE

**Date of Last Revision:** Feb-18

**Project Description/Scope:**

The asphalt concrete approaches at the Clear Creek Bridge will be repaired. The locations is S Springwater Rd (MP 0.24) @ Clear Creek Bridge. In addition to the bridge approach work on Springwater Rd at the Clear Creek Bridge, Springwater Rd will be overlaid between the Clear Creek Bridge and the end of the project limits of the Clackamas River (Springwater Rd) Carver Bridge.

**Project Justification:**

The asphalt concrete at this bridge is in poor condition and needs repair. This location experiences heavy truck loads and relatively high speeds at the bridge. Repair of the approaches will provide safer movement of vehicles and have a smoother transition and less impact to the existing bridge.

**Impact on Operating Budget:**

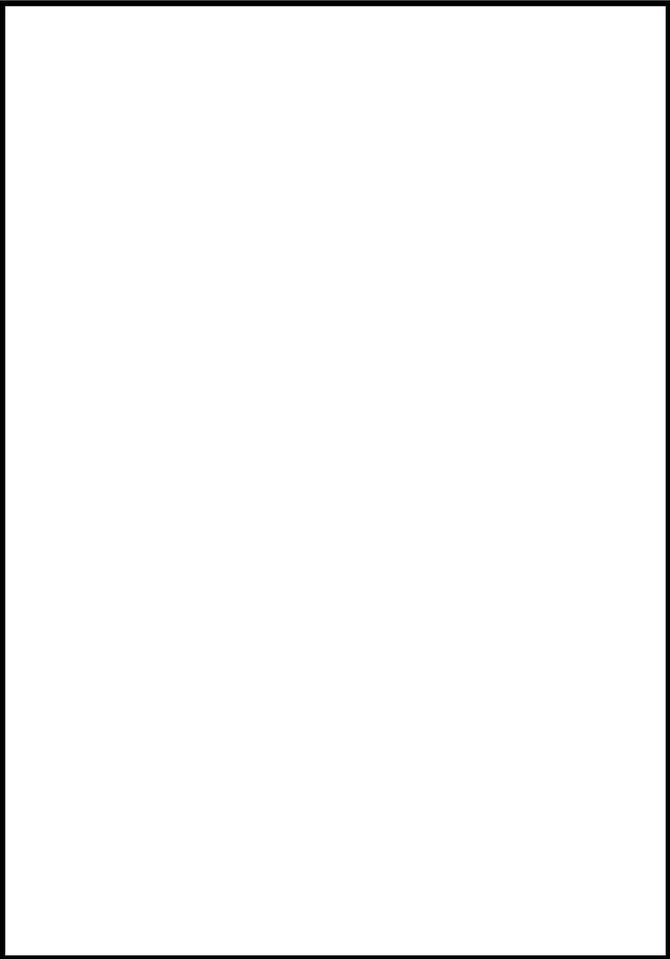
County Road Funds are required for this project.

**Environmental Impacts:**

No environmental impacts are expected. No permits are expected to be required.

**Changes Since Last Plan:**

Updated project budget and schedule.



**Project Schedule:**

	Planning	Design	Right of Way	Construction
StartDate		Oct-17		Jun-18
EndDate		Jan-18		Sep-18

Project Budget: <i>Actuals thru 3.31.18 Updated 4.5.18</i>	Actuals Thru 6/30/17	FY17-18 YTD Actuals	FY17-18 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
				2018/19	2019/20	2020/21	2021/22	2022/23+	
<b>Revenues:</b>									
Road Fund	\$0	\$0	\$40,000	\$292,360	\$0	\$0	\$0	\$0	\$332,360
<b>Total Project Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$292,360</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$332,360</b>
<b>Expenditures:</b>									
2-Road Design	\$0	\$8,239	\$21,761	\$0	\$0	\$0	\$0	\$0	\$30,000
4-Road Construction	\$0	\$0	\$10,000	\$292,360	\$0	\$0	\$0	\$0	\$302,360
<b>Total Project Expenditures</b>	<b>\$0</b>	<b>\$8,239</b>	<b>\$31,761</b>	<b>\$292,360</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$332,360</b>



# Asset Projects



FOREST & TIMBER MANAGEMENT

Capital Project Sheet

PROGRAM SUMMARY	
Project Title:	Family Camp Access Road Improvements
Project Location:	73E 06000
Scheduled Completion:	March, 2019

PURPOSE AND JUSTIFICATION
This 90 acre County Forest property was purchased in 2010 and is approximately 13.5 miles southeast of the City of Molalla. The access road has large ruts due to erosion and lack of prior maintenance. This project will grade and gravel the road, and place culverts where needed in order to provide safe accessibility for forest staff to do forest management on the property as well as fire fighting personnel in case of wildfire.

DESCRIPTION AND LOCATION
Family Camp is located in the southern part of Clackamas County, about 15 miles outside of the City of Molalla.



IMPACT ON OPERATING BUDGET
This project will be funded through the Forest Management Fund 257.

IMPACT ON CUSTOMER
None

PROJECT COSTS	
Planning & Design:	-
Land:	-
Construction (Estimated):	45,000
Other:	-
<b>TOTAL</b>	<b>\$45,000</b>

Fiscal Year	General Fund	Shared Revenue	Grants	Other Gov't	Debt	Other (specify) (1)	Total
Previous Yrs	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	-	-	-	-	-
2018-19	-	-	-	-	-	45,000	45,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>

(1) Forest Management Fund 257



# County Fair Projects

<b>PROGRAM SUMMARY</b>
Project Title: Reroof Pavilion Building
Project Location: Clackamas County Fairgrounds
Scheduled Completion: July 2018

<b>PURPOSE AND JUSTIFICATION</b>
The existing roof on the Main Pavilion is in need of repair. We have gone out for Request for Proposals and are in the process of selecting and awarding the contract for approximately \$300,000.

<b>DESCRIPTION AND LOCATION</b>
 <p>www.slammy.com - FG6RPH</p>

<b>IMPACT ON OPERATING BUDGET</b>
No impact on operating budget. Funds will come from the County Fair and County General Fund.

<b>IMPACT ON CUSTOMER</b>
No financial impact on customer.

<b>PROJECT COSTS</b>	
Planning & Design	-
Property Acquisition	-
Construction (Estimated)	-
Other: Building Improvements	300,000
<b>TOTAL</b>	<b>\$ 300,000</b>

<b>Fiscal Year</b>	<b>General Fund</b>	<b>Shared Revenue</b>	<b>Grants</b>	<b>Other Gov't</b>	<b>Debt</b>	<b>Other (1)</b>	<b>Total</b>
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	100,000	-	-	-	-	200,000	300,000
<b>Total</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 300,000</b>

(1) Clackamas County Fair Budget



# Parks Projects

**PROGRAM SUMMARY**

Project Title: Roller  
 Project Location: Stone Creek Golf Course  
 14603 S Stoneridge Dr., Oregon City  
 Scheduled Completion: June, 2019

**PURPOSE AND JUSTIFICATION**

One new roller is needed at Stone Creek to maintain pristine greens. This project includes the purchase of 1 new Toro Roller. This is a high use piece of equipment at Stone Creek. Our current roller is well past the expected life of the machine. This machine contributes greatly to our goal of maintaining firm, fast, and true putting surfaces. With this machine being hydraulically driven vs. chain driven we will also cut down on worn out parts, reducing the regular maintenance costs of our roller.

**DESCRIPTION AND LOCATION**



**IMPACT ON OPERATING BUDGET**

None

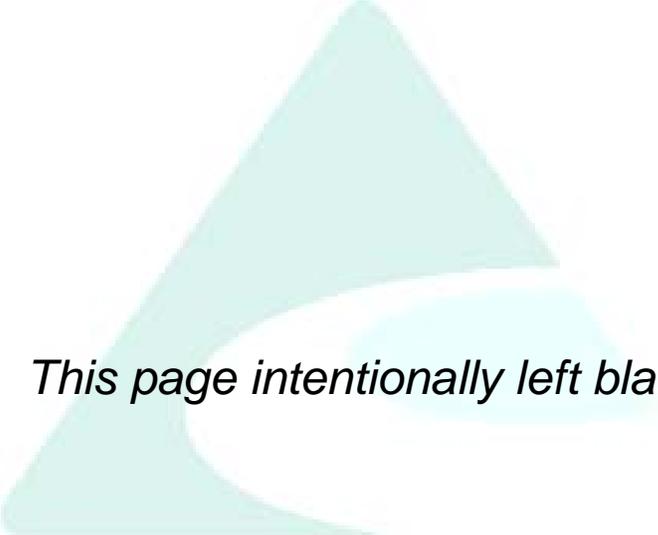
**IMPACT ON CUSTOMER**

None

**PROJECT COSTS**

Planning & Design:	-
Property Acquisition:	-
Construction (Estimated):	-
Other:	11,940
<b>TOTAL</b>	<b>\$11,940</b>

Fiscal Year	General Fund	Shared Revenue	Grants	Other Gov't	Debt	Other (specify)	Total
Previous Yrs	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	-	-	-	-	-
2018-19	11,940	-	-	-	-	-	11,940
<b>Total</b>	<b>\$ 11,940</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,940</b>



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y



MARC GONZALES  
DIRECTOR

DEPARTMENT OF FINANCE

PUBLIC SERVICES BUILDING

2051 KAEN ROAD | OREGON CITY, OR 97045

June 28, 2018

Board of County Commissioners  
Clackamas County

Members of the Board:

Resolution Adopting the Clackamas County 2018-2019  
Fiscal Year Budget, making Appropriations and Imposing and  
Categorizing Taxes for the Period of July 1, 2018 through June 30, 2019

Purpose/Outcome	Budget adoption for Clackamas County FY 2018-2019
Dollar Amount and Fiscal Impact	The effect is to adopt a budget of \$846,819,667.
Funding Source	Includes Fund Balance, Fees, Licenses, Permits, Fines, Assessments and Other Service Charges, Federal, State Other Grants, Revenue from Bonds and Other Debt, Interfund Transfers, Internal Service Reimbursements, Other Resources and Taxes.
Duration	July 1, 2018-June 30, 2019
Previous Board Action/Review	Budget Committee approval June 6, 2018.
Strategic Plan Alignment	Build public trust through good government
Contact Person	Diane Padilla, 503-742-5425

**BACKGROUND:**

Attached are the Resolution and exhibits to adopt the budget as published and approved by the Budget Committee in accordance with state budget law, and impose taxes.

This Resolution establishes a budget for Clackamas County July 1, 2018 through June 30, 2019 inclusive of \$846,819,667.

**RECOMMENDATION:**

Staff respectfully recommends that the Board adopt the attached Resolution and exhibit.

Sincerely,

Diane Padilla  
Budget Manager

**BEFORE THE BOARD OF COUNTY COMMISSIONERS  
OF CLACKAMAS COUNTY, STATE OF OREGON**

In the Matter of Adopting a Budget  
Making Appropriations and Imposing  
and Categorizing Taxes from the  
Period of July 1, 2018 to June 30,  
2019 for Clackamas County



Resolution No. 2018-56  
Page 1 of 2

BE IT RESOLVED that the Board of Commissioners of Clackamas County hereby adopts the budget approved by the Clackamas County Budget Committee in compliance with Oregon Local Budget Law in the total amount of \$846,819,667 and establishes appropriations as detailed in the attached Exhibit A, which is, by this reference, incorporated herein. This budget is now on file at 2051 Kaen Road, in Oregon City, Oregon.

BE IT RESOLVED that the Budget Committee has accepted the recommendations of the Compensation Board for Elected Officials with regard to individual salary adjustments of 6.4% for Board of County Commissioners effective July 1, 2018, an individual salary adjustment of 2.0% for the Treasurer effective July 1, 2018, an individual salary adjustment of 3.0% for the Assessor effective July 1, 2018, an individual salary adjustment of 4.6% for the Clerk effective July 1, 2018, an individual salary adjustment of 4.0% for the District Attorney effective July 1, 2018 and an individual salary adjustment of 2.8% for the Justice of the Peace effective July 1, 2018.

BE IT RESOLVED that the Board of Commissioners has accepted the methodology of using the CPI-W, West Urban rate (annual average) from the previous year for calculating cost of living adjustments for non-represented county employees. This rate is 2.8% effective July 1, 2018.

BE IT RESOLVED that in conformance with Governmental Accounting Standards Board Statement Number 54, the County acknowledges that amounts transferred from the General Fund in operational support to the Sheriff's Operations Fund (216), The District Attorney Fund (220), The Juvenile Fund (260) and the Community Corrections Fund (219) for Fiscal Year 2017-18 are 'committed funds' as defined in GASB Statement 54.

BE IT RESOLVED that the following ad valorem property taxes are hereby imposed for tax year 2018-2019 upon the assessed value of all taxable property within the district:

- (1) At the rate of \$2.4042 per \$1,000 of assessed value for permanent rate tax in cities which provide their own police patrol service; and
- (2) At the rate of \$2.9766 per \$1,000 of assessed value for permanent rate tax in remaining cities and unincorporated areas; and
- (3) At the rate of \$0.2480 per \$1,000 of assessed value for local option tax; and
- (4) In the amount of \$4,937,000 for debt service for general obligation bonds.

**BEFORE THE BOARD OF COUNTY COMMISSIONERS  
OF CLACKAMAS COUNTY, STATE OF OREGON**

In the Matter of Adopting a Budget  
Making Appropriations and imposing  
and Categorizing Taxes from the  
Period of July 1, 2018 to June 30,  
2019, for Clackamas County



Resolution No. 2018-56  
Page 2 of 2

BE IT RESOLVED that the taxes imposed are hereby categorized for purposes of Article XI section 11b as:

<b>General Government Limitation</b>	
Permanent Rate Tax	\$2.4042/\$1,000
Permanent Rate Tax	\$2.9766/\$1,000
Local Option Tax	\$0.2480/\$1,000

**Excluded from Limitation**  
General Obligation Bond Debt Service \$4,937,000

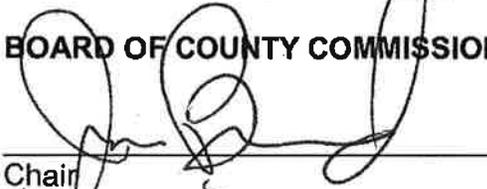
BE RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS THAT:

The above statements were approved and declared adopted on this 28th day of June, 2018.

DATED this 28<sup>th</sup> day of June, 2018

**BOARD OF COUNTY COMMISSIONERS**

Chair

  
\_\_\_\_\_  
Recording Secretary

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2018-19**

<u>GENERAL FUND</u>	<u>APPROPRIATION</u>
Board of County Commissioners	1,876,723
County Administration	2,332,469
County Counsel	2,859,569
Human Resources	4,451,480
Assessor	8,203,895
Clerk	3,074,611
Transportation & Development	1,303,805
Finance	7,093,056
Treasurer	1,011,248
Public & Government Affairs	5,884,652
Not Allocated to Organizational Unit:	
Personnel Services	19,971,658
Materials & Services	10,323,421
Debt Service	244,303
Special Payments	42,647,382
Interfund Transfer	109,650,177
Contingency	8,718,830
FUND TOTAL	\$ 229,647,279
 <u>COUNTY FAIR FUND</u>	
Culture, Education and Recreation	2,279,062
Not Allocated to Organizational Unit:	
Special Payments	5,000
Contingency	111,446
FUND TOTAL	\$ 2,395,508
 <u>COUNTY SCHOOL FUND</u>	
Not Allocated to Organizational Unit:	
Special Payments	269,365
FUND TOTAL	\$ 269,365
 <u>BUILDING CODES FUND</u>	
General Government	8,703,987
Not Allocated to Organizational Unit:	
Contingency	719,396
FUND TOTAL	\$ 9,423,383

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2018-19**

CLACKAMAS COUNTY RESOLUTION SVCS FUND

General Government		1,687,357
	FUND TOTAL	<u>\$ 1,687,357</u>

BUSINESS & ECONOMIC DEVELOPMENT FUND

Economic Development		3,999,115
Not Allocated to Organizational Unit:		
Interfund Transfer		63,000
Special Payments		335,000
Contingency		401,791
	FUND TOTAL	<u>\$ 4,798,906</u>

DISASTER MANAGEMENT FUND

Public Protection		3,733,916
Not Allocated to Organizational Unit:		
Special Payments		150,000
Contingency		308,159
	FUND TOTAL	<u>\$ 4,192,075</u>

LAW LIBRARY FUND

Public Protection		429,253
Not Allocated to Organizational Unit:		
Contingency		160,000
	FUND TOTAL	<u>\$ 589,253</u>

LIBRARY SERVICES FUND

Culture, Education and Recreation		4,736,191
Not Allocated to Organizational Unit:		
Special Payments		2,100,000
Contingency		91,447
	FUND TOTAL	<u>\$ 6,927,638</u>

PARKS FUND

Culture, Education and Recreation		3,488,828
Not Allocated to Organizational Unit:		
Contingency		212,333
	FUND TOTAL	<u>\$ 3,701,161</u>

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2018-19**

PLANNING FUND

Economic Development	4,441,277
Not Allocated to Organizational Unit:	
Interfund Transfer	110,000
Contingency	330,237
FUND TOTAL	<u>\$ 4,881,514</u>

ROAD FUND

Public Ways and Facilities	56,764,718
Not Allocated to Organizational Unit:	
Special Payments	500,000
Contingency	8,258,677
FUND TOTAL	<u>\$ 65,523,395</u>

SHERIFF FUND

Public Protection	91,016,015
Not Allocated to Organizational Unit:	
Interfund Transfer	1,631,731
Special Payments	170,000
FUND TOTAL	<u>\$ 92,817,746</u>

CODE ENFORCEMENT, RESOURCE CONSERVATION & SOLID WASTE

General Government	4,169,729
Not Allocated to Organizational Unit:	
Interfund Transfer	75,000
Contingency	664,202
FUND TOTAL	<u>\$ 4,908,931</u>

PROPERTY RESOURCES FUND

General Government	1,162,193
Not Allocated to Organizational Unit:	
Special Payments	450,000
Contingency	97,547
FUND TOTAL	<u>\$ 1,709,740</u>

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2018-19**

COMMUNITY CORRECTIONS FUND

Public Protection	18,217,264
Not Allocated to Organizational Unit: Special Payments	120,579
FUND TOTAL	<u>\$ 18,337,843</u>

DISTRICT ATTORNEY FUND

Public Protection	13,198,042
Not Allocated to Organizational Unit: Special Payments	440,000
FUND TOTAL	<u>\$ 13,638,042</u>

JUSTICE COURT FUND

Public Protection	1,841,548
Not Allocated to Organizational Unit: Special Payments	1,700,000
Contingency	770,606
FUND TOTAL	<u>\$ 4,312,154</u>

COUNTYWIDE TRANSPORTATION SDC FUND

Public Ways and Facilities	153,357
Not Allocated to Organizational Unit: Interfund Transfer	1,721,536
Contingency	1,055,273
FUND TOTAL	<u>\$ 2,930,166</u>

PUBLIC LAND CORNER PRESERVATION FUND

Public Ways and Facilities	736,975
Not Allocated to Organizational Unit: Contingency	290,868
FUND TOTAL	<u>\$ 1,027,843</u>

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2018-19**

HAPPY VALLEY/CLACKAMAS JOINT TRANSPORTATION FUND

Public Ways and Facilities

Not Allocated to Organizational Unit:

Interfund Transfer

1,882,768

FUND TOTAL

\$ 1,882,768

HEALTH, HOUSING & HUMAN SERVICES ADMINISTRATION FUND

Health and Human Services

3,116,311

Not Allocated to Organizational Unit:

Interfund Transfer

65,358

FUND TOTAL

\$ 3,181,669

BEHAVIORAL HEALTH FUND

Health and Human Services

26,316,249

Not Allocated to Organizational Unit:

Special Payments

990,454

Contingency

3,906,306

FUND TOTAL

\$ 31,213,009

SOCIAL SERVICES FUND

Health and Human Services

28,157,057

Not Allocated to Organizational Unit:

Special Payments

978,157

Contingency

2,111,459

FUND TOTAL

\$ 31,246,673

COMMUNITY DEVELOPMENT FUND

Economic Development

5,728,146

Not Allocated to Organizational Unit:

Special Payments

465,000

Contingency

483,439

FUND TOTAL

\$ 6,676,585

COMMUNITY SOLUTIONS FUND

Not Allocated to Organizational Unit:

Interfund Transfer

626,510

FUND TOTAL

\$ 626,510

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2018-19**

CHILDREN YOUTH & FAMILIES FUND

Health and Human Services	8,585,528
Not Allocated to Organizational Unit: Special Payments	1,130,545
FUND TOTAL	<u>\$ 9,716,073</u>

DOG SERVICES FUND

Health and Human Services	2,718,096
Not Allocated to Organizational Unit: Contingency	251,939
FUND TOTAL	<u>\$ 2,970,035</u>

EMPLOYER CONTRIBUTION RESERVE FUND

Not Allocated to Organizational Unit: Contingency	2,710,280
FUND TOTAL	<u>\$ 2,710,280</u>

COUNTY SAFETY NET LEGISLATION LOCAL PROJECTS FUND

Not Allocated to Organizational Unit: Materials & Services	12,824
Special Payments	293,338
FUND TOTAL	<u>\$ 306,162</u>

PUBLIC HEALTH FUND

Health and Human Services	10,153,528
Not Allocated to Organizational Unit: Special Payments	548,893
Contingency	26,163
FUND TOTAL	<u>\$ 10,728,584</u>

CLACKAMAS HEALTH CENTERS FUND

Health and Human Services	35,713,273
Not Allocated to Organizational Unit: Contingency	7,086,499
FUND TOTAL	<u>\$ 42,799,772</u>

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2018-19**

TRANSIENT ROOM TAX FUND

Not Allocated to Organizational Unit:		
Materials & Services		105,000
Interfund Transfer		5,151,676
FUND TOTAL		<u>\$ 5,256,676</u>

TOURISM DEVELOPMENT FUND

Culture, Education and Recreation		5,529,592
Not Allocated to Organizational Unit:		
Contingency		450,000
FUND TOTAL		<u>\$ 5,979,592</u>

FOREST MANAGEMENT FUND

Culture, Education and Recreation		5,887,416
Not Allocated to Organizational Unit:		
Special Payments		5,000
Interfund Transfer		300,000
Contingency		129,242
FUND TOTAL		<u>\$ 6,321,658</u>

JUVENILE FUND

Public Protection		12,684,324
Not Allocated to Organizational Unit:		
Contingency		150,000
FUND TOTAL		<u>\$ 12,834,324</u>

CLACKAMAS COUNTY DEBT SERVICE FUND

Not Allocated to Organizational Unit:		
Debt Service		8,706,303
FUND TOTAL		<u>\$ 8,706,303</u>

GENERAL OBLIGATION BOND DEBT SERVICE FUND

Not Allocated to Organizational Unit:		
Debt Service		4,690,155
FUND TOTAL		<u>\$ 4,690,155</u>

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2018-19**

DTD CAPITAL PROJECTS FUND

Public Ways and Facilities

Not Allocated to Organizational Unit:

Interfund Transfer

3,436,491

FUND TOTAL

\$ 3,436,491

CAPITAL PROJECTS RESERVE FUND

Public Ways and Facilities

19,013,377

Not Allocated to Organizational Unit:

Contingency

645,285

FUND TOTAL

\$ 19,658,662

LID CONSTRUCTION FUND

Public Ways and Facilities

99,820

FUND TOTAL

\$ 99,820

STONECREEK GOLF COURSE FUND

Golf Course (Business-type Activity)

2,519,709

Not Allocated to Organizational Unit:

Interfund Transfer

324,500

Special Payments

5,000

Contingency

286,765

FUND TOTAL

\$ 3,135,974

CLACKAMAS BROADBAND UTILITY FUND

Broadband Utility (Business-type Activity)

2,388,384

Not Allocated to Organizational Unit:

Special Payments

36,000

FUND TOTAL

\$ 2,424,384

RECORDS MANAGEMENT FUND

General Government

695,504

Not Allocated to Organizational Unit:

Contingency

67,436

FUND TOTAL

\$ 762,940

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2018-19**

FACILITIES MANAGEMENT FUND

General Government	12,896,499
Not Allocated to Organizational Unit: Contingency	175,274
FUND TOTAL	<u>\$ 13,071,773</u>

TELECOMMUNICATIONS SERVICES FUND

General Government	3,416,895
FUND TOTAL	<u>\$ 3,416,895</u>

TECHNOLOGY SERVICES FUND

General Government	13,753,591
Not Allocated to Organizational Unit: Contingency	430,000
FUND TOTAL	<u>\$ 14,183,591</u>

CENTRAL DISPATCH FUND

Public Protection	7,796,289
Not Allocated to Organizational Unit: Special Payments	1,189,380
Contingency	200,000
FUND TOTAL	<u>\$ 9,185,669</u>

SELF-INSURANCE FUND

General Government	32,339,649
Not Allocated to Organizational Unit: Contingency	4,789,672
FUND TOTAL	<u>\$ 37,129,321</u>

RISK MANAGEMENT CLAIMS FUND

General Government	5,237,293
Not Allocated to Organizational Unit: Contingency	8,073,494
FUND TOTAL	<u>\$ 13,310,787</u>

Exhibit A

**SUMMARY OF BUDGETED APPROPRIATIONS  
CLACKAMAS COUNTY, OREGON  
FISCAL YEAR 2018-19**

FLEET SERVICES FUND

General Government	5,417,244
Not Allocated to Organizational Unit: Contingency	50,000
FUND TOTAL	<u>\$ 5,467,244</u>

DAMASCUS SUCCESSOR PRIVATE PURPOSE TRUST FUND

Not Allocated to Organizational Unit: Materials & Services	2,641,834
FUND TOTAL	<u>\$ 2,641,834</u>

**TOTAL** **789,491,512**

TOTAL APPROPRIATED	789,491,512
TOTAL UNAPPROPRIATED	57,328,155
TOTAL ADOPTED BUDGET	<u>\$ 846,819,667</u>

**FORM LB-1**

**NOTICE OF BUDGET HEARING**

A public meeting of the Clackamas County Board of Commissioners will be held on June 28, 2018 at 10:00 x am pm at 2051 Kaen Road, Oregon City, Oregon. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2018 as approved by the Clackamas County Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at 2051 Kaen Road, Oregon City, Oregon 97045, between the hours of 7:00 a.m. and 6:00 p.m., or online at http://www.clackamas.us/budget/. This budget is for an x annual biennial budget period. This budget was prepared on a basis of accounting that is x the same as different than used the preceding year. If different, the major changes and their effect on the budget are:

Contact: Marc Gonzales, Finance Director Telephone: (503)742-5405 Email: marcg@co.clackamas.or.us

**FINANCIAL SUMMARY - RESOURCES**

TOTAL OF ALL FUNDS	Actual Amount	Adopted Budget	Approved Budget
	2016-17	This Year 2017-18	Next Year 2018-19
Beginning Fund Balance/Net Working Capital	144,196,188	233,841,584	203,839,885
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	69,034,055	67,962,019	70,036,767
Federal, State and All Other Grants, Gifts, Allocations and Donations	131,123,938	140,624,441	148,617,565
Revenue from Bonds and Other Debt	66,866,793	561,961	4,986,961
Interfund Transfers / Internal Service Reimbursements	237,091,402	247,721,938	259,219,243
All Other Resources Except Current Year Property Taxes	24,569,642	18,303,857	17,898,228
Current Year Property Taxes Estimated to be Received	125,304,427	135,444,260	142,221,018
<b>Total Resources - add lines 1 through 7</b>	<b>798,186,445</b>	<b>844,460,060</b>	<b>846,819,667</b>

**FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION**

Personnel Services	232,423,031	272,957,925	283,164,113
Materials and Services	170,022,564	209,320,156	206,574,882
Capital Outlay	23,444,422	31,797,537	52,329,851
Debt Service	13,517,613	15,225,815	13,640,761
Interfund Transfers	118,952,986	124,162,245	125,038,747
Contingencies		59,198,180	54,214,065
Special Payments	11,936,535	59,486,919	54,529,093
Unappropriated Ending Balance and Reserved for Future Expenditure	227,889,294	72,311,283	57,328,155
<b>Total Requirements - add lines 9 through 16</b>	<b>798,186,445</b>	<b>844,460,060</b>	<b>846,819,667</b>

**FINANCIAL SUMMARY - REQUIREMENTS BY ORGANIZATIONAL UNIT OR PROGRAM \***

Name of Organizational Unit or Program			
FTE for that unit or program			
Board of County Commissioners	1,622,071	1,802,345	1,876,723
FTE	6.00	5.00	5.00
County Administration	2,155,523	2,175,512	2,332,469
FTE	13.31	11.80	12.42
County Counsel	2,424,838	2,763,617	2,859,569
FTE	12.50	12.50	12.50
Human Resources	5,774,623	4,012,043	4,451,480
FTE	39.60	22.00	23.00
Assessor	6,965,054	7,988,399	8,203,895
FTE	58.50	58.50	58.50
Clerk	2,711,285	2,689,707	3,074,611
FTE	14.00	14.00	14.00
Transportation & Development	1,135,759	1,290,334	1,303,805
FTE	8.50	9.00	9.00
Finance	5,436,684	7,052,946	7,093,056
FTE	44.53	45.53	45.53
Treasurer	850,497	971,366	1,011,248
FTE	6.00	6.00	6.00
Public & Government Affairs	4,223,116	5,390,094	5,884,652
FTE	21.00	21.00	22.00
Golf Course	2,348,061	2,558,822	2,519,709
FTE	0.00	0.00	0.00
Broadband Utility	2,447,550	2,161,065	2,388,384
FTE	2.00	2.00	2.00
General Government	69,689,755	91,423,735	89,479,941
FTE	180.08	205.48	211.13
Public Protection	129,244,303	149,869,818	148,916,651
FTE	758.39	754.99	764.24
Public Ways and Facilities	45,238,476	59,612,402	76,768,247
FTE	160.05	164.75	173.25
Health and Human Services	86,019,632	104,138,777	114,760,042
FTE	488.63	511.03	545.88
Culture, Recreation and Education	15,150,765	17,762,855	21,921,089
FTE	36.40	38.40	39.90
Economic Development	14,671,403	20,930,706	14,168,538
FTE	72.13	70.63	39.93
Not Allocated to Organizational Unit or Program	400,077,050	359,865,517	337,805,558
FTE	145.27	145.95	148.45
<b>Total Requirements</b>	<b>798,186,445</b>	<b>844,460,060</b>	<b>846,819,667</b>
<b>Total FTE</b>	<b>2,066.89</b>	<b>2,098.56</b>	<b>2,132.73</b>

**STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING \***

The Fiscal Year 2018-2019 budget reflects a similar scope and variety of services as was budgeted for in Fiscal year 2017-2018 although some organizational units are changing to reflect the introduction of Clackamas County's new strategic planning process, Performance Clackamas. This is a performance-based plan focused on achieving measurable results that enhance customer experience.

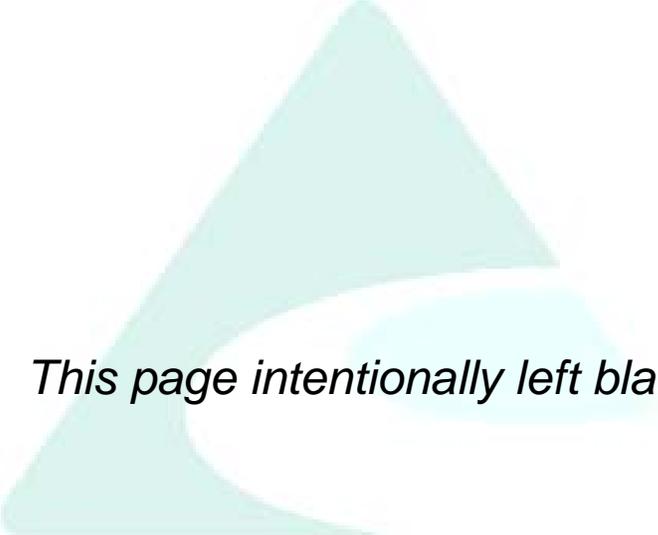
**PROPERTY TAX LEVIES**

	Rate or Amount Imposed	Rate or Amount Imposed	Rate or Amount Approved
Permanent Rate Levy (Rate Limit 2.4042 Per \$1000 City/2.9766 Per \$1000 Rural)	2.4042 City/2.9766 Rural	2.4042 City/2.9766 Rural	2.4042 City/2.9766 Rural
Local Option Levy	0.2480	0.2480	0.2480
Levy For General Obligation Bonds	0.1000	0.1000	\$4,937,000

**STATEMENT OF INDEBTEDNESS**

LONG TERM DEBT	Estimated Debt Outstanding on July 1	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	\$57,785,000	
Other Bonds	\$64,225,000	
Other Borrowings	\$16,175,000	
<b>Total</b>	<b>\$138,185,000</b>	

\* If more space is needed to complete any section of this form, insert lines (rows) on this sheet. You may delete blank lines.



*This page intentionally left blank*

**CLACKAMAS**  
C O U N T Y

**SUMMARY OF INTERFUND TRANSFERS  
INCLUDED IN 2018-19 BUDGET SORTED BY PAYING FUND**

FUND #	TRANSFERRED FROM	FUND #	TRANSFERRED TO	AMOUNT
100	General Fund	207	Resolution Services Fund	780,607
100	General Fund	209	Disaster Management Fund	2,171,183
100	General Fund	212	Library Services Fund	2,420,811
100	General Fund	213	Parks Fund	208,122
100	General Fund	214	Planning Fund	2,824,514
100	General Fund	215	Road Fund	268,686
100	General Fund	216	Sheriff's Fund	56,971,489
100	General Fund	217	Code Enforcement & Sustainability Fund	138,916
100	General Fund	219	Community Corrections Fund	4,672,087
100	General Fund	220	District Attorney's Fund	9,989,615
100	General Fund	240	Health Housing & Human Svcs Admin Fund	1,818,632
100	General Fund	241	Behavioral Health Fund	954,437
100	General Fund	242	Social Services Fund	3,055,485
100	General Fund	244	Community Development Fund	77,905
100	General Fund	245	Community Solutions for Clack Cty Fund	0
100	General Fund	246	Children, Youth & Families Fund	2,349,428
100	General Fund	247	Dog Services Fund	1,732,506
100	General Fund	252	Public Health Fund	2,141,696
100	General Fund	253	Clackamas Health Centers Fund	567,643
100	General Fund	256	Tourism Development Fund	299,359
100	General Fund	260	Juvenile Fund	8,105,401
100	General Fund	320	Clackamas County Debt Service Fund	5,066,655
100	General Fund	420	Capital Projects Reserve Fund	3,000,000
100	General Fund	747	Technology Services Fund	35,000
208	Business & Economic Development Fund	245	Community Solutions for Clack Cty Fund	63,000
214	Planning Fund	215	Road Fund	100,000
214	Planning Fund	100	General Fund	10,000
216	Sheriff's Fund	260	Juvenile Fund	145,143
216	Sheriff's Fund	320	Clackamas County Debt Service Fund	219,609
216	Sheriff's Fund	770	Fleet Services Fund	1,266,979
217	Code Enf, Res Conserv & Solid Waste Fund	257	Forest Management Fund	75,000
223	Countywide Transportation SDC Fund	215	Road Fund	721,536
223	Countywide Transportation SDC Fund	450	Clack Town Center Fund (Develop Agcy)	1,000,000
227	Happy Valley Joint Transportation SDC Fund	223	Countywide Transportation SDC Fund	1,882,768
240	Health Housing & Human Svc Admin Fund	246	Children, Youth & Families Fund	33,000
240	Health Housing & Human Svc Admin Fund	260	Juvenile Fund	32,358
245	Community Solutions for Clack Cty Fund	246	Children, Youth & Families Fund	626,510
255	Transient Room Tax Fund	201	County Fair Fund	477,870
255	Transient Room Tax Fund	256	Tourism Development Fund	4,673,806
257	Forest Management Fund	213	Parks Fund	300,000
416	DTD Capital Projects Fund	215	Road Fund	3,436,491
601	Stone Creek Golf Course Fund	213	Parks Fund	324,500
				125,038,747

**SUMMARY OF INTERFUND TRANSFERS  
INCLUDED IN 2018-19 BUDGET SORTED BY RECEIVING FUND**

FUND #	TRANSFERRED TO	FUND #	TRANSFERRED FROM	AMOUNT
100	General Fund	214	Planning Fund	10,000
201	County Fair Fund	255	Transient Room Tax Fund	477,870
207	Resolution Services Fund	100	General Fund	780,607
209	Disaster Management Fund	100	General Fund	2,171,183
212	Library Services Fund	100	General Fund	2,420,811
213	Parks Fund	100	General Fund	208,122
213	Parks Fund	257	Forest Management Fund	300,000
213	Parks Fund	601	Stone Creek Golf Course Fund	324,500
214	Planning Fund	100	General Fund	2,824,514
215	Road Fund	100	General Fund	268,686
215	Road Fund	214	Planning Fund	100,000
215	Road Fund	223	Countywide Transportation SDC Fund	721,536
215	Road Fund	416	DTD Capital Projects Fund	3,436,491
216	Sheriff's Fund	100	General Fund	56,971,489
217	Code Enforcement & Sustainability Fund	100	General Fund	138,916
219	Community Corrections Fund	100	General Fund	4,672,087
220	District Attorney's Fund	100	General Fund	9,989,615
223	Countywide Transportation SDC Fund	227	Happy Valley Joint Transportation SDC Fund	1,882,768
240	Health Housing & Human Svcs Admin Fund	100	General Fund	1,818,632
241	Behavioral Health Fund	100	General Fund	954,437
242	Social Services Fund	100	General Fund	3,055,485
244	Community Development Fund	100	General Fund	77,905
245	Community Solutions for Clack Cty Fund	208	Business & Economic Development Fund	63,000
246	Children, Youth & Families Fund	100	General Fund	2,349,428
246	Children, Youth & Families Fund	240	Health Housing & Human Svc Admin Fund	33,000
246	Children, Youth & Families Fund	245	Community Solutions for Clack Cty Fund	626,510
247	Dog Services Fund	100	General Fund	1,732,506
252	Public Health Fund	100	General Fund	2,141,696
253	Clackamas Health Centers Fund	100	General Fund	567,643
256	Tourism Development Fund	100	General Fund	299,359
256	Tourism Development Fund	255	Transient Room Tax Fund	4,673,806
257	Forest Management Fund	217	Code Enf, Res Conserv & Solid Waste Fund	75,000
260	Juvenile Fund	100	General Fund	8,105,401
260	Juvenile Fund	216	Sheriff Fund	145,143
260	Juvenile Fund	240	Health Housing & Human Svc Admin Fund	32,358
320	Clackamas County Debt Service Fund	100	General Fund	5,066,655
320	Clackamas County Debt Service Fund	216	Sheriff's Fund	219,609
420	Capital Projects Reserve Fund	100	General Fund	3,000,000
450	Clack Town Ctr Fund (Development Agcy)	223	Countywide Transportation SDC Fund	1,000,000
747	Technology Services Fund	100	General Fund	35,000
770	Fleet Services Fund	216	Sheriff's Fund	1,266,979
				125,038,747



---

# Oregon Economic and Revenue Forecast

---

June 2018

Volume XXXVIII, No. 2

*Release Date: May 23, 2018*

Katy Coba  
Chief Operating Officer  
DAS Director

Kate Brown  
Governor

Prepared By:  
Office of Economic Analysis  
Department of Administrative Services

**Department of Administrative Services**

Katy Coba  
DAS Director Chief  
Operating Officer

**Office of Economic Analysis**

Mark McMullen, State Economist  
Josh Lehner, Senior Economist  
Kanhaiya Vaidya, Senior Demographer  
Michael Kennedy, Senior Economist

<http://oregon.gov/DAS/OEA>  
<http://oregoneconomicanalysis.com>  
[http://twitter.com/OR\\_EconAnalysis](http://twitter.com/OR_EconAnalysis)

## **Foreword**

This document contains the Oregon economic and revenue forecasts. The Oregon economic forecast is published to provide information to planners and policy makers in state agencies and private organizations for use in their decision making processes. The Oregon revenue forecast is published to open the revenue forecasting process to public review. It is the basis for much of the budgeting in state government.

The report is issued four times a year; in March, June, September, and December.

The economic model assumptions and results are reviewed by the Department of Administrative Services Economic Advisory Committee and by the Governor's Council of Economic Advisors. The Department of Administrative Services Economic Advisory Committee consists of 15 economists employed by state agencies, while the Governor's Council of Economic Advisors is a group of 12 economists from academia, finance, utilities, and industry.

Members of the Economic Advisory Committee and the Governor's Council of Economic Advisors provide a two-way flow of information. The Department of Administrative Services makes preliminary forecasts and receives feedback on the reasonableness of such forecasts and assumptions employed. After the discussion of the preliminary forecast, the Department of Administrative Services makes a final forecast using the suggestions and comments made by the two reviewing committees.

The results from the economic model are in turn used to provide a preliminary forecast for state tax revenues. The preliminary results are reviewed by the Council of Revenue Forecast Advisors. The Council of Revenue Forecast Advisors consists of 15 specialists with backgrounds in accounting, financial planning, and economics. Members bring specific specialties in tax issues and represent private practices, accounting firms, corporations, government (Oregon Department of Revenue and Legislative Revenue Office), and the Governor's Council of Economic Advisors. After discussion of the preliminary revenue forecast, the Department of Administrative Services makes the final revenue forecast using the suggestions and comments made by the reviewing committee.

Readers who have questions or wish to submit suggestions may contact the Office of Economic Analysis by telephone at 503-378-3405.



Katy Coba  
DAS Director  
Chief Operating Officer

## EXECUTIVE SUMMARY

### June 2018

The U.S. economy continues to perform well. Economic growth remains above potential and job gains are strong enough to pull down the unemployment rate even as more individuals are looking for a job. The business cycle is not yet waning and the near-term prospects for economic growth are good. The consensus of forecasters peg the probability of recession over the next year at just 15 percent. However, longer-run forecasts remain relatively muted, in part due to the impact of an aging population and the temporary provisions in the federal fiscal stimulus. From today's relatively strong cyclical vantage point, three real downside risks stand out. First is the Federal Reserve's ability to engineer a soft landing. Second is the potential for deteriorating international relations and trade. Third is the recent run-up in energy prices which crimp household budgets in the near-term. To date, actual constraints on growth appear to be minimal, but bear watching in a mature expansion.

In Oregon, the outlook remains bright as the economy continues to hit the sweet spot. Wages are rising faster than in the typical state, as are household incomes. That said, growth is slower today than a few years ago as the regional economy transitions down to more sustainable rates. While housing affordability is set to improve due to rising income and more new construction, the impact on household budgets and migration flows makes it a risk. All told, the forecast calls for ongoing growth and there are no real concerns seen in the Oregon data.

Oregon's General Fund revenues are heavily dependent upon personal income tax collections. As such, the April peak tax filing season often makes or breaks the state budget. This year's tax collections came in at a healthy rate, somewhat faster than what was assumed in the March 2018 forecast. If not for the payment of kicker credits from the 2015-17 biennium, Oregon's growth would have ranked among the top handful of states.

Typically, year-end payments and refunds are the most difficult tax components to forecast. This season refunds will likely end around \$150 million short of expectations, while payments closely matched the outlook. However, the biggest surprises came from usually stable sources -- quarterly estimated payments and withholdings.

2017 fourth-quarter estimated payments of personal income taxes were up nearly 50% relative to last year, and continued to post strong gains in early 2018. Advanced corporate tax payments have been up sharply in recent months as well, with the first quarter of 2018 coming in 79% larger than last year. Furthermore, large year-end bonuses are driving withholdings significantly above what recent wage growth alone could explain.

This strong growth across payment types was not unique to Oregon, with many other states reporting even stronger gains. That sort of uniformity is rare, and suggests that tax planning around the federal Tax Cuts and Jobs Act is already affecting the timing of tax collections. Taxpayers rushed to take advantage of expiring breaks, including an uncapped deduction for state and local taxes paid, even as Oregon does not allow the prepayment of state taxes. Some of the recently strong revenue growth will no doubt evaporate going forward.

While changes in the timing of tax payments are already evident, it will take some time before it becomes clear how many taxpayers will change their filing status in light of TCJA provisions. Some workers could choose to file as businesses. Some businesses could change from pass-through entities into C-Corporations, or the other way around. While the exact magnitude of the tax law changes is uncertain, it is sure to be large. These changes are expected to directly add hundreds of millions of revenue dollars over the next few budget cycles.

Together with healthy economic growth and strong tax collections, law changes have helped push both personal income taxes and corporate income taxes over their kicker thresholds. If this outlook holds true, \$555 million in personal income tax kicker credits will be paid out two years from now, and an additional \$197 million will be dedicated to spending on K-12 education next biennium.

## ECONOMIC OUTLOOK

### *Economic Summary*

The U.S. economy continues to perform well. Economic growth remains above potential and job gains are strong enough to pull down the unemployment rate even as more individuals are looking for a job. Importantly, the business cycle is not yet waning and the near-term prospects for economic growth are good. The consensus of forecasters peg the probability of recession over the next year at just 15 percent. However, longer-run forecasts remain relatively muted, in part due to the impact of an aging population and the temporary provisions in the federal fiscal stimulus. From today's relatively strong cyclical vantage point, three real downside risks stand out. First is the Federal Reserve's tightening cycle, its response to the fiscal stimulus, and ability to engineer a soft landing for the economy. Second is the potential for deteriorating international relations creating a drag on overall economic growth. Third is the recent run-up in energy prices which crimp household budgets in the near-term. To date, actual constraints on growth appear to be minimal, but bear watching in a mature expansion.

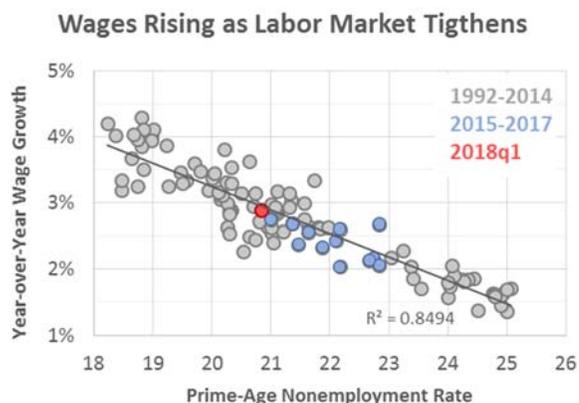
In Oregon, the outlook remains bright as the economy continues to hit the sweet spot. Employment growth is enough to meet population gains and to absorb the workers coming back into the labor market. Wages are rising faster than in the typical state, as are household incomes. That said, growth is slower today than a few years ago as the regional economy transitions down to more sustainable rates. While housing affordability is set to improve in the coming years due to rising income and more new construction, the impact on household budgets and migration flows is a risk for the local economy. All told, the forecast calls for ongoing growth and there are no real worrisome signs seen in the Oregon data.

### *U.S. Economy*

The current U.S. economic expansion turns nine years old next month, making it the second longest on record. Given the ongoing healthy data flow, more economists now forecast this expansion to eventually surpass the record-setting 1990s in length, which was exactly 10 years long. If anything, near-term risks to the outlook skew to the upside given the federal fiscal stimulus hitting the economy this year and next. However, the combination of rising interest rates and fiscal stimulus that is set to unwind in a couple of years has a growing chorus of forecasters more concerned over the medium term. Such a scenario is not a foregone conclusion as policymakers, the Federal Reserve in particular, can adjust course as needed. For now the outlook remains bright. There are no real worrisome signs seen in the data yet.

Even so, the economy is beginning to run into some supply side constraints. Chief among these issues is labor. Pick any standard measure and the labor market is tight – the unemployment rate, new claims for unemployment insurance, job openings, quits rate, and the like. However, inflation and wage growth is not yet as high as in past cycles. As such some economists are lamenting the death of the Phillips Curve, or the idea there is a tradeoff between unemployment and inflation (or wages). If the labor market is really tight, as many measures indicate, shouldn't we see faster wage growth?

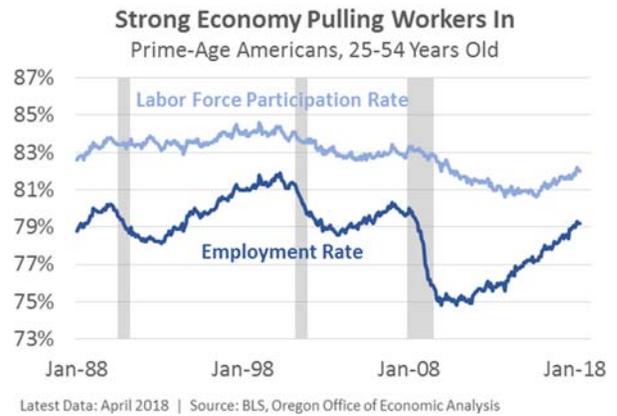
One answer is that the unemployment rate likely overstates the strength, and tightness of the labor market today. An alternative measure that just looks at the share



Data: ECI Private Wages | Source: BLS, Moody's Analytics, OR Office of Econ Analysis

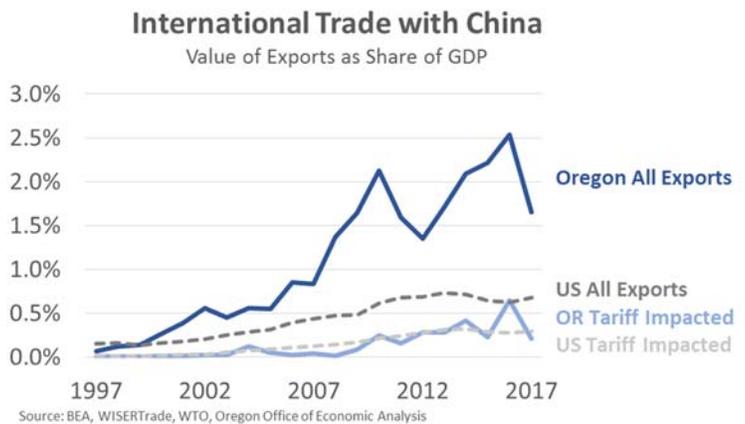
of prime working-age adults with a job continues to indicate there is room to run, and some slack remaining. So-called prime-age EPOP, for the employment to population ratio, remains a percentage point lower than prior to the Great Recession and a couple percentage points lower than the late 1990s. Using this measure of the labor market, or rather its opposite, the share of prime-age adults who are not working, shows the relationship between wage growth and slack remains strong. Wage growth in recent years is exactly what one would expect. That said, other factors identified in recent economic research like lower inflation expectations, slower productivity gains, monopsony power of firms, nominal wage rigidity, and fewer workers switching jobs are also impacting wage growth in recent years and over the long-term.

Most encouraging is the fact that the improving economy is drawing workers who were previously on the sidelines back into the labor market. The flows of those who one month say they are not actively looking for work but the next month have a job continue to be large. And labor force participation rates for working-age Americans continue to rise. The economy is seeing a labor force response. That said, labor is harder to find today than a few years ago. As detailed previously, there are at three large groups from which more workers may come in the future. These include those with self-reported disabilities being a barrier to work, stay-at-home moms of elementary school-age children, and teenagers and young adults enrolled in higher education, particularly two year programs.



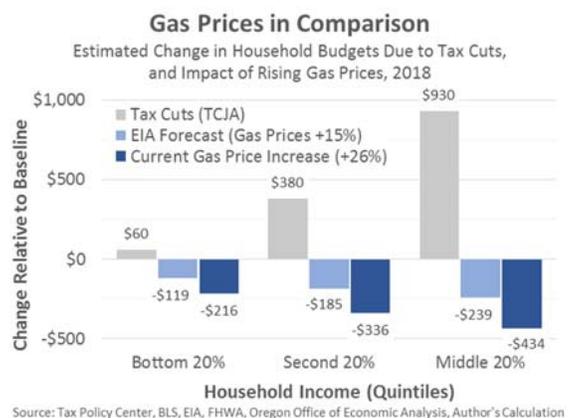
Another potential supply side constraint facing the economy, in large part due to federal policy proposals, is that of international relations. The U.S. is working to adjust terms of trade with both our closest neighbors in NAFTA in addition to proposing tariffs on some goods from China. Given that Oregon is more trade-dependent than the typical state, China is our number one destination for exports, and Canada is our number two destination, any substantial revisions to trade relations would impact the regional economy to a larger degree than the typical state. In fact, Oregon's trade exposure to China is among the largest in the nation. However, much of our direct trade reflects within firm shipments of high-tech goods that are not yet listed as targets of the proposed tariffs.

When examining the specific products that are targeted, Oregon's trade exposure to China is in-line with the typical state. Even this may overstate Oregon's direct exposure, due to data limitations. Right now, approximately half of the tariff-impacted exports from Oregon can be tied to automobiles and soybeans. Oregon is neither an auto manufacturing hub nor a major grower of soybeans. However both products do flow through the state on their way to the rest of the world. As such, should these exports decline there would still be a local impact due to the transportation aspects of loading and shipping products around the world.



The good news is that the economy continues to expand and looks to have further room to run in the near-term. That said, while expansions do not die of old age, they do typically die due to mistakes and policies that slow or even snuff out growth. For the first time this expansion, a plausible recession scenario over the medium-term is beginning to come into focus. The heart of it lies in the fact that the federal stimulus unwinds in a couple years, moving from a new positive to a net drag on growth. Furthermore the Federal Reserve is in a tightening cycle and signals their intention to continue to raise interest rates. This combination of fiscal and monetary policy, at best, would slow growth. Provided the economy truly is near full employment and at capacity, slower growth is just what the doctored ordered to head off inflationary pressures and grow at a sustainable pace. However, engineering the so-called soft landing is very difficult in practice. Restrictive fiscal and monetary policy may be more likely to send the economy into recession. Of course this is far from a foregone conclusion. Policymakers, in particular the “data dependent” Fed, can adjust course as needed.

Besides the Federal Reserve raising interest rates, another common issue that can derail an economic expansion is an oil shock, or energy prices more broadly. Today, oil prices are rising quickly and are up around 50 percent relative to a year ago. Given the big increase in U.S. oil production in the past 15 years, rising prices are no longer just a drag on growth. In fact, some recent research indicates that high oil prices are now a positive of the U.S. economy overall due to wages and business investment in new mining equipment. That said, rising gas prices still crimp household budgets, slowing consumer spending for those in the middle and bottom part of the distribution in particular. To help put this impact in perspective, it is very likely that higher gas prices in 2018 are enough to wipe out any tax savings from the Tax Cut and Jobs Act for lower-income households. And these higher prices will likely negate a quarter to a half of the tax savings for middle-income households as well.



### Oregon Economy

Oregon’s expansion continues to outperform the typical state due to our industrial structure and ability to attract and retain young, working-age households. That said, job growth continues to slow as the regional economy transitions down to more sustainable rates. This slowdown is not driven by one or two industries in particular, but is broad-based across nearly all sectors and all regions within the state. Encouragingly, job growth remain strong enough to keep up with population gains and to absorb the workers coming back into the labor market.



While the tight labor market continues to drive a virtuous economic cycle as local wage growth outpaces the typical state, like the U.S. overall, it is harder for businesses to find workers. This tight labor pool is due to both the cyclical strength of the economy, and due to rising Baby Boomer retirements. As such, these conditions are expected to remain until the next recession.

For firms looking to expand and growth with the economy, they must dig deeper into their resume stacks and hire candidates they may have previously passed over. During and after the Great Recession we know employers

upskilled many positions. That is they added additional education or experience requirements for new hires. Some of this was so firms could be more productive during tough economic times. But some upskilling was also used more as an applicant screening tool for human resource reasons.

In a tight labor market, expectations are for employers to downskill many of these positions in order to fill the openings. Given the increase in employment rates across all age groups and all levels of educational attainment in Oregon, we know downskilling is happening to some degree. New hires today generally do have less formal education than a few years ago.

However, what is surprising in the hiring data is that the industries with higher levels of educational attainment have seen the largest declines. And the industries with lower levels of educational attainment, like retail and leisure and hospitality, have seen their college graduate share stay steady or even rise during the economic expansion.

One possibility for this pattern could simply be the industry mix of job growth. Sectors with lower levels of educational attainment are hiring in greater numbers today than a few years ago, but this accounts for only a minor share of the overall decline. Another possibility may simply be a shift in the occupations that businesses are hiring. After running lean for years, firms may now be filling out their office support staff, their sales teams, and the like in greater numbers. This may or may not count as true downskilling, but it would certainly alter hiring patterns.

Finally, one labor issue that continues to crop up is drug testing. At least anecdotally, more firms are reporting trouble finding workers who can pass a drug test. Given the tight labor market, and legal recreational marijuana up and down the Left Coast, these reports are a bit surprising. It may be that the pool of available applicants has shifted; that individuals who can pass drug test already have a job. It may be for insurance-related reasons that employers are ensuring they have a drug-free workplace, even if it means monitoring their employees behavior on their own time. However it is possible that these anecdotal reports reflect a broader increase in drug usage that would be both an economic and societal problem.

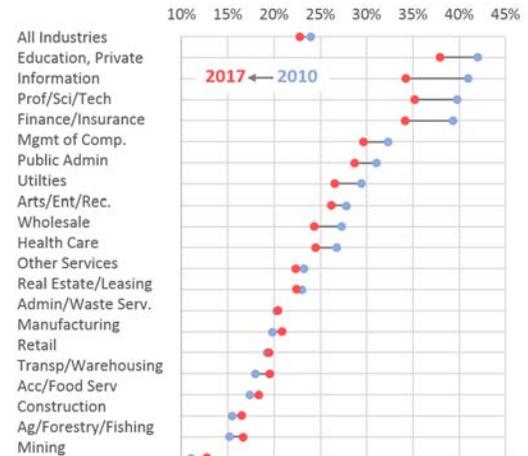
**Housing: Affordability and Migration**

Oregon is a magnet state. Our ability to attract, and retain young, working-age households is an economic tailwind ever and always. It ensures an ample supply of labor for local businesses, and an increase in demand of consumer services. As such, any event that restricts migration has clear implications for the longer-run outlook. And when examining surveys of why people move, most do so for housing and job reasons. Given Oregon’s history we know migration flows dry up during recessions and return in expansions.

One growing concern is that eroding housing affordability may slow or even choke off migration flows as households are unable to afford to move to Oregon. While this scenario remains a concern and risk to the outlook, to date it does not yet appear to

**Tight Labor Markets and Downskilling**

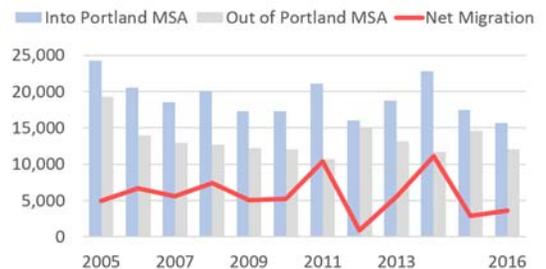
Change in Share of New Hires in Oregon with Bachelor's Degree or More



Data: LEHD | Source: Census, Oregon Office of Economic Analysis

**Households Not Yet Fleeing Portland**

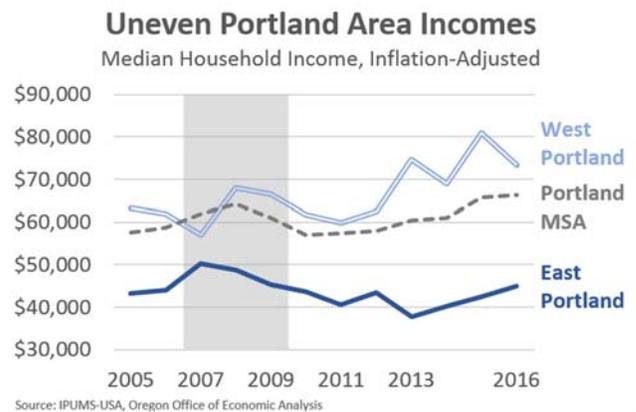
Domestic Migration for Households with Incomes Less Than \$50,000, Inflation-Adjusted 2016\$



Deflator: PCE | Source: BEA, IPUMS-USA, Oregon Office of Economic Analysis

be a real constraint on growth. For example, the Portland region continues to see net in-migration among lower-income households in recent years.

That said, the housing crunch has clearly displaced many lower-income households within the region, by pushing them toward the edges of the metro, and into east Multnomah County in particular. However, Portland’s lower-income households are not packing up and leaving the region entirely for lower-cost metros like Boise, or Dallas, or the like. This displacement, and sorting within the region causes plenty of economic and societal issues in terms of geographic disparities, mismatches between where people live and where they work, broader transit access, and the like.



Another fallout from increased segregation due to the housing crunch may be lower levels of economic mobility in the future. The potential is real for the role model effect or peer impact from better-integrated communities, along with access to higher quality schools. These characteristics, along with a larger middle class, strong families, and greater social capital, do correlate across regions in terms of economic mobility. While the Portland area is better-integrated than most large metros around the country, the trends in the past decade are certainly towards more displacement and segregation. All told, the silver lining in the housing market thus far is that there is no pick-up in out-migration, nor in those specifically leaving for housing-related reasons.

Similarly, another housing-related issue that is coming to the forefront in recent years is that of homelessness. While good data on homelessness is hard to come by, we dive into the U.S. Department of Housing and Urban Development’s Point-in-Time numbers in the *State Comparisons* section on pg. 20.

**Oregon’s Labor Market**

The Office of Economic Analysis examines four main sources for jobs data: the monthly payroll employment survey, the monthly household survey, monthly withholding tax receipts and the quarterly census of employment and wages. Right now all four measures of the labor market are improving. Jobs are being added, albeit at a slower rate. Wages are rising, both in aggregate and for each worker. The unemployment is under what can be considered full employment for Oregon.

As our office has been discussing, or more accurately, warning over the past few years, the pattern of unemployment rate changes does not likely reflect the overall pattern of growth in the Oregon economy.

The preliminary data for 2015, 2016 and 2017 all showed the Oregon unemployment rate going on a roller coaster ride. A few months of extreme declines to start each year were followed by huge increases over the next few months. These types of increases in the unemployment rate have only been seen during recessions. These wild swings have largely been revised away each year during the annual benchmarking



process (i.e. revisions). This latest round, for the 2017 data, was no exception.

That said, the Oregon unemployment rate has now essentially stopped declining in the past 16 or so months. It has hovered right around 4.1 percent during this period. What this indicates is that job growth has slowed to match population and labor force gains in the past year or so. Expectations are for this relative pattern to continue in the near future.

More importantly, wages in Oregon remain relatively strong, although different measures have diverged over the past year or two. Withholding collections, which matter the most to our office given the revenue forecast, continue to see healthy gains. After slowing in 2016 and 2017, along with slower employment growth, withholdings have picked up in the first quarter of 2018, likely a result of federal tax policy. Withholding growth has cooled thus far in the second quarter, more in-line with expectations.

However, measures of economic wages remain below withholding, which does include revenue from bonuses, stock options and the like. Withholding is more than just wages. However the sizable gap between these wage measures is an outlier and something our office will continue to monitor. For now, expectations are for ongoing healthy wage gains in Oregon, and for upward revisions to the BEA measure of wages.



Overall, getting a handle of the health of Oregon’s labor market is being somewhat complicated by technical issues within the underlying payroll jobs data. For this reason the employment data in our office’s forecast is adjusted for two important technical purposes: seasonality at the detailed industry level and the upcoming benchmark revisions<sup>1</sup>. Specifically, our office uses the benchmarked, or revised employment data through 2017q4 and imputes the 2018q1 employment data based upon the available preliminary Oregon estimates, national data, and our office’s economic forecast model. As such, for this quarterly forecast, the first pure forecast period is 2018q2.

In the first quarter, total nonfarm employment increased 2.0 percent over the past year with the private sector growing at 2.3 percent and the public sector at 0.3 percent. These rates of growth are a clear step down from

<sup>1</sup> Each year the U.S. Bureau of Labor Statistics revise the employment data – a process known as benchmarking. The current establishment survey (CES), also known as the monthly payroll survey, is benchmarked against the quarterly census of employment and wages (QCEW), a series that contains all employees covered by unemployment insurance. The monthly CES is based on a sample of firms, whereas the QCEW contains approximately 96 percent of all employees, or nearly a complete count of employment in Oregon. The greatest benefit of the CES is the timeliness – monthly employment estimates are available with only a one month lag – and these estimates are reasonably accurate. However the further removed from the latest benchmark, the larger the errors. The QCEW is less timely as the data is released approximately 3-4 months following the end of the quarter. The greatest benefit of the QCEW is that is a near 100 percent count of statewide employment. For these reasons, the CES is usually used to discuss recent monthly employment trends, however once a year the data is revised to match the historical QCEW employment trends. The last month of official benchmark data is September 2017. The QCEW is currently available through December 2017, thus the preliminary benchmark used here covers the October 2017 – December 2017 period.

the full-throttle rates seen in recent years, however still remain faster than needed to keep pace with population gains so far.

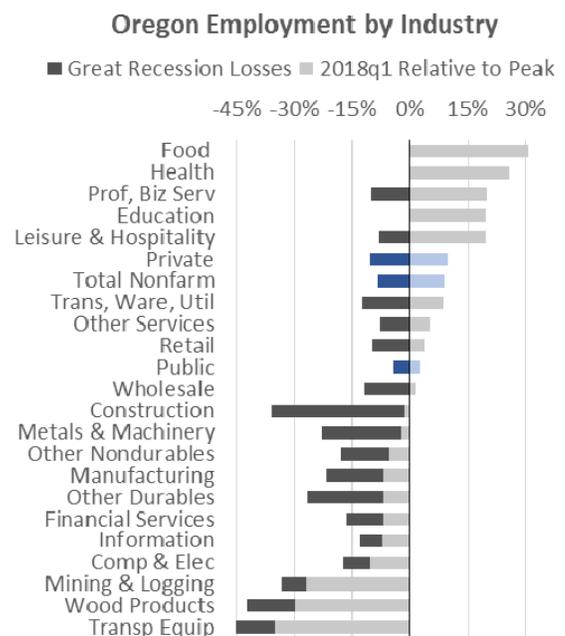
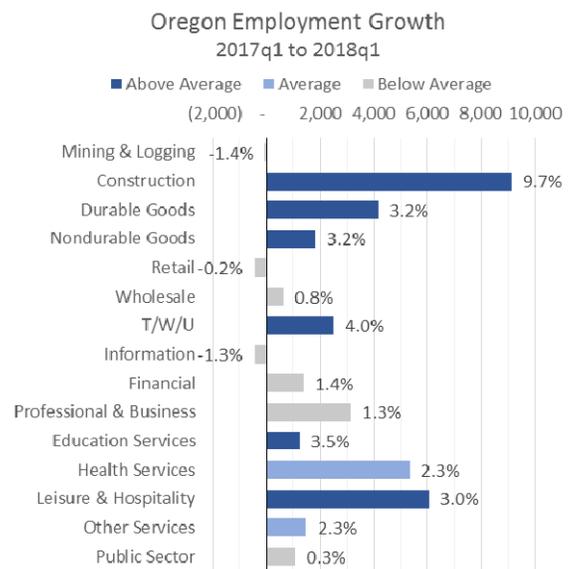
The nearby graph illustrates the number of job gains by major industry by the length of the bar. The percentage increase these changes represent is noted as well. The bars are color coded by growth rate relative to total employment growth. Industries with dark blue colored bars are growing at rates much faster than total employment, light blue bars represent industries which are growing approximately in line with the average, while grey bar industries are growing at rates significantly less than the average.

So far in recovery, the large service sector industries have generally led job growth in terms of the number of jobs added and with above-average growth rates. These include jobs in professional and business services, health services, and leisure and hospitality industries. These three industries have gained 14,500 jobs in the past year and account for 39 percent of all job gains across the state. The good news is that this share has fallen as the expansion continues and other industries add jobs, which was not the case earlier in the expansion.

In terms of illustrating how each industry has fared over the Great Recession and so far in recovery, the second graph shows both the depths of recessionary losses<sup>2</sup> and where each industry stands today relative to pre-recession peak levels.

Currently, ten major industries are at all-time highs. Private sector food manufacturing, education, and health never really suffered recessionary losses – although their growth did slow during the recession. Professional and business services and leisure and hospitality have each regained all of their losses and are leading growth today. In recent quarters retail employment, other services, wholesale, and transportation, warehousing and utilities, in addition to the public sector have surpassed their pre-recession levels and are at all-time highs. The nine private sector industries at all-time highs account for 62 percent of all statewide jobs. The public sector accounts for an additional 16 percent of all jobs.

With the Great Recession being characterized by a housing bubble, it is no surprise to see wood products, construction, mining and logging and financial services (losses are mostly real estate agents) among the hardest hit industries. These



<sup>2</sup> Each industry's pre-recession peak was allowed to vary as, for example, construction and housing-related industries began losing jobs earlier than other industries or the recession's official start date per NBER.

housing and related sectors are now recovering, although they still have much ground to make up. Transportation equipment manufacturing suffered the worst job cuts and is likely a structural decline due to the RV industry's collapse<sup>3</sup>. With that being said, the subsectors tied to aerospace are doing better and the ship and boat building subsector is growing again. Metals and machinery manufacturing, along with mining and logging, have shown the largest improvements since the depths of the recession.

Coming off such a deep recession, goods-producing industries exhibited stronger growth than in past cycles. While all manufacturing subsectors have seen some growth, they are unlikely to fully regain all of their lost jobs. The good news, certainly in the short-term, is that much of the manufacturing sector has returned to growth in recent months following declines a year ago. All told, Oregon manufacturers typically outperform those in other states, in large part due to the local industry make-up. Oregon does not rely upon old auto makers or textile mills. The state's manufacturing industry is comprised of newer technologies like aerospace and semiconductors. Similarly Oregon's food processing industry continues to boom.

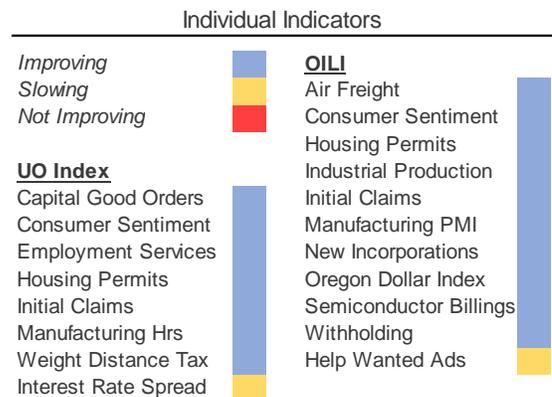
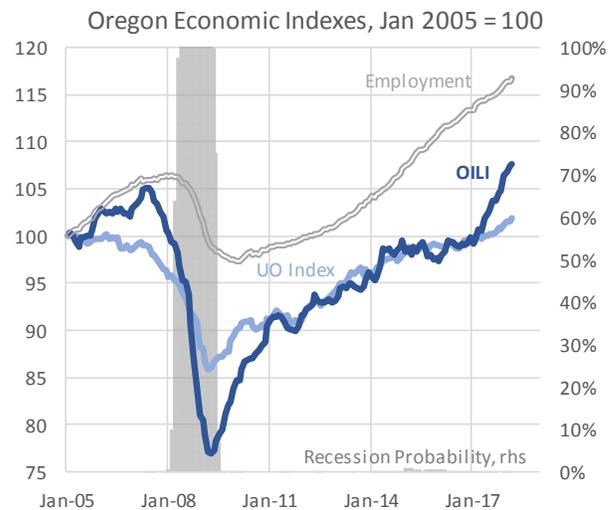
All told, each of Oregon's major industries has experienced some growth in recovery, albeit uneven. As the economy continues to recover there will be net winners and net losers when it comes to jobs, income and sales. Business cycles have a way of restructuring the economy.

*For additional information on the most recent quarter's employment forecast errors, please refer to Table A.1 in Appendix A.*

**Leading Indicators**

After more than two years of no real sustained movement up or down, both of the Oregon-specific composite leading indicators have broken through the malaise to the upside in recent quarters. Previously many of the manufacturing, or goods-producing indicators languished, while all other pointed toward growth. As the manufacturing rebound continues, now nearly all indicators are flashing green. As such, the overall indices are likewise signaling growth.

As of today no individual indicators are showing no growth. In recent quarters both Help Wanted Ads and the Oregon Dollar Index were flashing warning signs for those indicator series. However businesses are posting more job openings and the dollar is depreciating. Among the indicators that are currently slowing, none are particularly worrisome from an economic growth perspective. The fact that housing permits and new construction continues to increase slowly in fits and starts is worrisome from an affordability point of view, but it also suggests the housing expansion still has legs to run.



<sup>3</sup> <http://oregoneconomicanalysis.com/2012/07/10/rv-workers-and-reemployment/>

Across both aggregate leading indicators there are no real signs for concerns at the moment. This is one reason economic forecasters are sanguine about the risk of recession in the immediate future, outside of unforeseen geopolitical shocks and the like. University of Oregon professor Jeremy Piger has created a real time probability of recession<sup>4</sup> model, and finds there is just 0.1 percent chance the U.S. has entered into a recession. However, another recession will come, of that we can be sure. IHS Global Insight puts the probability of recession over the next year at 20 percent, and the Wall Street Journal consensus is at 15 percent.

Hopefully Oregon's leading indicators will give a signal in advance of the next recession, which neither is doing today. While past experience is no guarantee of future performance, Oregon's leading indicator series do have a good track record in their relatively brief history. Both series flattened out in 2006 and began their decline in advance of the Great Recession. Similarly both Oregon series reached their nadir in March 2009, a few months before the technical end of the recession (June 2009 per NBER) and about 9 months in advance of job growth returning to Oregon.

### ***Short-term Outlook***

While Oregon's economic expansion continues, growth has slowed and stabilized. In recent years, the state has enjoyed robust, full-throttle rates of job gains in the 3-3.5 percent range, or nearly 5,000 jobs per month. No longer is this the case. Oregon is expected to continue to see healthy job gains – a bit more than 2,000 per month or about 2 percent over the remainder of the 2017-19 biennium – but the state is now past its peak growth rates for this expansion. Importantly, such gains remain strong enough to hold unemployment down and account for ongoing population growth.

After these near-term job gains, longer-run demographic trends weigh on growth to a larger degree. While consistent with the general character of recent forecasts, there are a few minor revisions to the fundamental outlook and one large technical revision.

Employment is revised up by 2-4,000 jobs in 2020 and beyond due to a slightly stronger outlook for growth. Somewhat larger revisions are seen for personal income and inflation. Personal income data from the BEA continues to come in below previous expectations. In large part this reflects the previously discussed gap between withholdings and other measures of wages. Nevertheless, one result is that the outlook for personal income has been revised lower to match the data. Additionally, the outlook calls for slightly faster inflation today than last forecast. Inflation has firmed in recent quarters, and given the strong economy it is expected to increase a bit faster moving forward. Combined, these two adjustments lower real, or inflation-adjusted income to a larger degree.

The large technical revision has to do with how home health workers are treated in the employment data. A decade ago, such workers were counted as independent contractors. As such they would be counted in the household survey but not the employer survey. Back in 2010, these home health workers were brought into the employer survey, or the Current Employment Statistics (CES) as government employees. While many of these workers were paid via public sector programs, such employees really were not government workers per se. Beginning in 2018, home health workers are now being counted as private sector health workers. The end result here is that the forecast now shows government employment in Oregon declining by nearly 5 percent in 2018,

---

<sup>4</sup> [http://pages.uoregon.edu/jpiger/us\\_recession\\_probs.htm/](http://pages.uoregon.edu/jpiger/us_recession_probs.htm/)

while private sector health care employment grows by 10 percent in 2018. Absent this reclassification, the underlying outlooks for both the private and public sectors remains essentially unchanged.

The state’s new minimum wage law, passed during the 2016 legislative session, will also impact the Oregon economy over the forecast horizon. Using estimates provided by the Oregon Legislative Revenue Office, along with the academic literature, our office’s outlook includes a slowdown in job growth due to the higher minimum wage moving forward. While the impact is small when compared to the size of the Oregon economy, it does result in approximately 40,000 fewer jobs in 2025 than would have been the case absent the legislation. Our office is not predicting outright job losses due to the higher minimum wage, however we are expecting future growth to be slower as a result. In the near term, the higher minimum wage boosts overall state income as low-wage workers receive raises. Over the medium term, employers are expected to adjust to the higher wages and increase worker productivity, possibly via capital for labor substitutions. Our office has incorporated these overall effects into the outlook for wages and in the industries which employ the largest numbers of low-wage workers. These include the obvious like leisure and hospitality, and retail trade, but also health care and food processing manufacturing, among others.

Should this overall economic outlook come to pass, it will have matched the equivalent of previous expansions in Oregon. Given demographic trends today, particularly the aging Baby Boomer cohort, job growth of 3 percent is considered full throttle. In decades past, growth of 4 or 5 percent was common during expansions in Oregon, however that time period also coincided with the Baby Boomers entering their prime working years. Today the opposite is occurring. Even so, demographic trends are not all bad, as the even larger cohort of Millennials are currently entering their prime working years. The net effect is overall lower rates of labor force and economic growth, due to demographics.

## Economic Forecast Summary

		Quarterly					Annual				
		2018:1	2018:2	2018:3	2018:4	2019:1	2017	2018	2019	2020	2021
<b>Personal Income, Nominal</b>	U.S.	5.2	4.0	5.2	5.4	6.0	3.1	4.5	5.4	5.1	4.8
<i>% change</i>	Oregon	6.4	5.4	6.2	6.2	6.2	3.3	5.1	6.0	5.4	5.1
<b>Wages and Salaries, Nominal</b>	U.S.	6.0	4.5	4.9	5.3	5.8	3.3	4.9	5.2	5.0	4.8
<i>% change</i>	Oregon	9.0	6.6	6.5	6.2	6.1	3.8	6.2	6.0	5.3	4.9
<b>Population</b>	U.S.	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
<i>% change</i>	Oregon	1.3	1.5	1.7	1.3	1.2	1.6	1.5	1.4	1.3	1.3
<b>Housing Starts</b>	U.S.	1.29	1.31	1.32	1.34	1.36	1.21	1.31	1.37	1.39	1.41
<i>U.S. millions, Oregon thousands</i>	Oregon	24.1	21.1	21.5	21.8	22.6	19.3	22.1	22.9	24.2	24.8
<b>Unemployment Rate</b>	U.S.	4.1	4.0	3.9	3.8	3.6	4.4	3.9	3.6	3.6	3.7
	Oregon	4.1	4.2	4.3	4.4	4.5	4.2	4.3	4.5	4.7	4.8
<b>Total Nonfarm Employment</b>	U.S.	1.9	1.7	1.9	2.0	1.9	1.6	1.7	1.7	1.0	0.5
<i>% change</i>	Oregon	2.9	2.3	2.5	2.3	2.2	2.1	2.1	2.1	1.2	0.7
<b>Private Sector Employment</b>	U.S.	2.2	2.0	2.1	2.2	2.1	1.8	2.0	1.9	1.0	0.5
<i>% change</i>	Oregon	7.5	2.5	2.6	2.4	2.4	2.3	3.5	2.2	1.2	0.7

Private sector growth, measured by the number of jobs created, will be dominated by the large, service sector industries like professional and business services, leisure and hospitality and health.

Nevertheless, goods-producing industries, while smaller, had previously been growing at above-average rates. Expectations in recent forecasts have been that these goods-producing industries would slow. Growth over the

next few years would be considerably less than that seen in the past few years. Even construction is expected to add jobs at a slower pace even as the housing rebound continues. This is in part due to the fact that growth must cool off after the exceptionally strong gains in construction in recent years. Additionally construction employment growth has far outpaced increases in new home construction.

Natural Resources (mining and logging) are somewhat of a technical exception. There was a reclassification of a few firms out of this industry, leading to employment “losses” in 2017 and weighing on the growth rate seen in the nearby chart. What looks like less of a deceleration in employment growth in natural resources is merely a return to growth rates seen in past forecasts.

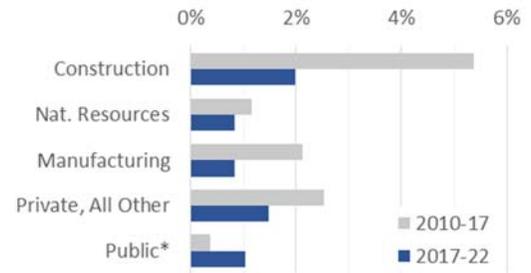
Additionally, manufacturing is expected to see slower gains in the coming years. The good news is that after sustaining losses during the middle of 2016, manufacturing employment in Oregon has started to add jobs again. As the manufacturing cycle continues to strengthen some, additional gains are expected. This growth is expected to be strongest among the state’s food processors, and beverage manufacturers, predominantly breweries. That said, any global weakening or further strengthening of the dollar will weigh further on growth.

Public sector employment at the local, county and state level for both education and non-education workers is growing in Oregon, as state and local revenues continue to improve along with the economy. Over the forecast horizon, government employment is expected to grow roughly in line with population growth and the increased demand for public services, albeit just a hair faster than population growth alone. One risk to the outlook is the Oregon Supreme Court decision which reversed earlier PERS changes enacted by the Legislature. The extent to which PERS will impact hiring by local and state entities is unknown, but it is a risk to the outlook. Also note the reclassification of home health workers out of the public sector and into private health care employment in the outlook, beginning in 2018.

Along with an improving labor market, stronger personal income gains are here, although tax law changes have pushed around growth rates in the recent past (see the expiring Bush tax cuts and the fiscal cliff) and may do so again moving forward. Personal income is forecasted to be 5.1 percent in 2018, 6.0 percent in 2019, before tapering off to 5.4 percent in 2020 and averaging 4.8 percent per year through 2027.

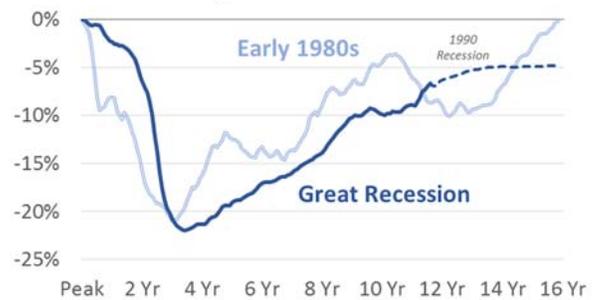
As the economy continues to improve, household formation is increasing too, which will help drive up demand for new houses. Household formation was suppressed earlier in the recovery, however the improving economy

**Goods Producing Sectors To Slow**  
Oregon Employment Annual Growth Rates



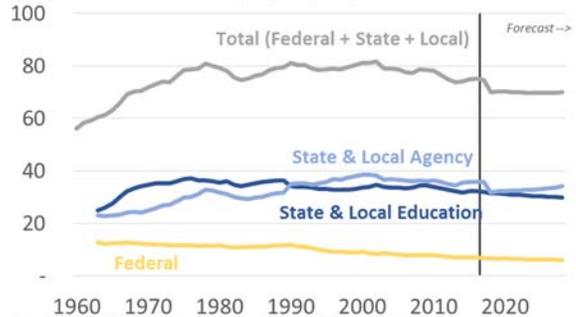
\*Public corrected for Census workers in 2010 and 2020  
Source: Oregon Employment Dept, Oregon Office of Economic Analysis

**Oregon Manufacturing Employment**  
Oregon's Severe Recessions



Source: Oregon Employment Department, Oregon Office of Economic Analysis

**Government Workers in Oregon**  
Number of Employees per 1,000 Residents



Series Break: 1990, 1950-1989 SIC data level shifted to match NAICS level in 1990s  
Latest Data: 2017 | Source: Oregon Employment Department, Oregon Office of Economic Analysis

and increase in migration have returned in full force. Even as more young Oregonians are living at home, as the Millennials continue to age beyond their early 20s, demand for housing will increase as well.

Housing starts in the first quarter totaled 24,100 at an annual pace, driven in large part by a run-up in multifamily permit activity in recent quarters. Expectations are that this represents a one-time surge, with housing starts cooling in the coming quarters as they resume their long-run march higher. Overall a level of about 21,000 housing starts is the long-run average for the state prior to the housing bubble. The forecast calls for moderate to strong growth in the coming few years with starts reaching just over 22,000 in 2018, 22,900 in 2019 and 24,200 in 2020. Over the extended horizon, starts are expected to average around 24,000 per year to meet demand for a larger population and also, partially, to catch-up for the underbuilding that has occurred in recent years. As of today, new home construction is cumulatively about one year behind the stable growth levels of prior decades even after accounting for the overbuilding during the boom.

*A more complete summary of the Oregon economic outlook and forecast changes relative to the previous outlook are available as Table A.2 and A.3 in Appendix A.*

### **Forecast Risks**

The economic and revenue outlook is never certain. Our office will continue to monitor and recognize the potential impacts of risk factors on the Oregon economy. Although far from comprehensive, we have identified several major risks now facing the Oregon economy in the list below:

- U.S. Economy. While Oregon is more volatile than the nation overall, the state has never missed a U.S. recession or a U.S. expansion. In fact, Oregon's business cycle is perfectly aligned with the nation's, at least when measuring peak and trough dates for total nonfarm employment. If anything, Oregon actually leads the U.S. by a month or two. The fact that there are a few worrisome trends at the U.S. level and the slowdown has hit Oregon means there should be some concerns about the outlook. Should the U.S. fall into recession, Oregon will too. That said, should the U.S. economy accelerate following the lifting of headwinds, Oregon's economy should receive a similar boost as well.
- Housing affordability. Even as the housing market recovers, new supply has not kept up with demand (both from new households and investor activity). This applies to both the rental and ownership sides of the market. As such, prices have risen considerably and housing (in)affordability is becoming a larger risk to the outlook. Expectations are that new construction will pick up in the next year or three, to match the increase in demand, which will alleviate some price pressures. However to the extent that supply does not match demand, home prices and rents increasing significantly faster than income or wages for the typical household is a major concern. While not included in the baseline outlook, significantly worse housing affordability may dampen future growth given Oregon's reliance on net in-migration.
- Global Spillovers Both Up and Down. The international list of risks seems to change by the day: sovereign debt problems in Europe, equity and property bubbles in places like Canada, South America and Asia, political unrest in the Middle East and Ukraine, nuclear arsenal concerns with North Korea, and commodity price spikes and inflationary pressures in emerging markets. In particular, with China now a top destination for Oregon exports, the state of the Chinese economy – and its real estate market, or public debt burden – has spillover effects to the Oregon economy. Any economic slowing in Asia is a potential threat to the Pacific Northwest.

- Federal fiscal policy. The uncertainty regarding federal fiscal policy remains a risk. Some policies are likely to impact Oregon than the typical state, while others maybe not as much. The good news for Oregon is that outside of outright land ownership, the federal government has a relatively small physical presence in the state. This means that direct spending reductions are less likely to hurt Oregon. Of course, it also limits the local benefit from any potential increases in federal spending, as was recently passed by Congress in early 2018. In terms of federal grants as a share of state revenue, Oregon ranks 29th highest. For federal procurement as a share of the economy, Oregon ranks 48th highest. Oregon ranks below average in terms of military-dependent industries as well. The one area that Oregon ranks above average is in terms of direct federal employment, ranking 19th highest among all states. Oregon also is exposed to an above-average share of federal transfer payments to households. Transportation funding is also a major local concern. Overall, the direct impact may be less than in other states but the impact will be felt nevertheless, particularly as our closest neighboring states have large federal and military workforces.
- Climate and Natural Disasters. Weather forecasting is even more difficult than economic forecasting a year or two into the future. While the severity, duration and timing of catastrophic events like earthquakes, wildfires and droughts are difficult to predict, we do know they impact regional economies. Fires damage forests and tourism. Droughts in particular impact our agricultural sector and rural economies to a larger degree. Whenever Cascadia, the big earthquake, hits, we know our regional economy and its infrastructure will be crippled and in need of immediate repairs. Longer-term issues like the potential impact of climate change on domestic migration patterns are likewise hard to predict and outside our office's forecast horizon. There is a reasonable expectation that migration flows will continue to be strong as the rest of the country becomes less habitable over time.
- Commodity price inflation. Always worrisome is the possibility of higher oil (and gasoline) prices. While consumer spending has held up pretty consistently in this recovery, anytime there is a surge in gas prices, it eats away at consumers' disposable income, leaving less income to spend on all other, non-energy related goods and services.
- Federal timber policy. Even with a temporary reinstatement of payments, it has been and it is clear that federal policymakers will not reinstate the program the same as before, however negotiations are ongoing for more sustainable timber harvests and related revenue. In the meantime, reductions in public employment and services are being felt in the impacted counties. For more information from a historical perspective, see two recent blog posts, [here](#) and [here](#)<sup>5</sup>.
- Initiatives, referendums, and referrals. Generally, the ballot box and legislative changes bring a number of unknowns that could have sweeping impacts on the Oregon economy and revenue picture.

### ***Alternative Scenarios***

The baseline forecast is our outlook of the most likely path for the Oregon economy. As with any forecast, however, many other scenarios are possible. In conjunction with the Legislative Revenue Office, this forecast provides three alternative scenarios, which are modeled on growth patterns over previous business cycles.

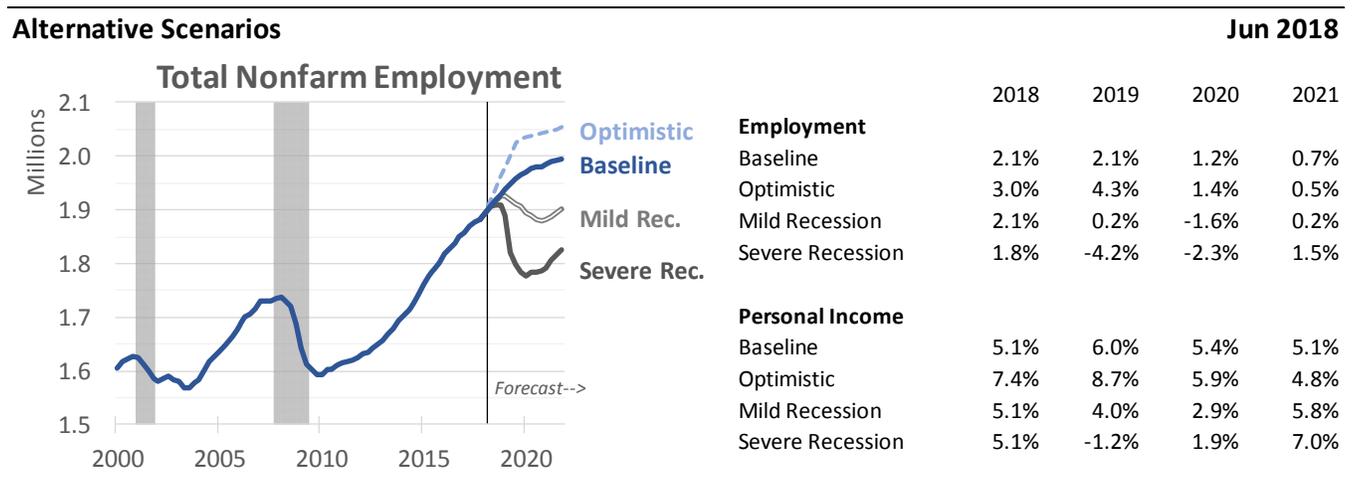
---

<sup>5</sup> <http://oregoneconomicanalysis.wordpress.com/2012/01/23/historical-look-at-oregons-wood-product-industry>  
<http://oregoneconomicanalysis.wordpress.com/2013/05/28/timber-counties/>

Optimistic Scenario:

The recovery gathers steam and pulls the economy into a stronger cyclical expansion. The relatively lackluster economic growth seen in the earlier stages of recovery, the manufacturing weakness in 2015 and 2016 and the recent slowing in U.S. personal income all recede into the rearview mirror of history and the U.S. economy builds momentum throughout 2018 and into 2019. The economy is soon firing on all cylinders. Economic growth is above potential in 2018, resulting in stronger job and income gains. This stronger growth leads to more consumer spending and more business investment.

In Oregon, job gains are broad based with strong growth in all private sector industries. The unemployment rate remains lower than under the baseline scenario as individuals are able to find employment more readily and income growth accelerates. The labor force participation gap closes and even turns positive. The increase in employment and income support a self-sustaining economic expansion in which new income fuels increased consumer spending (and debt reduction) which begets further increases in employment. Such an expansion increases housing demand as newly employed households (and increasing income for existing households) find their own homes after doubling-up with family and friends during the recession. This results in new construction returns to normal levels about a year earlier than the baseline.



Mild Recession Scenario:

The Oregon employment and GDP grow slowly in 2018. The housing market stalls (again), removing one driver of growth. Strained trade relations result in falling exports, business confidence tumbles and so does capital spending. The U.S. dollar strengthens, choking off the manufacturing cycle. These factors are enough weight on the recovery that by mid- or late-2018 the economy slides back into recession. Job losses ensue and while not severe – about 48,000 jobs in Oregon when it is all said and done – it takes a toll on business income, housing starts and personal income. The unemployment rate returns to nearly 7 percent. The net effect of the mild recession is an extended period of prolonged economic weakness, not unlike Japan’s so-called Lost Decade(s). Although inflation is expected to remain positive, a key difference.

Severe Recession Scenario:

After expanding for 9 years at relatively lackluster growth rates, the U.S. economy falls back into recession. Industrial production declines and the slower personal income growth in the U.S. worsens. Strained trade relations develop into an all-out trade war. The Fed, already lacking in traditional monetary policy ammunition,

is not able to stave off the impact. While the catalyst may be different, the economic effect is similar to late 2008 and early 2009, although not quite as severe when the dust settles. This is little comfort when the unemployment spikes back to 10 percent and nearly 135,000 Oregonians lose their jobs by late-2019. Besides the domestic economic headwinds and Federal Reserve tightening, the likely culprit in this scenario is either a meltdown of the financial markets sparked by some geopolitical shock, or quickly rising inflation in part due to the fiscal stimulus. Economic growth in the U.S., while fairly steady as of late, is not nearly strong enough to withstand an external financial shock of this magnitude, nor a Federal Reserve quickly raising rates to fight inflation. Further economic effects of a recession this size are personal income losses of around 4 percent, about three-quarters the size of the Great Recession losses in Oregon. Housing starts plummet to near historical low levels of construction and home prices decline further. On the bright side, when construction does rebound, it will result in a surge of new home building that will rise above the state's long term average level of building due to pent-up demand for housing and that the state will have under built housing during this time period.

### ***Extended Outlook***

IHS Economics projects Oregon's economy to fare well relative to the rest of the country in the coming years. The state's Real Gross State Product is projected to be the seventh fastest among all states across the country in terms of growth with gains averaging 2.6 percent through 2023. Total employment is expected to be the eighth strongest among all states at an annualized 1.3 percent, while manufacturing employment will be the fourth fastest in the country at 1.1 percent. Total personal income growth is expected to be 4.8 percent per year, the thirteenth fastest among all states, according to IHS Economics.

Our office is equally bullish in terms of Oregon's relative growth prospects. Much of Oregon's advantage comes from population growth, specifically the ability to attract and retain young, working-age households. In recent years, IHS had been forecasting Oregon population growth of around 1 percent annually. Our office expects it to average 1.3 per year over the next handful of years. In recent months, IHS has raised their Oregon population forecast to 1.2 percent annually, which is very close to our office's expectations. As such, our overall economic outlooks are now similar.

OEA has identified three main avenues of economic growth that are important to continue to monitor over the extended horizon: the state's dynamic labor supply, the state's industrial structure and the current number of start-ups, or new businesses.

Oregon has typically benefited from an influx of households from other states, including an ample supply of skilled workers. Households continue to move to Oregon even when local jobs are scarce, as long as the economy is equally bad elsewhere, particularly in California. Relative housing prices also contribute to migration flows in and out of the state. For Oregon's recent history – data available from 1976 – the labor force in the state has both grown faster than the nation overall and the labor force participation rate has been higher. However while the past two years have brought considerable improvements there remain potentially worrisome signs, particularly when the next recession comes.

First, on the bright side, all of the recessionary-induced declines in the labor force itself have been reversed in the recent years. Oregon's labor force has never been larger. However, the participation rate remains a little lower than expected, when adjusting for the size of the population and the aging demographics. Oregon's participation rate continues to rebound today, which is great news, however any participation gap is still cause for concern. While much of the past decade's patterns can be attributed to the severe nature of the Great

Recession, and even the lackluster housing boom itself, some damage is likely permanent. The longer the expansion continues without seeing rising participation rates among some segments of the population, the more likely the damage is permanent. A stronger economy and a longer expansion will minimize any permanent damage.

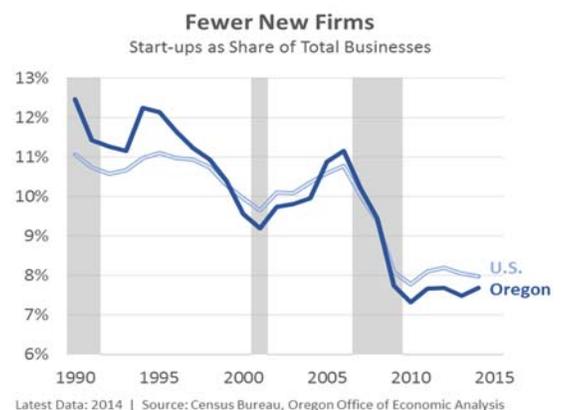
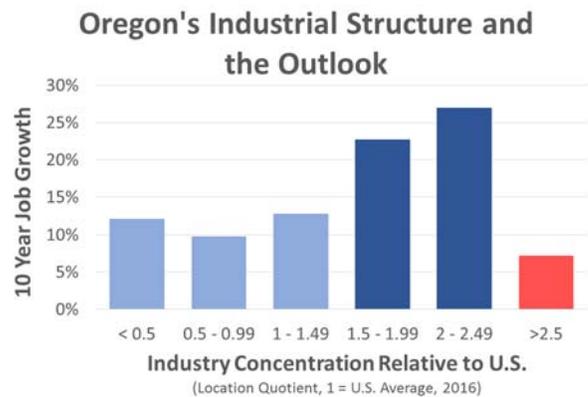
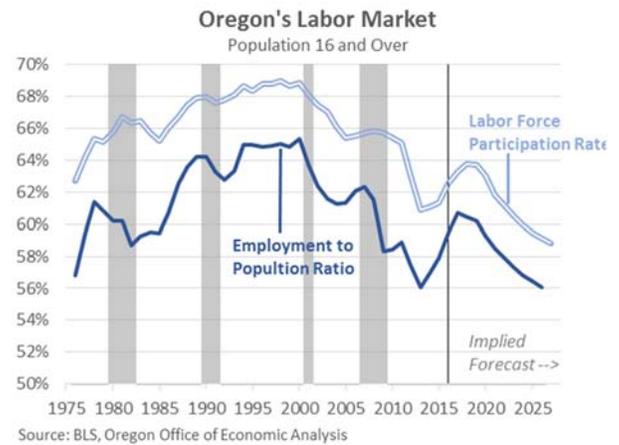
All told, our office’s baseline outlook calls for some continued improvement in the near-term for both the labor force participation rate and the employment to population ratio. These gains are due to the shorter run cyclical rebound in the economy, before longer-run demographic trends will weigh on these measures. Focusing just on the prime working age cohorts reveals stronger improvements and a better outlook.

Oregon’s industrial structure is very similar to the U.S. overall, even moreso than nearly all other states. That said, Oregon’s manufacturing industry is larger and weighted toward semiconductors and wood products, relative to the nation which is much more concentrated in transportation equipment (autos and aerospace). However, these industries which have been Oregon’s strength in both the recent past and historically, are now expected to grow the slowest moving forward. Productivity and output from the state’s technology producers is expected to continue growing quickly, however employment is not likely to follow suit. Similarly, the timber industry remains under pressure from both market based conditions and federal regulations. Barring major changes to either, the slow growth to downward trajectory of the industry in Oregon is likely to continue.

With that being said, certainly not all hope is lost. Those top industries in Oregon comprise approximately 7 percent of all statewide employment. And many industries in which Oregon has a larger concentration than typical state are expected to perform quite well over the coming decade. These industries include management of companies, food and beverage manufacturing, published software along with some health care related firms.

The state’s real challenges and opportunities will come in industries in which Oregon does not have a relatively large concentration. These industries, like consulting, computer system design, financial investment, and scientific R&D, are expected to grow quickly in the decade ahead. To the extent that Oregon is behind the curve, then the state may not fully realize these gains if they rely more on clusters and concentrations of similar firms that may already exist elsewhere in the country.

Another area of potential concern that may impact longer term economic growth is that of new business formation. Over the past few years, the number of new business license applications



with the Oregon Secretary of State have begun to grow again and even accelerate. However data available from the U.S. Census Bureau and Bureau of Labor Statistics clearly indicate that entrepreneurship and business formation remain at subdued levels and rates.

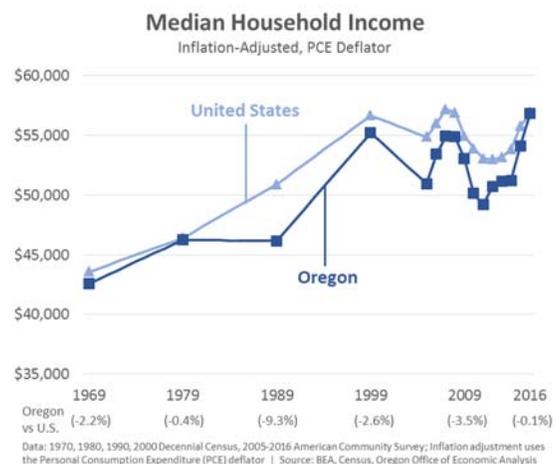
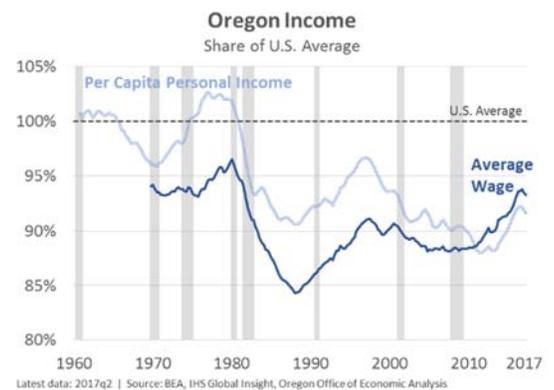
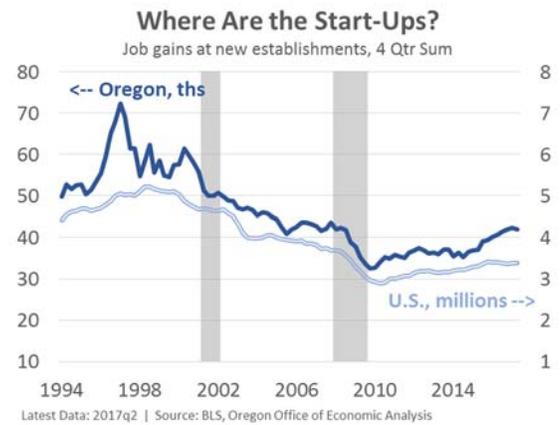
The share of all businesses that are start-ups, either in Oregon or across the nation, is effectively at an all-time low, with data starting in the late 1970s. Associated start-up employment follows a similar pattern. The concern is that new businesses are generally considered the source of innovation and new ideas, products and services that help propel economic growth. To the extent that fewer start-ups indicate that R&D more broadly is not being undertaken, slower growth is to be expected moving forward. However, if the larger firms that have won out in today's marketplace are investing in R&D and making those innovations themselves, then the worries about the number of start-ups today is overstated. It can be hard to say which is the correct view. However seeing these longer run, downward trends in new business formation warrants, at the very least, concern about future growth prospects.

Finally, Oregon also enjoys the long-term advantages of low electricity costs; a central location between the large markets of California, Vancouver and Asia; clean water; low business rents and living costs when compared to other Left Coast locations; and an increasingly diverse industrial base.

One long-run concern for policymakers, think tanks and Oregon's economy is that very little progress on raising per capita income is projected out to 2027. In and of itself, a higher per capita income level would better fund public services for citizens. The benefit side of the state's relatively low income figures is that local firms do not have to pay higher wages, thus helping support the firms' balance sheets as well. It is not purely a lose-lose proposition. The Oregon Employment Department has published<sup>6</sup> a detailed look at Oregon's per capita income.

Today, Oregon's average wage relative to the nation is at its highest point since the mills closed in the 1980s. While some industries are seeing stronger growth, these gains are broad-based across regions and industries in Oregon. Similarly, Oregon's per capita personal income is at its highest relative point since the dotcom crash.

In terms of the outlook, expectations are that wages will remain at this high watermark but not increase much further, at least relative to the nation. The primary reason for this is that



<sup>6</sup> <http://olmis.emp.state.or.us/olmisj/PubReader?itemid=00007366>

Oregon's average wages have already accelerated in recent years, even as U.S. wages are just now picking up. Our office expects Oregon's average wage to continue to increase by 4 percent per year. However as the U.S. accelerates closer to Oregon's annual rate, Oregon's growth advantage in recent years will lessen.

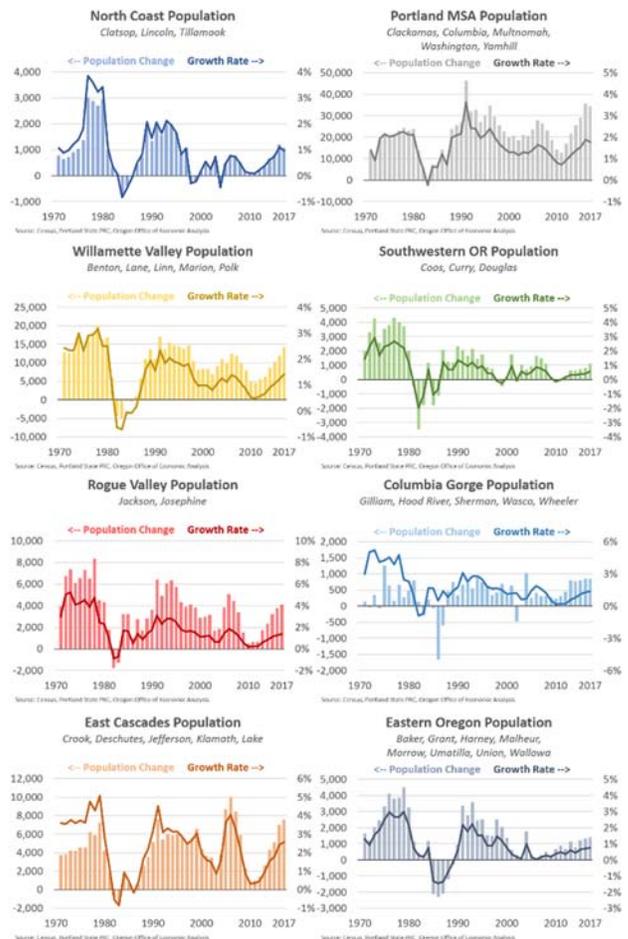
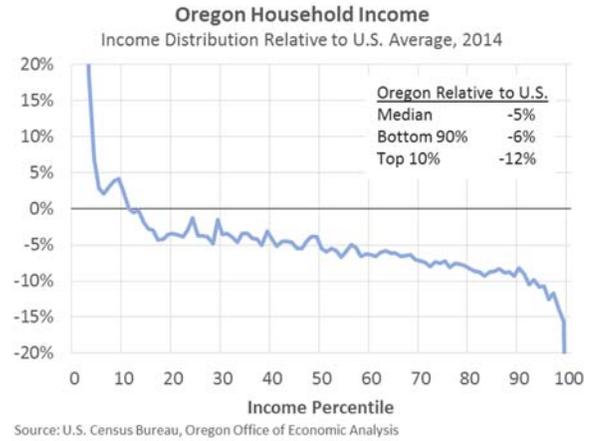
As for the per capita personal income outlook, expectations are that some progress will continue to be made. One major factor influencing these trends is the relative incomes at the very top of the distribution. Make no mistake, Oregon's highest-income households have done well financially. However incomes at the top of the national distribution have increased even further. This gap among the richest households is large enough to weigh on Oregon's overall per capita income figures.

The good news is that median incomes in Oregon have not eroded over time relative to the nation. That means the typical household in Oregon is not continually becoming worse off relative to the typical American household. This difference of trends at various points along the income distribution indicates a more complicated economic story is unfolding. Yes, Oregon's per capita personal income has eroded over the past generation. However that erosion is not seen among the typical household or for the typical worker. Given the distribution issues and the economic outlook, Oregon's per capita personal income is not expected to catch the national average.

**Regional Comparisons**

A common refrain heard across Oregon in recent years is that the population growth is unprecedented. This is usually in the context of the housing market and explaining away the fundamental lack of supply and only pointing toward demand as the reason for rising prices. However, population growth in recent years for the vast majority of the state is very precendented. Yes, growth is generally faster than what was experienced in the mid-2000s, but is on par with the growth experienced in the 1970s and 1990s. Individuals and families have been moving to the Pacific Northwest since before Lewis & Clark. Population growth and migration is nothing new.

That said, there are a few exceptions where growth in recent years really is about as fast as it ever has been. In particular the City of Portland is truly seeing unprecedented growth in its modern history. One has to go back to the early 1900s to see growth like this in the City itself. However the rest of the Portland MSA certainly is not growth that fast, leaving the region overall seeing similar patterns to the state. Other areas experiencing



near historic gains in population include Baker, Clatsop, Hood River, and Deschutes counties.

### State Comparisons

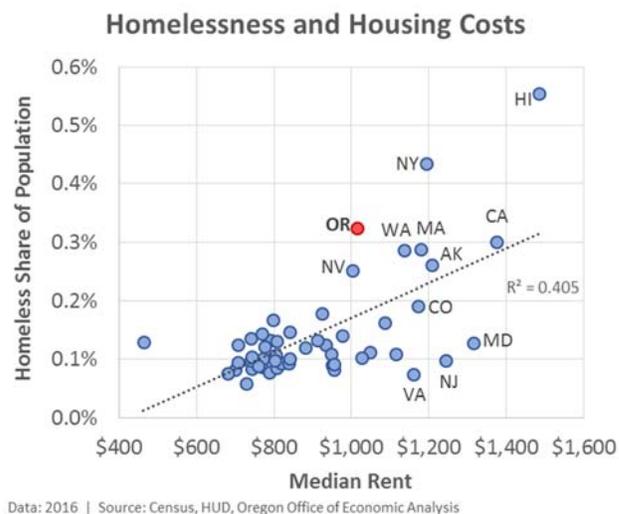
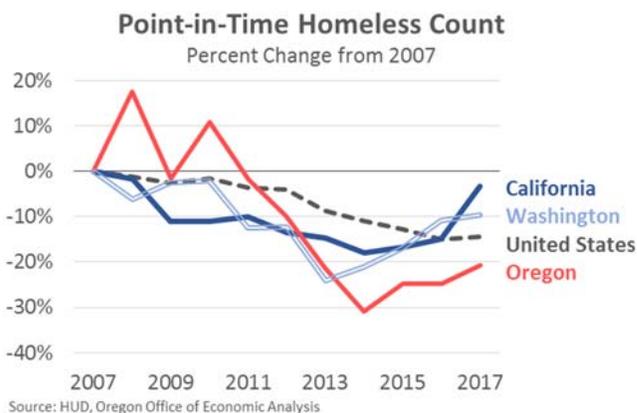
Homelessness is a real societal issue that can be hard to address, at least in part due to the transient nature of some of these individuals and families. As such it difficult to get good data and information on the homeless population and trends over time. The best available information comes from the U.S. Department of Housing and Urban Development’s annual point-in-time estimates. These efforts represent a count of both the sheltered and unsheltered populations on one specific night each year, usually in January. The sheltered population includes those in emergency shelters and in transitional housing. Such figures likely represent an undercount of the true homeless population. They also do not include those that are housing insecure, or live in crowded housing situations, where a housing unit has more people than it does non-bathroom rooms.

Over the past decade, homelessness, at least when measured by this imperfect HUD estimate, has declined by 10 to 20 percent across much of the nation. The same is true here in Oregon as well. Some researchers point toward federal policies around Housing First, and Rapid Re-Housing for some of these long-run improvements in homelessness. The goal of these programs is to find permanent housing as quickly as possible for the homeless, and then provide wraparound services for their other needs.

However, in recent years homelessness is again on the rise along the West Coast. California, Oregon, and Washington have experienced 3 of the 5 largest increases since 2014, with New York and Wyoming rounding out the Top 5.

Research shows there are a number of reasons and factors for why individuals and families experience homelessness. Some are more societal in nature, like domestic violence, mental health issues, and drug addictions. Some are more economic in nature including insufficient income due to unemployment, low-wage or part-time work and the like.

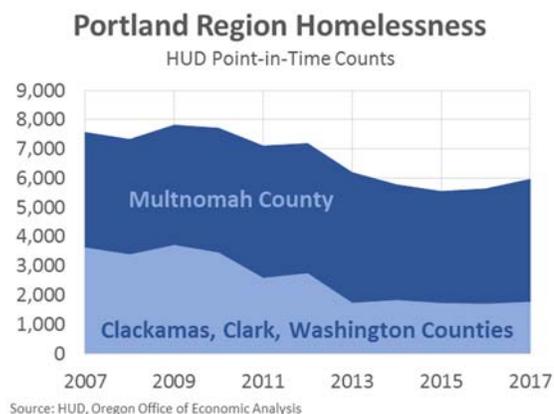
However, at its root, homelessness is fundamentally about housing costs. These individuals and families literally cannot afford a roof over their heads, even as other issues complicate their lives. There is a relationship across states and metropolitan regions between rents and the share of the population experiencing homelessness. High housing costs do not fully explain patterns of homelessness, but they are clearly a factor. And given that we have underbuilt housing in the past decade, the lack of supply is one of the factors as well.



As Portland State’s Northwest Economic Research Center details<sup>7</sup> for Washington County here in Oregon, providing emergency support is important, but unlikely to address the root causes of homelessness. This emergency support is costly with about 70% of these service costs spent on medical, 16% spent on shelter, 12% on mental health, and 2% on law enforcement. In fact, half of homeless individuals accessed at least one hospital service during their period of homelessness with many of these visits being to the emergency room.

Overall, while the long-term trends in homelessness are largely encouraging – the numbers have fallen in the past decade – these changes are uneven across geographies. For example, in both the Portland and Seattle metro regions the largest county, Multnomah and King respectively, have seen increases, while the suburban counties have seen declines.

Some of these changes likely reflect homeless individuals and families locating to be closer to resources like shelters, addiction clinics, and counseling services. Given the ability of the homeless to move around, funding for programs and services is likely best addressed at the federal and not the local level. Allowing for local governments to draw upon sufficient federal resources would better allow for local services to match the local needs, which will shift over time as the trends in overall homelessness and the types of individuals and families who find themselves homeless likewise shift. To date, local governments are largely left with a patchwork system of federal programs, nonprofits, and community support to try and address homelessness in their communities.



<sup>7</sup> [https://www.pdx.edu/nerc/sites/www.pdx.edu.nerc/files/Homeless%20Cost%20Study\\_NERC%20Report\\_1.pdf](https://www.pdx.edu/nerc/sites/www.pdx.edu.nerc/files/Homeless%20Cost%20Study_NERC%20Report_1.pdf)

## Revenue Summary

Oregon's General Fund revenues are heavily dependent upon personal income tax collections. As such, the April peak tax filing season often makes or breaks the state budget. This year's tax collections came in at a healthy rate, somewhat faster than what was assumed in the March 2018 forecast. If not for the payment of kicker credits generated during the 2015-17 budget cycle, Oregon's revenue growth would have ranked among the top handful of states, as has been the case for much of the current economic expansion.

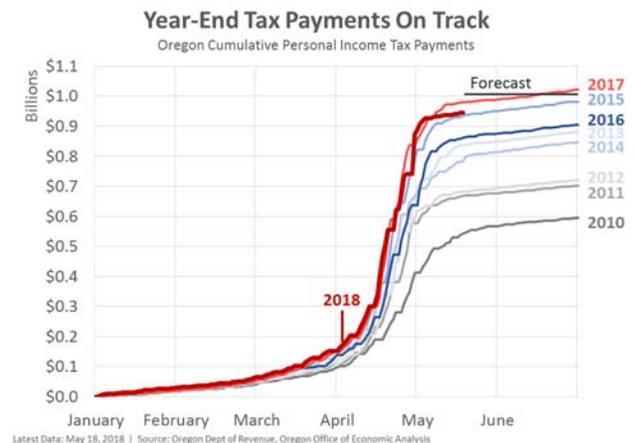
Tax refund payments got off to a slow start this year due to a delayed federal filing season, but quickly made up ground in early spring. Due in part to kicker credits, refund payments came in significantly higher than in recent years. Even so, refund payments will end the filing season around \$150 million short of expectations. Oregon's income tax filers are now cutting it closer than they have in the past, with many getting smaller checks than they would prefer. With the option to fill out an Oregon-specific W-4 form on the way, filers will be better able to tailor their state tax refunds in future years.

On the payment side, the tax filing season closely matched expectations. Although final personal income tax payments will likely end the season smaller than they were last year, this is a reflection of kicker credits and not weakness in the underlying economy. As always, the jury will remain out until high-income filers reconcile their accounts in the fall when extensions and amended returns come due.

Typically, year-end payments and refunds are generally the most difficult tax components to forecast. This season, however, the biggest surprises came from typically stable sources -- quarterly estimated payments and withholdings out of labor income.

Fourth-quarter estimated payments of personal income taxes for 2017 were up nearly 50% relative to last year, and continued to post strong gains in early 2018. Advanced corporate tax payments have been up sharply in recent months as well, with the first quarter of 2018 coming in 79% larger than last year. Furthermore, large year-end bonuses are driving withholdings significantly above what recent wage growth alone could explain.

This strong growth across payment types was not unique to Oregon, with many other states reporting even stronger gains. That sort of uniformity is rare, and suggests that tax planning around the federal Tax Cuts and Jobs Act is already affecting the timing of tax collections. Taxpayers rushed to take advantage of expiring breaks, including an uncapped deduction for state and local taxes paid. Oregon does not allow the prepayment of state taxes, but with rates set to change, many businesses have faced a strong incentive to pull forward costs into 2017, and push income into future years. As a result, some of the recently strong revenue growth will no doubt evaporate going forward.



While changes in the timing of tax payments are already evident, it will take some time before it becomes clear how many taxpayers will change their filing status in light of TCJA provisions. Some workers and investors could choose to file as businesses. Also, some businesses could benefit by changing from pass-through entities into C-Corporations, or the other way around. Although the exact magnitude of tax law impacts is uncertain, it is sure to be large. Recent tax law changes are expected to directly add hundreds of millions of revenue dollars over the next few budget cycles.

### Direct Impact of Law Changes Relative to the Close of Session Forecast, \$ Millions

Sources: Legislative Revenue Office, OEA

Personal Income	BI2017-19	BI2019-21	BI2021-23	BI2023-25	BI2025-27
Provisions in Federal TJCA that Flow Through to Oregon Revenues (e.g. small business accounting, capital expensing, change in itemized deductions & OR deduction for federal taxes paid)	\$149	\$306	\$425	\$517	\$217
Automatic Replication of 20% Federal Pass-through Deduction on Oregon Taxable Income*	(\$245)	(\$375)	(\$422)	(\$492)	(\$161)
Eliminating Replication (SB1528)	\$245	\$375	\$422	\$492	\$161
OR Tuition Deduction	(\$12)	(\$12)	(\$12)	(\$12)	(\$12)
Special Session Inclusion of Sole Proprietorships for OR Preferential Rate	(\$15)	(\$25)	(\$27)	(\$29)	(\$31)
<b>Total</b>	<b>\$122</b>	<b>\$269</b>	<b>\$386</b>	<b>\$476</b>	<b>\$174</b>

Corporate Excise	BI2017-19	BI2019-21	BI2021-23	BI2023-25	BI2025-27
Provisions in Federal TJCA that Flow Through to Oregon Revenues (e.g. bonus depreciation, R&D amortization & limits on net interest deduction)	\$119	\$95	\$201	\$195	\$191
Automatic Replication of Federal Dividend Received Deduction on Oregon Taxable Income (Repatriation)	(\$240)	(\$5)	\$0	\$0	\$0
Eliminating Replication (SB1529)**	\$240	\$5	\$0	\$0	\$0
<b>Total</b>	<b>\$119</b>	<b>\$95</b>	<b>\$201</b>	<b>\$195</b>	<b>\$191</b>

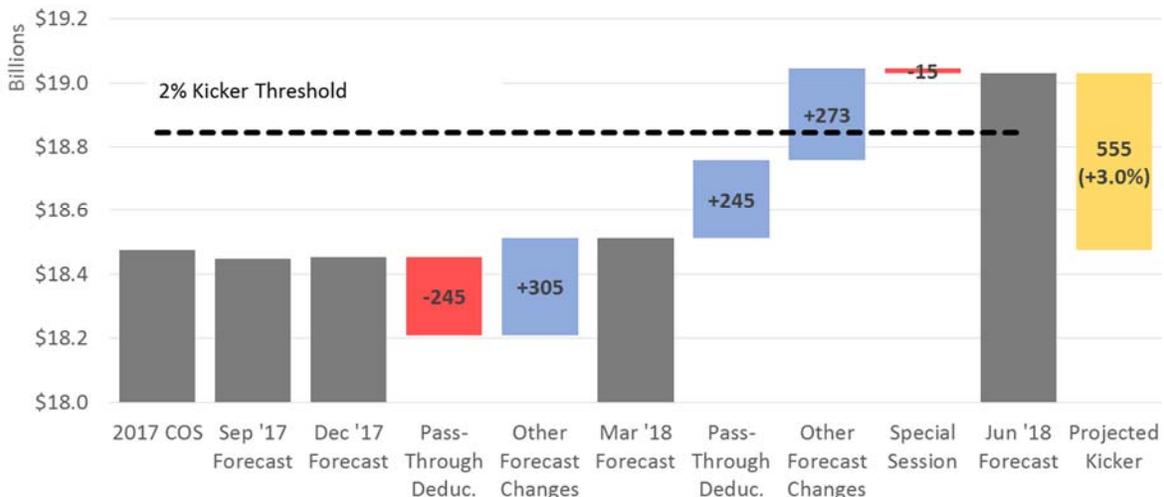
Grand Total	BI2017-19	BI2019-21	BI2021-23	BI2023-25	BI2025-27
	\$241	\$364	\$587	\$671	\$365

\*Unlike most states, Oregon connects to federal tax law through Federal Taxable Income (not AGI). If OR had remained connected to this provision, filers would have received a deduction on Oregon taxes in addition to a deduction on their federal taxes.

\*\* Unlike most states, filers in Oregon calculate a state-specific dividend received deduction. If OR had not changed its tax code, filers would have received a double deduction on Oregon taxes. \$145 Million of the Revenue Recovered from SB1529 Will be Transferred out of the General Fund in BI2019-21

Together with healthy economic growth and strong tax collections, law changes have helped push both personal income taxes and corporate income taxes over their kicker thresholds. If this outlook holds true, personal income tax kicker credits will be paid out two years from now, and additional spending on K-12 education will be required next biennium.

### 2017-19 Personal Income Tax Kicker Base Forecast Evolution



## 2017-19 General Fund Revenues

General Fund revenues for the 2017-19 biennium are expected to reach \$20,304 million. This represents an increase of \$813.2 million from the December 2018 forecast, and an increase of \$1.7 billion relative to the 2015-17 biennium. This outlook is now tracking ahead of the assumptions used when crafting the budget. General Fund revenues for the 2017-19 biennium are expected to come in \$752 million ahead of the Close of Session forecast.

Table R.1

2017-19 General Fund Forecast Summary					
(Millions)	2017 COS Forecast	March 2018 Forecast	June 2018 Forecast	Change from Prior Forecast	Change from COS Forecast
<b>Structural Revenues</b>					
Personal Income Tax	\$17,147.4	\$17,174.8	\$17,694.8	\$520.1	\$547.5
Corporate Income Tax	\$1,077.0	\$978.2	\$1,273.7	\$295.5	\$196.7
All Other Revenues	\$1,327.6	\$1,337.8	\$1,335.4	-\$2.4	\$7.8
<b>Gross GF Revenues</b>	<b>\$19,551.9</b>	<b>\$19,490.7</b>	<b>\$20,303.9</b>	<b>\$813.2</b>	<b>\$752.0</b>
Offsets and Transfers	-\$75.5	-\$67.0	-\$69.5	-\$2.6	\$5.9
Administrative Actions <sup>1</sup>	-\$21.5	-\$21.5	-\$21.5	\$0.0	\$0.0
Legislative Actions	-\$180.1	-\$179.4	-\$179.4	\$0.0	\$0.7
<b>Net Available Resources</b>	<b>\$20,055.7</b>	<b>\$20,200.8</b>	<b>\$21,033.8</b>	<b>\$833.1</b>	<b>\$978.1</b>
<b>Confidence Intervals</b>					
67% Confidence	+/- 4.8%		\$975.4	\$19.33B to \$21.28B	
95% Confidence	+/- 9.6%		\$1,950.8	\$18.35B to \$22.25B	

1 Reflects cost of cashflow management actions, exclusive of internal borrowing.

### Personal Income Tax

Personal income tax collections were \$1,964 million during the third quarter of fiscal year 2018, \$11 million (0.6%) above the latest forecast. Compared to the year-ago level, total personal income tax collections grew by 8.0% relative to a forecast that called for a 7.4% increase. Table B.8 in Appendix B presents a comparison of actual and projected personal income tax revenues for the January-March quarter. Strong growth is expected to persist throughout the biennium due in part to tax law changes. Non-corporate General Fund revenues are now expected to end 2017-19 3.0% above the Close of Session forecast, generating a \$555 million kicker payment.

### Corporate Excise Tax

Corporate excise tax collections equaled \$146 million for the third quarter of fiscal year 2018, \$77 million (111%) above the March forecast. Compared to the year-ago level, net corporate excise tax collections rose by 80% relative to a forecast that called for an 11% decrease.

Federal Tax Law Changes have injected a good deal of uncertainty into the outlook for corporate tax payments. Some employees, investors, partnerships, S-corps and sole proprietorships face a larger tax incentive to incorporate. Conversely, some C-corporations will benefit from becoming pass-through entities. Excluding these behavioral changes, under current law, the TJCA stands to significantly reduce Oregon's corporate tax collections in the near term, while boosting them in later years. Accelerated depreciation provisions contribute to this pattern, as does the repatriation of deferred income from multinational corporations. Some repatriation revenue is already being received. Following legislative action this year, Oregon is expected to take in \$245 in repatriation-related revenues, generating a large corporate kicker payment (\$197 million). As required by statute, this kicker will be distributed as spending on K-12 education.

### Other Sources of Revenue

While estate tax collections continue to be strong, they are no longer coming in significantly above forecast in recent quarters. In examining estate tax collections two clear trends emerge. The first is that Oregon is seeing an increase in the number of estates impacted by the tax. Compared to other states and the federal government, Oregon has a relatively low threshold at \$1 million. Given home prices and asset markets, \$1 million estates,

while still very rare, are somewhat more commonplace today than a decade ago. The second trend, which impacts the revenues to a larger degree, is a considerable increase in the size of estates for a few taxpayers. Oregon tends to see approximately 60 estate tax payers with estate valuations greater than \$5 million each year. However in the last decade, among these estates, the average size, and average tax payment has increased considerably. These trends are heavily influenced by a handful of estates. Moving forward, the outlook for estate tax collections remains strong. However not quite as strong as demographics and asset markets alone suggest due to tax planning.



All told, General Fund revenues excluding personal and corporate taxes are revised lower by \$2.4 million this forecast, relative to the previous forecast. Such revenues are \$7.8 million above the Close of Session outlook.

### Extended General Fund Outlook

Table R.2 exhibits the long-run forecast for General Fund revenues through the 2025-27 biennium. Users should note that the potential for error in the forecast increases substantially the further ahead we look.

Revenue growth in Oregon and other states will face considerable downward pressure over the 10-year extended forecast horizon. As the baby boom population cohort works less and spends less, traditional state tax instruments such as personal income taxes and general sales taxes will become less effective, and revenue growth will fail to match the pace seen in the past.

**Table R.2**

**General Fund Revenue Forecast Summary (Millions of Dollars, Current Law)**

Revenue Source	Forecast 2015-17		Forecast 2017-19		Forecast 2019-21		Forecast 2021-23		Forecast 2023-25		Forecast 2025-27	
	Biennium	% Chg	Biennium	% Chg	Biennium	% Chg	Biennium	% Chg	Biennium	% Chg	Biennium	% Chg
Personal Income Taxes	16,055.8	15.0%	17,694.8	10.2%	19,180.8	8.4%	21,912.2	14.2%	24,041.3	9.7%	26,135.8	8.7%
Corporate Income Taxes	1,210.7	8.4%	1,273.7	5.2%	1,075.4	-15.6%	1,238.0	15.1%	1,343.1	8.5%	1,509.1	12.4%
All Others	1,289.3	25.2%	1,335.4	3.6%	1,309.9	-1.9%	1,391.1	6.2%	1,464.2	5.2%	1,542.9	5.4%
Gross General Fund	18,555.9	15.2%	20,303.9	9.4%	21,566.1	6.2%	24,541.3	13.8%	26,848.6	9.4%	29,187.7	8.7%
Offsets and Transfers	(32.9)		(69.5)		(217.2)		(74.6)		(79.2)		(83.4)	
Net Revenue	18,523.0	15.5%	20,234.4	9.2%	21,348.9	5.5%	24,466.7	14.6%	26,769.3	9.4%	29,104.3	8.7%

### Tax Law Assumptions

The revenue forecast is based on existing law, including measures and actions signed into law during the 2017 Oregon Legislative Session. OEA makes routine adjustments to the forecast to account for legislative and other actions not factored into the personal and corporate income tax models. These adjustments can include expected kicker refunds, when applicable, as well as any tax law changes not yet present in the historical data. A summary of actions taken during the 2017 Legislative Session can be found in Appendix B Table B.3. For a

detailed treatment of the components of the 2017 Legislatively Enacted Budget, see: [LFO 2017-19 Budget Summary](#).

Although based on current law, many of the tax policies that impact the revenue forecast are not set in stone. In particular, sunset dates for many large tax credits have been scheduled. As credits are allowed to disappear, considerable support is lent to the revenue outlook in the outer years of the forecast. To the extent that tax credits are extended and not allowed to expire when their sunset dates arrive, the outlook for revenue growth will be reduced. The current forecast relies on estimates taken from the [Oregon Department of Revenue's 2017-19 Tax Expenditure Report](#) together with more timely updates produced by the Legislative Revenue Office.

**Alternative Scenarios**

The latest revenue forecast for the current biennium represents the most probable outcome given available information. OEA feels that it is important that anyone using this forecast for decision-making purposes recognize the potential for actual revenues to depart significantly from this projection.

Currently, the overwhelming downside risk facing the revenue outlook is the threat that the U.S. economic recovery will lose steam in the near term. Such a scenario, however it played out, would result in drastic revenue losses. Two recessionary scenarios are displayed in table R.2b. In a severe recession, biennial revenues could come in as much as \$2.4 billion lower than predicted<sup>8</sup>.

**TABLE R2b**

June 2018

**Alternative Cyclical Revenue Forecast (\$ millions)**

	2015-17 BN		2017-19 BN		2019-21 BN		2021-23 BN		2023-25 BN	
<b>Baseline Case</b>	FY '16	FY '17	FY '18	FY '19	FY '20	FY '21	FY '22	FY '23	FY '24	FY '25
<b>Personal Income</b>										
Level	182.96	188.72	196.27	207.96	219.98	231.37	241.69	255.60	267.68	279.99
% change	6.1%	3.2%	4.0%	6.0%	5.8%	5.2%	4.5%	5.8%	4.7%	4.6%
<b>Taxes</b>										
Personal Income	7,599	8,457	8,780	8,915	9,164	10,017	10,719	11,193	11,704	12,338
Corporate Excise & Income	603	608	755	518	521	554	600	638	659	684
Other General Fund	528	761	603	732	643	667	687	704	722	742
Total General Fund	8,729	9,826	10,139	10,165	10,328	11,238	12,006	12,536	13,085	13,763
% change	3.2%	12.6%	3.2%	0.3%	1.6%	8.8%	6.8%	4.4%	4.4%	5.2%
<b>Moderate Recession</b>	FY '16	FY '17	FY '18	FY '19	FY '20	FY '21	FY '22	FY '23	FY '24	FY '25
<b>Personal Income</b>										
Level	183.0	188.7	191.5	198.0	211.7	225.2	237.2	252.7	265.3	277.9
% change	6.1%	3.2%	1.5%	3.4%	6.9%	6.4%	5.3%	6.5%	5.0%	4.8%
<b>Taxes</b>										
Personal Income	7,599	8,457	8,481	8,315	8,680	9,644	10,439	11,017	11,549	12,194
<i>Deviation from baseline</i>			-300	-599	-484	-373	-279	-177	-154	-143
Corporate Excise & Income	603	608	719	468	482	525	578	624	648	674
<i>Deviation from baseline</i>			-37	-50	-39	-29	-22	-14	-12	-10
Other General Fund	528	761	603	732	643	667	687	704	722	742
Total General Fund	8,729	9,826	9,803	9,516	9,805	10,835	11,704	12,344	12,919	13,610
% change	3.2%	12.6%	-0.2%	-2.9%	3.0%	10.5%	8.0%	5.5%	4.7%	5.3%
<i>Deviation from baseline</i>		0	-336	-649	-523	-402	-302	-191	-166	-153
<i>Biennial Deviation</i>		0		-986		-926		-493		-319
<b>Severe Recession</b>	FY '16	FY '17	FY '18	FY '19	FY '20	FY '21	FY '22	FY '23	FY '24	FY '25
<b>Personal Income</b>										
Level	183.0	188.7	178.9	187.7	203.6	219.2	233.5	251.4	263.9	276.5
% change	6.1%	3.2%	-5.2%	5.0%	8.4%	7.7%	6.5%	7.7%	5.0%	4.8%
<b>Taxes</b>										
Personal Income	7,599	8,457	7,690	7,700	8,206	9,281	10,210	10,935	11,464	12,104
<i>Deviation from baseline</i>			-1,090	-1,215	-958	-736	-508	-259	-240	-234
Corporate Excise & Income	496	608	621	417	443	496	559	617	641	667
<i>Deviation from baseline</i>			-134	-101	-78	-58	-41	-21	-18	-17
Other General Fund	528	761	603	732	643	667	687	704	722	742
Total General Fund	8,623	9,826	8,915	8,849	9,293	10,444	11,457	12,256	12,827	13,512
% change	3.2%	14.0%	-9.3%	-0.7%	5.0%	12.4%	9.7%	7.0%	4.7%	5.3%
<i>Deviation from baseline</i>			-1,224	-1,316	-1,035	-794	-549	-280	-258	-251
<i>Biennial Deviation</i>				-2,540		-1,830		-829		-509

<sup>8</sup> The methodology for computing alternative scenarios has been changed to reflect recent work done by the Legislative Revenue Office. Assumptions: Recessions begin in 2018 and return to baseline income by 2025. The moderate recession scenario assumes personal income growth will be reduced by one-half relative to the baseline in 2018 and 2019. The severe recession scenario assumes personal income will decline in 2018 by as much as it did in 2009. The percentage deviation in personal income taxes is 1.4 times the deviation in personal income. The percentage deviation in corporate income taxes is 2.0 times the deviation in personal income.

## Lottery Earnings

Overall the lottery forecast is relatively unchanged this quarter. However there are two fundamental, largely offsetting forecast changes beneath the topline. On the downside, video lottery sales came in slightly below expectations in recent months, or peak lottery season. This relative weakness has been carried forward into future years to the tune of a few million dollars in transfers each year. At -0.8 percent, this does not represent a substantial change and the underlying economic drivers remain intact. On the upside, sales for traditional products, and jackpot games in particular continue to come in above expectations over the past year. An update of the jackpot models has raised the outlook to the tune of just under two million dollars in each year.

All told, available resources for the 2017-19 biennium are revised upward by \$8.9 million (+0.6%), while 2019-21 resources are revised downward by \$1.4 million (-0.1%). The outer biennia are each revised lower by \$7-8 million (-0.5%).

### *Cowlitz Tribe's ilani Casino Resort Impact*

Over the past year and a half our office has incorporated a lower video lottery sales forecast due to the opening of the ilani Casino Resort in southwest Washington. The casino has now been open for one year and there has been a noticeable impact on Oregon video lottery sales. However the impact is considerably smaller than was initially expected. In the recent sales data, the impact is averaging just 15 percent the original estimate.

It is challenging to do a full and accurate postmortem on the reasons for such a large error. Many factors influenced the forecast itself and the grand opening and rollout of the casino was not without issues either. That said there was a clear forecast mistake. Our office overestimated the impact of the new casino on video lottery sales at the neighborhood level in North and Northeast Portland, and the impact on sales throughout the rest of the Portland metropolitan area. Video lottery sales in zip codes along the Oregon-Washington border in the Portland region have fallen around 15 percent, instead of the 40 percent expected. The rest of the metro area sales have increased some compared with expectations of small declines. Sales in the rest of Oregon, outside the Portland region continue to grow, which was expected.

In somewhat comforting news, our office was not alone in overestimating the initial impact of the new casino. The Confederated Tribes of Grand Ronde, owners of the Spirit Mountain casino which was previously the closest casino to the Portland metro region, announced back in fall that sales had fallen around 17 percent relative to the previous year whereas they forecasted sales would fall by 40 percent.

Even as video lottery sales have come in considerably higher than expected prior to the casino opening, the outlook remains uncertain. In analyzing casino trends elsewhere in the country, sales increase for a year or two after a new casino opens. Furthermore expectations are that opening the gaming floor is just phase one for the ilani Resort Casino. Future expansions may include a buffet, and a hotel to attract overnight guests and make it more of a destination and not a day trip activity. In the event any of these options materialized, our office would reassess the impact on video lottery sales. Our office will continue to work with the Oregon Lottery, particularly



the research team, the Legislative Fiscal Office and Legislative Revenue Office to monitor sales and discuss the outlook.

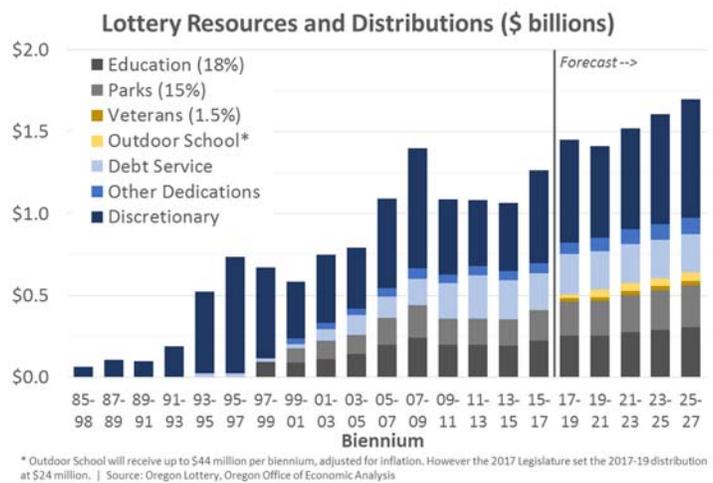
**Lottery Sales and Distributions**

The robust gains seen in video lottery sales following the first wave of terminal replacements have slowed. This was expected. The second wave of replacements are nearing completion today, however their impact on sales is less, even as the upgrade in new technology and underlying infrastructure is important.



Issues to watch include broader national trends in gaming markets, demographic preferences for recreational activities, and to what extent consumers increase the share of their incomes spent on gaming. In much of the past 6 years, consumers have remained cautious with their disposable income.

Finally, Oregon voters last year approved two new amendments for where lottery resources are to be spent. The Outdoor School Education Fund is set to receive the lesser of 4 percent of net proceeds or \$5.5 million per quarter (\$44 million per biennium), adjusted for inflation. The Veterans’ Services Fund is set to receive 1.5 percent of net proceeds.



The full extended outlook for lottery earnings can be found in Table B.9 in Appendix B.

**Budgetary Reserves**

The state currently administers two general reserve accounts, the Oregon Rainy Day Fund<sup>9</sup> (ORDF) and the Education Stability Fund<sup>10</sup> (ESF). This section updates balances and recalculates the outlook for these funds based on the June revenue forecast.

<sup>9</sup> The ORDF is funded from ending balances each biennium, up to one percent of appropriations. The Legislature can deposit additional funds, as it did in first populating the ORDF with surplus corporate income tax revenues from the 2005-07 biennium. The ORDF also retains interest earnings. Withdrawals from the ORDF require one of three triggers, including a decline in employment, a projected budgetary shortfall, or declaration of a state of emergency, plus a three-fifths vote. Withdrawals are capped at two-thirds of the balance as of the beginning of the biennium in question. Fund balances are capped at 7.5 percent of General Fund revenues in the prior biennium.

<sup>10</sup> The ESF gained its current reserve structure and mechanics via constitutional amendment in 2002. The ESF receives 18 percent of lottery earnings, deposited on a quarterly basis – 5% of which are deposited in the Oregon Growth sub-account. The ESF does not retain interest earnings. The ESF has similar triggers as the ORDF, but does not have the two-thirds cap on withdrawals. The ESF balance is capped at five percent of General Fund revenues collected in the prior biennium.

As of this forecast, the two reserve funds currently total a combined \$1.05 billion.

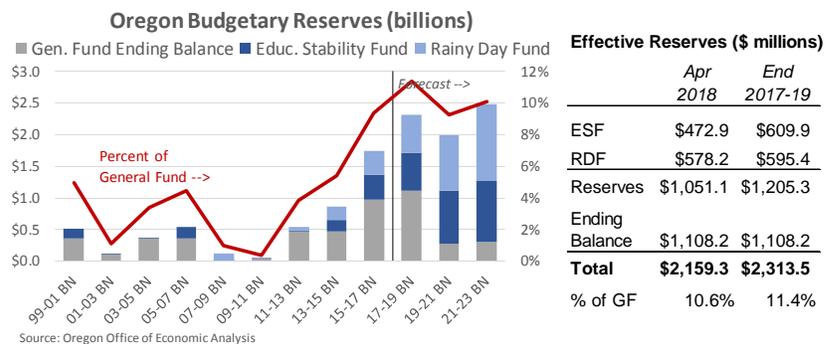
The forecast for the ORDF includes two deposits for this biennium. One relates to the General Fund ending balance from last biennium (2015-17). A deposit of \$179.4 million occurred in January 2018 after the accountants closed the book on the biennium. The other one related to increased corporate taxes from Measure 67 during the 2015-17 biennium. A \$16.2 million transfer occurred in September 2017. These bring the projected ORDF ending balance at the end of 2017-19 to \$595.4 million.

The forecast calls for \$226.2 million in deposits into the ESF in 2017-19 based on the current Lottery forecast. This would bring the ESF balance to \$609.9 million at the end of the current biennium.

Together, the ORDF and ESF are projected to have a combined balance of \$1.2 billion at the close of the 2017-19 biennium. Provided the General Fund ending balance remains unallocated, total effective reserves at the end of 2017-19 would total more than \$2.3 billion, or more than 11 percent of current revenues. That said, the ending balance figure includes the projected \$555 million personal income tax kicker to be paid out in the 2019-21 biennium. As such, the true level of effective reserves is closer to \$1.8 billion, or nearly 9 percent of the current biennium’s revenues.

Such levels of reserve balances are bigger than Oregon has ever been able to accumulate, at least in the state’s recent history. However, such reserves would barely be sufficient to withstand a typical recession’s impact on state revenues, let alone account for the increase in public services and programs during downturns. That said, reserves of approximately 7 percent are generally accepted to withstand a medium sized recession.

*B.10 in Appendix B provides more details for Oregon’s budgetary reserves.*



**Recreational Marijuana Tax Collections**

During the 2017 legislative session, [HB 3470](#) officially gave our office the responsibilities for forecasting recreational marijuana taxes. Overall our office’s baseline outlook remains essentially unchanged given it has tracked well since our very first such forecast back in May 2017. Available resources for the 2017-19 biennium are raised \$2.3 million relative to the previous outlook, while the outer biennia remain unchanged.

**Recreational Marijuana Forecast Process**

In developing the marijuana outlook, our office has held two preliminary forecast meetings with stakeholders from state agencies, local governments and industry professionals over the past year. Our office also spoke again with our counterparts in both Colorado and Washington to better understand what their experiences and to discuss marketplace trends. Moving forward, our office will continue to work with stakeholders and those who can advise us on industry and consumer trends, regulatory impacts, issues to watch, and the like.

Currently the outlook for recreational marijuana sales and tax collections remains highly uncertain. While Oregon has now collected two years’ worth of taxes, there have been substantial changes during this time that complicate any analysis. These changes include early start sales, differing tax rates, changes in product testing

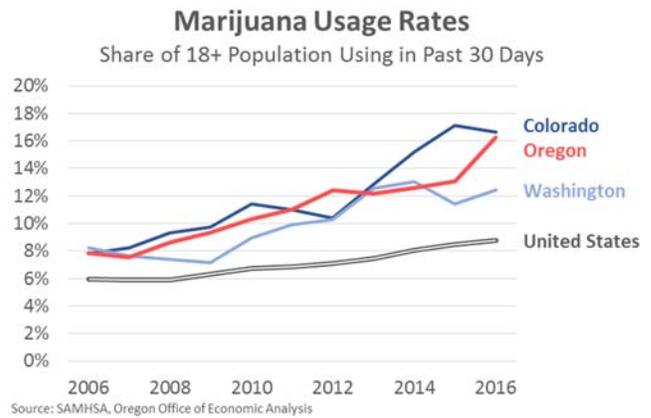
requirements and Mother Nature. Thankfully, Oregon is not alone. Both Colorado and Washington are two years ahead of Oregon in terms of recreational sales. Both states have seen tremendous growth in sales and tax collections, which serves as a guide for where Oregon is likely headed in the near-term. Over time, as the market matures, future growth will follow trends in the economy and consumer spending. However the coming few years will see reasonably strong growth as the product becomes more widely available, more socially acceptable, and more black and gray market sales are realized in the legal market.

Two years' worth of tax collections, and a couple sets of quarterly tax returns filed by dispensaries is certainly more valuable than no data. Our office's forecasting responsibilities are made considerably easier than what faced those estimating the potential impact of Measure 91 (2014) which legalized recreational sales. That said, two years' worth of data is not enough to build a full-fledged forecasting model, particularly when it is a brand new legal market. Over time, as we accumulate more data, a longer history of sales, and detailed breakdowns of consumer purchases and consumer demographics, our office will build an econometric model. Until then, in consultation with our advisory group, and using Colorado and Washington as a guide, our office is relying on trends for the short-term outlook.

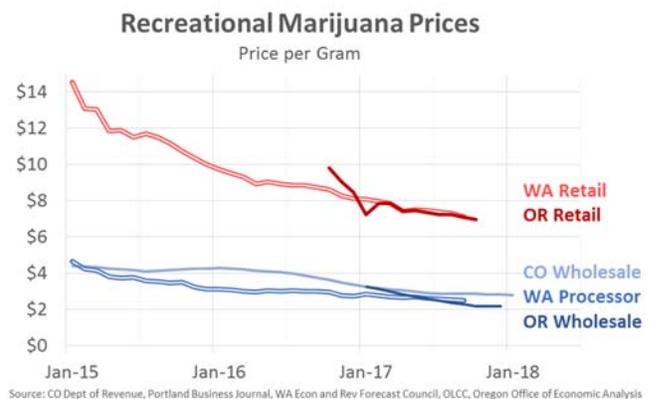
*Recent Market Trends and State Comparisons*

So far, Oregon's first two years of recreational sales closely tracks Colorado's first two years and outpaces Washington's, after controlling for the fact both states have larger populations than Oregon. There are at least four likely reasons for this pattern.

First, Oregon's marijuana usage rates are higher than those seen in Washington. In fact, in the most recent survey data from 2015-2016, Oregon saw a large increase in reported usage. As such, Oregon is more likely to see larger sales than in Washington, when adjusting for population size. While usage rates are not the only metric that matters, it does make sense that Oregon and Colorado are seeing similar sales figures, given they have similar usage rates.



Second, prices and taxes matter. Oregon has a significantly lower tax rate than does Washington, which helps keep final consumer prices lower. Even as Colorado and Washington have two additional years to build their industry in the newly legalized world, Oregon's prices are very competitive with those seen in the other states. A lower price, everything else equal, should bring more consumers into the market and also induce more black market conversions.

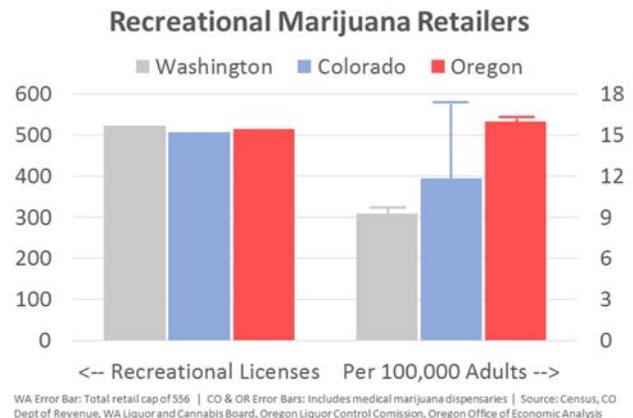


Third, the cross-border effect with legal sales beginning earlier in Washington likely had an impact on Oregon's first year of sales. Counties in southwest Washington saw sales fall by nearly 40 percent once Oregon's early sales began. Clearly there was plenty of cross-border activity.

Effectively this meant Oregon had somewhat of a built-in customer base who were used to going to dispensaries and retailers and purchasing in the legal market. Thus Oregon’s initial sales were larger than in Washington, but this may, at least in part, have some to do with social acceptance and being used to the new system rather than fundamentally stronger sales.

Fourth, both Colorado and Washington initially had relatively few retail outlets in major population centers. In Colorado, Denver had retailers but Boulder did not initially. In Washington, Seattle had only a few retailers at first, but have added quite a few in recent years. Some of each state’s strong growth in the first two years was simply due to market access and product availability, particularly in places where lots of people live. It is unlikely this is a similar issue in Oregon, with our major population centers having dispensaries at first, and retailers now.

In fact, today each state has just over 500 licensed recreational marijuana dispensaries or retailers. However once you account for the adult population size differences, Oregon has more stores than either Colorado or Washington. This does not necessarily mean that Oregon is overstored. That may be the case, however the other states may be understored. For example, while Colorado has a bit more than 500 recreational licenses issued, the state supports 700+ marijuana businesses that sell recreational and/or medical marijuana. At the least, the vast majority of Oregon consumers do not lack for access to recreational marijuana.



### Recreational Marijuana Outlook

In terms of the outlook, Oregon is poised for strong growth in the coming years. However, it remains highly uncertain with substantial upside and downside risks.

On the downside, supply constraints that keep products and inventory low will result in fewer sales, and tax collections. Such constraints could be regulatory changes that impact grower, processors or retailers, or regulatory bottlenecks where companies in the industry are unable to get their licenses, renewals or tests completed or approved in a timely manner. Another downside risk for tax collections are prices, given Oregon levies the tax based on the sales price. Recent data shows retail marijuana prices declining between 10 and 20 percent in Colorado, Washington, and Oregon. Marijuana is a commodity and eventually will be commoditized. How far and how quickly prices decline is a risk to the outlook for tax collections. Offsetting this risk somewhat is the fact that lower prices should result in larger sales. Finally, the one risk that looms large over the entire forecast is the federal government, which recently rescinded the so-called Cole memos, and the U.S. attorney for the District of Oregon announced updated guidelines on how they will enforce black market grow operations and leakages of product to other states. While there has yet to be any real action taken, there is a non-zero chance the federal government could step in and eliminate, or severely restrict recreational marijuana sales. In this event, taxes collected would be considerably less than forecasted.

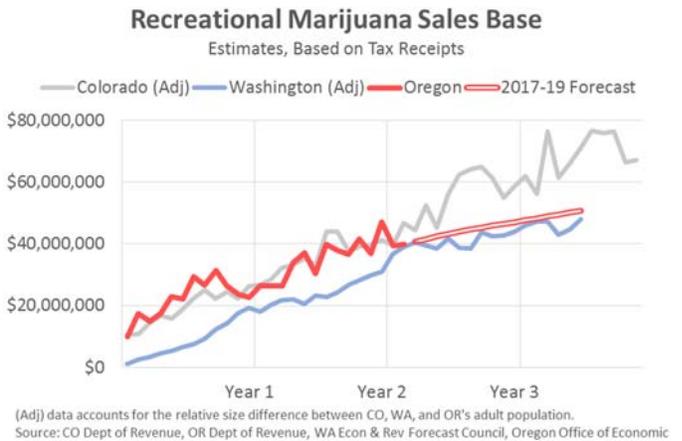
On the upside, consumers overall could get more comfortable with legalized recreational marijuana and the industry gains broader social acceptance, resulting in larger sales. As the earlier chart shows, reported usage rates have doubled in the past decade. Furthermore, a faster rate of black market conversion would also result

in more legal sales. Similarly, conversions from the medical marijuana market to the recreational market would result in more sales and taxes collections. The impact of the seed-to-sale tracking system may also increase activity within the legal market, resulting in fewer black or grey market sales, provided enforcement is effective.

Long-term the real economic impact from recreational marijuana will come not from the growing and retailing, which are low-wage and low value-added market segments. It will come from higher value-added products like oils, creams, and edibles, in addition to niche, specialty strains. These developments, as economist Beau Whitney points out, would be quite similar to the emergence and growth of craft beer in recent decades. Here, among the value-added manufacturing processes in addition to the building up of a broader cluster of suppliers and ancillary industries that Oregon will see the real economic impacts. Furthermore, the long-term potential of exporting Oregon products and business know-how to the rest of the country remains large, at least once marijuana is legalized nationwide.

The other market development will be mass-produced and lower priced products. This is the end result of the commodification of marijuana. Margins will be low, but due to scale, businesses remain viable. These are more likely to be outdoor grows, due to costs. Even a world of legalized marijuana nationwide, it is plausible that Oregon, along with California, would remain a national leader in this market due to agricultural and growing conditions in the Emerald Triangle.

*See Table B.11 in Appendix B for a full breakdown of distributions for recreational marijuana tax collections. Note that these distributions are based on current law.*



## POPULATION AND DEMOGRAPHIC OUTLOOK

### *Population and Demographic Summary*

Oregon's population count on April 1, 2010 was 3,831,074. Oregon gained 409,550 persons between the years 2000 and 2010. The population growth during the decade of 2000 to 2010 was 12.0 percent, down from 20.4 percent growth from the previous decade. Oregon's rankings in terms of decennial growth rate dropped from 11th between 1990-2000 to 18th between 2000 and 2010. Oregon's national ranking, including D.C., in population growth rate was 12<sup>th</sup> between 2010 and 2016 lagging behind all of the neighboring states, except California. Slow population growth during the decade preceding the 2010 Census characterized by double recessions probably cost Oregon one additional seat in the U.S. House of Representatives. Actually, Oregon's decennial population growth rate during the most recent decade was the second lowest since 1900. As a result of economic downturn and sluggish recovery that followed, Oregon's population increased at a slow pace in the recent past. However, Oregon's current population is showing very strong growth as a consequence of state's strong economic recovery. Population growth between 2015 and 2016 was 6<sup>th</sup> fastest in the nation. Based on the current forecast, Oregon's population of 4.14 million in 2017 will reach 4.63 million in the year 2026 with an annual rate of growth of 1.2 percent between 2017 and 2026.

Oregon's economic condition heavily influences the state's population growth. Its economy determines the ability to retain existing work force as well as attract job seekers from national and international labor market. As Oregon's total fertility rate remains below the replacement level and number of deaths continue to rise due to ageing population, long-term growth comes mainly from net in-migration. Working-age adults come to Oregon as long as we have favorable economic and employment environments. During the 1980s, which include a major recession and a net loss of population during the early years, net migration contributed to 22 percent of the population change. On the other extreme, net migration accounted for 76 percent of the population change during the booming economy of early 1990s. This share of migration to population change declined to 32 percent in 2010, lowest since early 1980s when we actually had negative net migration for several years. As a sign of slow to modest economic gain, the ratio of net migration-to-population change has already exceeded 80 percent and remain that way throughout the forecast horizon due largely to combination of continued high net migration and rise in the number of deaths among elderly population associated with increasing number of elderly population. Although economy and employment situation in Oregon looked stagnant in the recent past, migration situation was not similar to the early 1980s pattern of negative net migration. Potential Oregon out-migrants had no better place to go since other states were also in the same boat in terms of economy and employment. California is the number one state of origin of migrants to Oregon. With improvement in California's housing market and Oregon's growing economy continues, we expect positive impact on Oregon's net migration.

Age structure and its change affect employment, state revenue, and expenditure. Demographics are the major budget drivers, which are modified by policy choices on service coverage and delivery. Growth in many age groups will show the effects of the baby-boom and their echo generations during the period of 2017-2026. It will also reflect demographics impacted by the depression era birth cohort combined with diminished migration of working age population and elderly retirees. After a period of slow growth during the 1990s and early 2000s, the elderly population (65+) has picked up a faster pace of growth and will surge to the record high levels as the baby-boom generation continue to enter this age group and attrition of small depression era cohort due to death. The average annual growth of the elderly population will be 3.4 percent during the 2017-2026 forecast

period. However, the youngest elderly (aged 65-74) has been growing at an extremely fast pace in the recent past and will continue the trend in the near future exceeding 4 percent annual rate of growth due to the direct impact of the baby-boom generation entering the retirement age and smaller pre-baby boom cohort exiting the 65-74 age group. This fast paced growth rate will taper off to below one percent by the end of the forecast period as a sign of baby-boom generation's transition to elderly age group. Reversing several years of slow growth and shrinking population, the elderly aged 75-84 started to show a positive growth as the effect of depression era birth-cohort has dissipated. An unprecedented fast pace of growth of population in this age group has started as the baby-boom generation starts to mature into 75-84 age group. Annual growth rate during the forecast period is expected to be unusually high 5.7 percent. The oldest elderly (aged 85+) will continue to grow at a slow but steady rate in the near future due to the combination of cohort change, continued positive net migration, and improving longevity. The average annual rate of growth for this oldest elderly over the forecast horizon will be 2.0 percent. An unprecedented growth in oldest elderly will commence near the end of the forecast horizon.

As the baby-boom generation matures out of oldest working-age cohort combined with slowing net migration, the once fast-paced growth of population aged 45-64 has gradually tapered off to below zero percent rate of growth by 2012 and will remain at slow or below zero growth phase for several years. The size of this older working-age population will remain virtually unchanged at the beginning to the end of the forecast period. The 25-44 age group population is recovering from several years of declining and slow growing trend. The decline was mainly due to the exiting baby-boom cohort. This age group has seen positive growth starting in the year 2004 and will increase by 1.7 percent annual average rate during the forecast horizon mainly because of the exiting smaller birth (baby-bust) cohort being replaced by baby-boom echo cohort. The young adult population (aged 18-24) will remain nearly unchanged over the forecast period. Although the slow or stagnant growth of college-age population (age 18-24), in general, tend to ease the pressure on public spending on higher education, college enrollment typically goes up during the time of very competitive job market, high unemployment, and scarcity of well-paying jobs when even the older people flock back to colleges to better position themselves in a tough job market. The growth in K-12 population (aged 5-17) will remain very low which will translate into slow growth in school enrollments. This school-age population has actually declined in size in recent past years and will grow in the future at well below the overall state average. The growth rate for children under the age of five has remained below or near zero percent in the recent past due to the sharp decline in the number of births. This cohort of children will see steady positive growth after 2016. Although the number of children under the age of five declined in the recent years, the demand for child care services and pre-Kindergarten program will be additionally determined by the labor force participation and poverty rates of the parents. Overall, elderly population over age 65 will increase rapidly whereas population groups under age 65 will experience slow growth in the coming years. Hence, based solely on demographics of Oregon, demand for public services geared towards children and young adults will likely to increase at a slower pace, whereas demand for elderly care and services will increase rapidly.

### ***Procedure and Assumptions***

Population forecasts by age and sex are developed using the cohort-component projection procedure. The population by single year of age and sex is projected based on the specific assumptions of vital events and migrations. Oregon's estimated population of July 1, 2010 based on the most recent decennial census is the base for the forecast. To explain the cohort-component projection procedure very briefly, the forecasting model

"survives" the initial population distribution by age and sex to the next age-sex category in the following year, and then applies age-sex-specific birth and migration rates to the mid-period population. Further iterations subject the in-and-out migrants to the same mortality and fertility rates.

Populations by age-sex detail for the years 2000 through 2009, called intercensal estimates, in the following tables are developed by OEA based on 2000 and 2010 censuses. Post-censal population totals for the years 2010 through 2015 are from the Population Research Center, Portland State University. The numbers of births and deaths through 2015 are from Oregon's Center for Health Statistics. All other numbers and age-sex detail are generated by OEA.

Annual numbers of births are determined from the age-specific fertility rates projected based on Oregon's past trends and past and projected national trends. Oregon's total fertility rate is assumed to remain below the replacement level of 2.1 children per woman during the forecast period, tracking at slightly lower than the national rate.

Life Table survival rates are developed for the year 2010. Male and female life expectancies for the 2010-202 period are projected based on the past three decades of trends and national projected life expectancies. Gradual improvements in life expectancies are expected over the forecast period. At the same time, the difference between the male and female life expectancies will continue to shrink. The male life expectancy at births of 77.4 and the female life expectancy of 81.8 in 2010 are projected to improve to 79.0 years for males and 83.2 years for females by the year 2026.

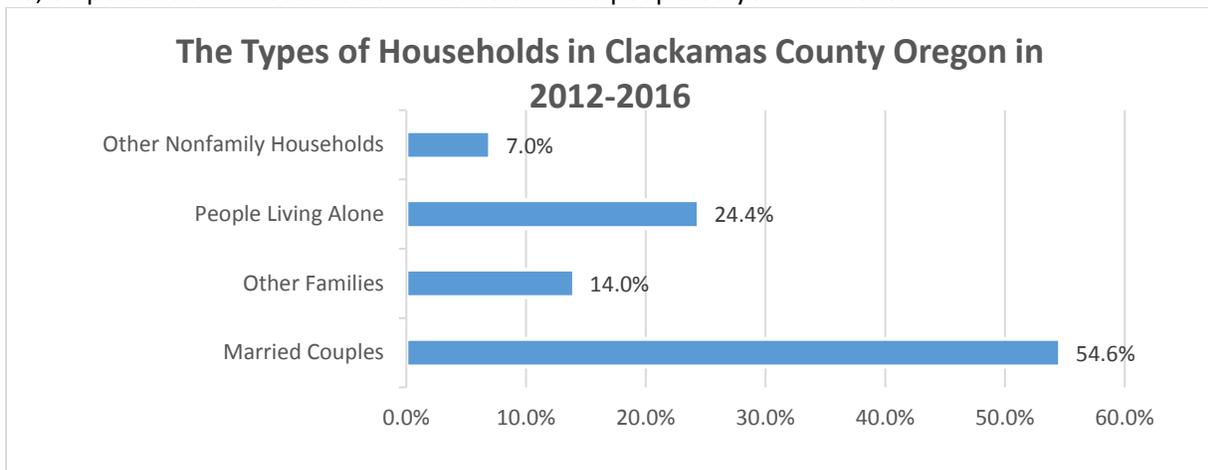
Estimates and forecasts of the number of net migrations are based on the residuals from the difference between population change and natural increase (births minus deaths) in a given forecast period. The migration forecasting model uses Oregon's employment, unemployment rates, income/wage data from Oregon and neighboring states, and past trends. Distribution of migrants by age and sex is based on detailed data from the American Community Survey. The annual net migration between 2017 and 2026 is expected to remain in the range of 44,500 to 53,400, averaging 47,600 persons annually. Slowdown in Oregon's economy in the recent years resulted in smaller net migration and slow population growth. Estimated population growth and net migration rates in 2010 and 2011 were the lowest in over two decades. Oregon's population growth has already rebounded and will continue high rate of growth in the near future. Migration is intrinsically related to economy and employment situation of the state. Still, high unemployment and job loss in the recent past have impacted net migration and population growth, but not to the extent in the early 1980s. Main reason for this is the fact that other states of potential destination for Oregon out-migrants were not faring any better either. Hence the potential out-migrants had very limited destination choices. The future growth will not look like high growth period of 1990s. The role of net migration in Oregon's population growth will get more prominence as the natural increase will decline considerably due to rapid increase in the number of deaths associated with ageing population.

Information is from US Census Bureau, American FactFinder [www.census.gov/](http://www.census.gov/)

## **Households and Families**

In 2012-2016 there were 151,200 households in Clackamas County, Oregon. The average household size was 2.6 people. Families made up 69 percent of the households in Clackamas County, Oregon. This figure includes both married-couple families (55 percent) and other families (14 percent). Of other families, 5 percent are female householder families with no husband present and own children under 18 years. Nonfamily households made up 31 percent of all households in Clackamas County, Oregon. Most of the nonfamily households were people living alone, but some were composed of people living in households in which no one was related to the householder.

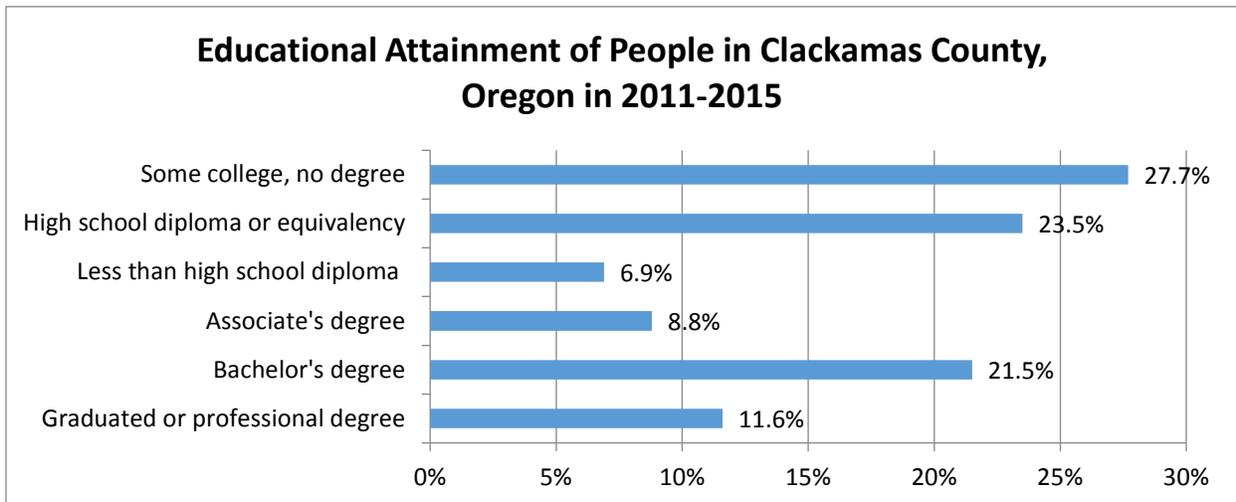
In Clackamas County, Oregon, 32 percent of all households have one or more people under the age of 18; 30 percent of all households have one or more people 65 years and over.



## **Education**

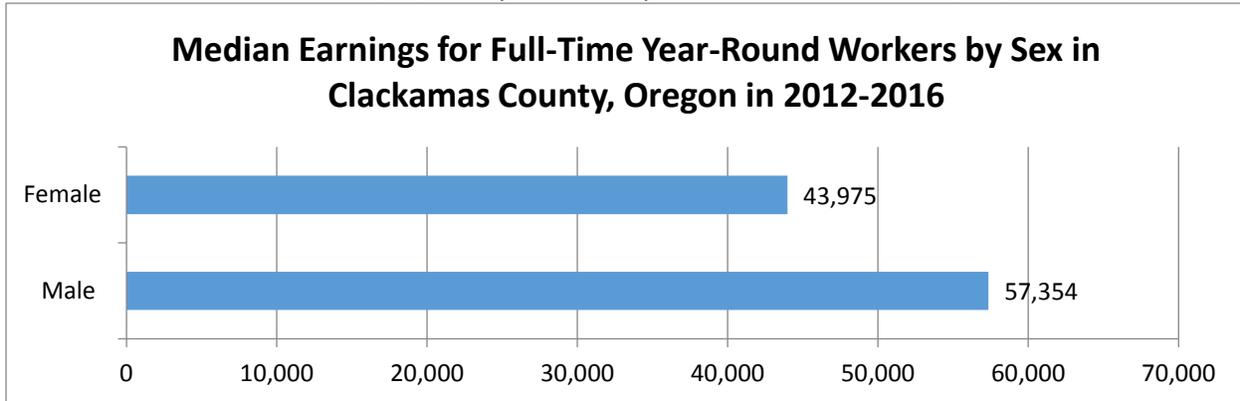
In 2012-2016, 93 percent of people 25 years and over had at least graduated from high school and 34 percent had a bachelor's degree or higher. An estimated 7 percent did not complete high school.

The total school enrollment in Clackamas County, Oregon was 95,000 in 2012-2016. Nursery school and kindergarten enrollment was 11,000 and elementary or high school enrollment was 60,900 children. College or graduate school enrollment was 23,100.

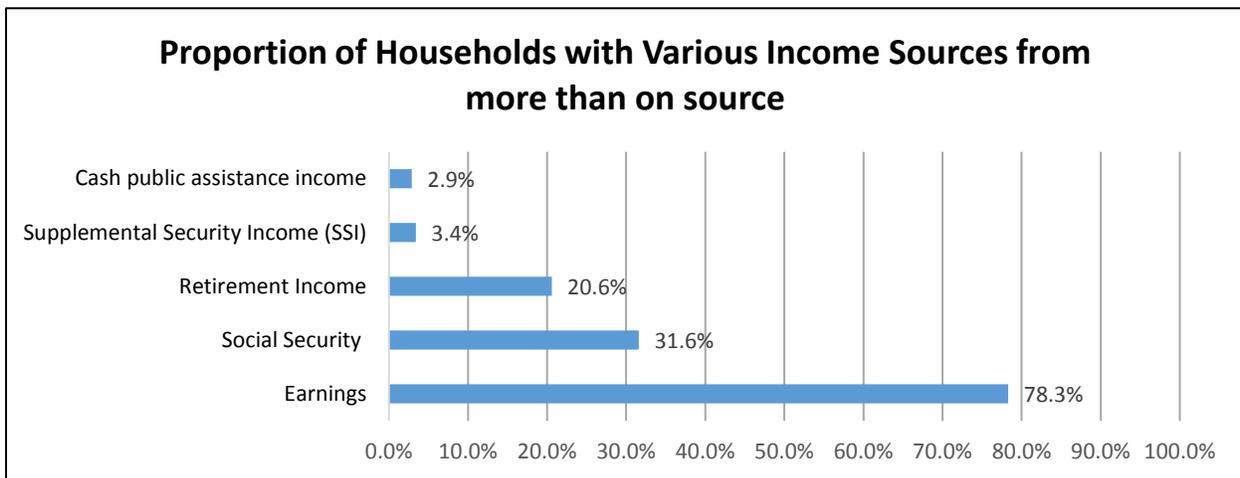


## Income

The median income of households in Clackamas County, Oregon was \$68,915. An estimated 7 percent of households had income below \$15,000 a year and 14 percent had income over \$150,000 or more.

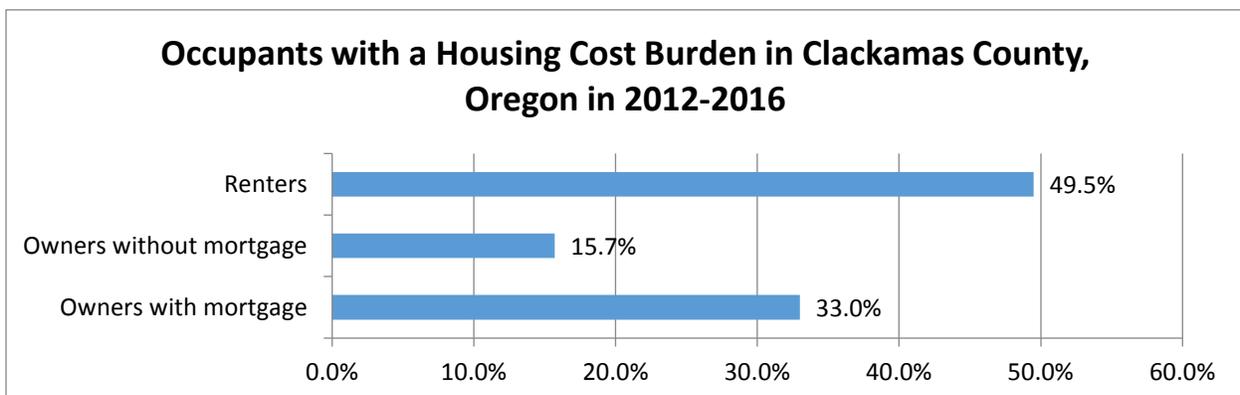


An estimated 78 percent of the households received earnings and 21 percent received retirement income other than Social Security. An estimated 32 percent of the households received Social Security. The average income from Social Security was \$19,958. These income sources are not mutually exclusive; that is, some households received income from more than one source.



## Housing Costs

The median monthly housing costs for mortgaged owners was \$1,825, nonmortgaged owners \$589, and renters \$1,091. An estimated 33 percent of owners with mortgages, 16 percent of owners without mortgages, and 49 percent of renters in Clackamas County, Oregon spent 30 percent or more of household income on housing.



## Clackamas County History

Clackamas County was the hub of the Oregon Country. With the falls of the Willamette River as its focus, everyone from prehistoric times to the modern age looked to Clackamas County, named for the local Chinookan Indians, the Klackamus. This was the destination for all. For over 3000 years, Indians from across the western half of the continent gathered here twice a year to fish for salmon from Willamette Falls (which the Indians called Tye Hya Tumwater - Great Chief Falling Waters) and Celilo Falls (which was in Clackamas County until 1854). Nor'Westers and Hudson's Bay Company men representing the great British fur companies and independent American fur trade capitalists roamed Clackamas County looking for beaver pelts to be made into fine hats.

In 1815, Alexander Ross and his fur trapping party made the first treaty with the Klackamus Indians permitting the Whites to pass Willamette Falls and enter the Willamette Valley. Dr. John McLoughlin built three cabins and a log storehouse at the village of Willamette Falls in 1829. He then laid claim to the site of Oregon City, which was named in 1842. It was shortly afterward that Sidney Moss surveyed Oregon City using a pocket compass and a rope that was longer on days when it was dry and shorter on rainy days.

To settle the "Oregon Question" of where the boundary between Canada and the United States would someday be, Americans started streaming into the Oregon Country, first by ship then by covered wagon, to populate Oregon and turn the decision to favor the United States. The first overland emigration arrived in Oregon City in 1842.

Since the Great Migration of 1843 (the wagon train that is generally considered to have opened the Oregon Trail), Clackamas County attracted many Oregon Trail emigrants. The Oregon Trail is the longest emigrant trail in the country and carried the largest voluntary human migration in history. Over 3,000 emigrants and wagons headed west over the Oregon Trail from 1845 to 1846. In 1847, 4,500 pioneers arrived in the Willamette Valley. In the 1840's and 1850's they came to Oregon City to file legal land claims at the only federal courthouse west of the Rockies. About 315,000 pioneers traveled the Oregon Trail from 1840 to 1860. Because Oregon City had reliable power for its mills and the first courthouse and land office west of the Rockies, it became the end of the Oregon Trail.



*The Oregon Territory in 1843, was configured as above. It consisted of four districts - Champeog, Tuality, Yamhill, and the largest, which was Clackamas.*

When there were enough Americans to start a provisional government, one was established at Champoeg in May of 1843. The Oregon Country was divided into four districts - Clackamas, Champoeg, Yamhill and Tuality. Clackamas was the largest of these districts with its original borders extending from the Willamette River to the Rocky Mountains and north to Alaska. Its boundaries covered portions of four present-day states and a Canadian province. When its borders were first drawn, forts Vancouver, Walla Walla, Okanagan, and Spokane were in Clackamas County. The Columbia River became the northern boundary of the county in 1844.

Oregon City was designated as the first capital of the Oregon provisional government in 1844. It remained the meeting place for legislatures throughout the seven years of the provisional government and for four years after Oregon became a territory in 1849. Here on the banks of the Willamette River was the first American city west of the Rockies. It would become the political, religious, industrial, business, and transportation center of Oregon. Powered by falling water, sawmills, flour and gristmills, a world famous woolen mill, and numerous paper mills grew around Willamette Falls. Oregon City and Clackamas County became a hub for steamboat, railroad and later highway transport.

### **Interesting Firsts in Clackamas County**

*1842*

The first library in Oregon was established at Oregon City. The Multnomah Circulating Library started with 300 volumes and was incorporated in 1845.

*1844*

Oregon City became the first incorporated city west of the Rockies.

First elected legislature of the provisional government met in Oregon City and passed the first laws and granted the first divorce. The first jail in Oregon Country was commissioned by the legislature to be built in Oregon City on an island at Willamette Falls.

The first American taxes on the pacific coast were collected by the sheriff of the provisional government.

The first Protestant Church in the west (Methodist) was located at Oregon City, along with the second Catholic Church.

*1845*

The city of Portland was named at a dinner party at the Ermatinger residence in Oregon City. Lawrence Lovejoy and Francis Pettygrove flipped a copper cent and Portland won over Boston to give "Stumptown" an official name.

The first printed newspaper in the Oregon Country made its debut in Oregon City.

George Abernethy was elected the first and only provisional governor of Oregon.

*1846*

The first American flag was flown in Oregon City. It was rescued from the shipwrecked "Shark," a United States Navy schooner that was lost crossing the Columbia River bar.

*1847*

The first books written in English and printed in Oregon were bound at Oregon City.

*1849*

The first Territorial Governor, Joseph Lane, gave his inaugural address at the Holmes house on the Rose farm in Oregon City. The first Territorial Legislature also met at the Holmes house.

The first mint in Oregon made gold coins with a beaver imprint, which were privately minted and circulated. These Oregon "Beavers" were made from unalloyed gold and contained more gold than their stated face value.

### *1850 and later*

Oregon City had the only district and federal court west of the Rockies. When the city of San Francisco was first platted in 1850, the plat was filed in the first plat book of the first office of records on the west coast. Oregon City still holds the original plat of San Francisco.

The first Oregon State Fair was held in 1866 in what is now Gladstone. The first paper mill in the Pacific Northwest started in Oregon City in 1866. The first locks on the pacific coast were built in 1872 in West Linn.

In 1889, Willamette Falls Electric made the world's first long distance transmission of electricity, sending it from Oregon City/West Linn to Portland, a distance of 13 miles.

Marylhurst College, the Pacific Northwest's first liberal arts college for women, opened in 1898.

The largest meteorite in North America is the Willamette Meteorite, found in 1902 in Clackamas County on the property of the Oregon Iron and Steel Company. The meteorite is the sixth largest ever found on earth.

Oregon City built the only municipal elevator in the United States in 1914.

When it was built in 1978, Clackamas Town Center was the largest shopping center in the northwest.

While this summary highlights the historic significance and accomplishments of Clackamas County, the present and future of the County is just as inspired. The people of Clackamas County still have the determined spirit to forge ahead to overcome obstacles and find new solutions to make their home a better place.

Much credit and appreciation to the Clackamas County Library for compiling this historical summary and to Patrick Harris and Ron Petersen of the Museum of the Oregon Territory for their able assistance.

### Sources:

Bradbury, Bill, comp. Oregon Blue Book 2001-2002. Salem. 2001

Clackamas County History 1968-1969: The "Firsts" of Clackamas County. Oregon City, Oregon.

Long, James Andrew. Oregon Firsts: Firsts for Oregon Past and Present. North Plains, OR: Oregon Firsts Media. 1994

Lynch, Vera Martin. Free Land for Free Men: A Story of Clackamas County. Oregon City. 1973



# **Five Year Transportation Capital Improvement Program Appendices**

## TRANSPORTATION SAFETY ACTION PLAN 2013

### PROJECTS

Transportation Safety Action Plan Projects

# Appendix A

## Appendix A: Transportation Safety Action Plan Projects

CIP Category	Link to Project code	Project Name	Description/Application	Cost Estimate (\$2014)	Potential Funding Source	Annual Cost
ITS						
ITS	1000 - ITS Plan	FYA (only 5-section heads "doghouse" to FYA)	All signalized intersections with 5-section (doghouse) signals	\$ 120,000	RF, TG	\$ 120,000
ITS	1000 - ITS Plan	Reflective strips on backplates	Signalized intersection with a high crash history	\$ 150,000	RF, TG, JC	\$ 150,000
ITS Year 1	1001 - ITS Plan	Support County-wide master plan		\$ 10,000		\$ 10,000
ITS	1000 - ITS Plan	Red/Green Light Extension Project	Signalized intersection with high red-light crashes	\$ 30,000	RF, TG, JC	\$ 30,000
ITS	1000 - ITS Plan	Johnson Creek Blvd & Linwood - Bike & Ped Improvement Signal Project	Upgrade signal and intersection and accommodate bike signal, safety evaluation	\$ 250,000	RF, TG	\$ 250,000
ITS Year 4	1000 - ITS Plan	Supplemental signal heads (left turn/through, far side and/or near side)	Signalized intersection with high left-turn and red-light crash history	\$ -	RF, TG	\$ -
ITS Years 1 - 3	1000 - ITS Plan	Advance Ped Crossing - Upgrade all push buttons at all signalized intersections to a new standard accessible pedestrian signal (APS) Buttons	At all signalized intersections	\$ 800,000	RF, JC, TG	\$ 266,667
ITS Years 1 - 4	1000 - ITS Plan	Advance Ped Crossing - install pedestrian countdown heads	At all signalized intersections	\$ 500,000	RF, JC, TG	\$ 125,000
ITS	1000 - ITS Plan	School zone beacon signs	Evaluate 7-5 school zones and replace static <i>School Zones</i> with <i>When Flashing School Zones</i> when warranted	\$ 750,000	RF, TG, JC	\$ 150,000
ITS	1000 - ITS Plan	Changeable message signs at school zones	Install radar reader signs approaching a school zone. Traffic calming.	\$ 750,000	RF, TG, JC	\$ 150,000
ITS	1000 - ITS Plan	Advance Ped Crossing - Install rectangular rapid-flashing beacons at mid-block crossings	All crossings near school frontage and mid-block locations based on an evaluation.	\$ 400,000	RF, TG, JC	\$ 80,000
ITS Years 2 - 4	1000 - ITS Plan	Improve Bike Detection - deploy radar or bike loops at all signals	At all signalized intersections with bike lanes	\$ -	RF, TG	\$ -
ITS Years 2 - 5	1000 - ITS Plan	Illumination (convert incandescent to LED to match the corridor and add illumination at location without lighting)	Signalized intersections	\$ -	RF, TG	\$ -
<b>Safety Programs</b>						
Safety Programs	1001	Neighborhood Traffic Calming	Use mobile radar reader signs placed in neighborhoods - requiring staff time to move radar speed signs every other month on requested roadways throughout County	\$ 250,000		\$ 50,000
Safety Programs	1001	Traffic Calming Program - Collector Streets	Develop a program to support traffic calming on collector streets in the urban area	\$ 30,000		\$ 15,000
<b>Safety ADA</b>						
Safety ADA	1025	I-205 Multi-Use Path Connection	Construct ADA compliant access to the commercial area from the I-205 Multi-Use Path	\$ 80,000		\$ 26,667
Safety ADA	1000 - ITS Plan	ADA sidewalk ramp improvements at push button locations and mid-block crossing locations	At all non-compliant sidewalk ramps at/near push buttons and mid block crossings	\$ 3,000,000	RF, DA, TG	\$ 600,000
<b>Safety RSA</b>						
Safety RSA Year 4	1052	RSA - Compton Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements	\$ 45,000		\$ 11,250
Safety RSA Year 4	1048	RSA - 282nd Ave	Perform road safety audit or transportation safety review to identify appropriate safety improvements	\$ 40,000		\$ 10,000

## Appendix A: Transportation Safety Action Plan Projects

CIP Category	Link to Project code	Project Name	Description/Application	Cost Estimate (\$2014)	Potential Funding Source	Annual Cost
Safety RSA Year 5	1045	RSA - Sunnyside Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements	\$ 40,000		\$ 40,000
Safety RSA Year 5	1054	RSA - Eagle Creek Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements	\$ 45,000		\$ 45,000
Safety RSA Recommendations	1001	RSA - Beavercreek/Unger Intersection	<u>Low cost recommended improvement options</u> - Install signage "Hill Blocks View" to warn northbound and southbound drivers of sight limitation at Unger with a 45 rider, upgrade pavement markings, relocate advanced warning signage, install delineators and/or RPMs <u>Medium cost improvement options</u> - install intersection beacon or vehicle activated warning system *Please see full RSA report for more detail and long term/high cost recommendations	\$ 400,000		\$ 400,000
Safety RSA Recommendations	1055	RSA - Eagle Creek Rd	Remove horizontal curve, relocate intersection, add paved shoulders and turn lanes at major intersection; investigate speed zone south of Currin Rd	\$ 40,000		\$ 40,000
<b>Safety SPIS</b>						
Safety SPIS	1001	Mulino/13th	Reconfiguration - signing to use Sequoia Parkway; increased markings/signing at intersection	\$ 20,000		\$ 20,000
Safety SPIS	New	SPIS - Sunnyside Road/122	Evaluate safety of the intersection - implement solutions	\$ 20,000		\$ 20,000
Safety SPIS	New	SPIS - Central Pt Rd/New Era Rd	Re-evaluate safety of intersection and make changes as necessary	\$ 10,000		\$ 10,000
Safety SPIS	New	SPIS - Compton Rd/Orient Dr	Evaluate intersection safety and make improvements	\$ 10,000		\$ 10,000
Safety SPIS	New	SPIS - Beavercrk Rd/Henrici Rd	Evaluate intersection safety and make improvements	\$ 50,000		\$ 50,000
Safety SPIS	New	Advanced Road Curves	Realign road through canyon or improve existing road with improved delineation/geometry/signing/stripping	\$ 15,000		\$ 15,000
Safety SPIS	1114	Meridian Rd	Limit access/egress points to and from school on NE corner of intersection	\$ 50,000		\$ 25,000
Safety SPIS	New	SPIS - King Rd/Fuller Rd	Turn Fuller into right-in/right-out	\$ 250,000		\$ 125,000
Safety SPIS	New	SPIS - Jennings Av/Addie Rd	Regrade Jennings (lower) to create improved sight distance	\$ 800,000		\$ 400,000
Safety SPIS	New	SPIS - Harding Rd/Sprinwater Rd	Evaluate intersection safety and make improvements	\$ 10,000		\$ 5,000
Safety SPIS	New	SPIS - Oatfield Rd/Jennings Av	Evaluate intersection safety and make improvements	\$ 50,000		\$ 25,000
Safety SPIS	New	Springwater Rd/Hattan Rd	Evaluate intersection safety and make improvements	\$ 100,000		\$ 50,000
Safety SPIS	New	SPIS - Kelso Rd/312th Av	Evaluate intersection safety and make improvements	\$ 25,000		\$ 12,500
Safety SPIS	New	Ladd Hill Rd/Bell Ave	Vegetation/fix object removal to improve safety and sight distance	\$ 100,000		\$ 50,000
Safety SPIS	New	SPIS - Johnson Creek Blvd@80th	Evaluate intersection and implement safety measures to reduce crashes, improve ped/bike access	\$ 300,000		\$ 100,000
Safety SPIS	New	SPIS - Thiessen Rd/Oetkin Rd	Evaluate intersection safety and make improvements	\$ 250,000		\$ 83,333
Safety SPIS	New	SPIS - Bakers Ferry Rd/Barton Park Rd	Realign intersection to improve safety and clarity	\$ 500,000		\$ 166,667
Safety SPIS	New	SPIS - Sunnyside Rd/Sunnybrook Blvd	Evaluate intersection safety and make improvements	\$ 300,000		\$ 100,000
Safety SPIS	New	SPIS - Sunnyside Rd/132nd Ave	Evaluate intersection safety and make improvements	\$ 50,000		\$ 16,667
Safety SPIS	New	SPIS - SE 122nd/Mather Rd	Evaluate intersection safety and make improvements	\$ 2,000,000		\$ 2,000,000
Safety SPIS	New	362/Deming and Wilsonville@Ladd Hill	Remove crest vertical curve to improve sight distance	\$ 1,100,000		\$ 1,100,000
Safety SPIS	New	Borland Rd/Ek Rd	Reconfigure intersection for improved safety and operations	\$ 1,100,000		\$ 1,100,000
<b>Safety Study</b>						
Safety Study	1001	Bike / ped facilities	Systemic review of urban collectors and arterials for possible reallocation of space for bike/ped facilities	\$ 200,000	RF	\$ 40,000
Safety Study	1001	Rural Bike Program	Creation of rural bike boulevards	\$ 50,000		\$ 10,000
Safety Study	1001	DTZ - CPO safety RSA grant program	Grants for CPO's to conduct RSA/HIA within their boundaries	\$ 200,000		\$ 40,000
Safety Study	1001	DTZ - DDACTS - neighborhood safety - crime prevention by environmental design	Data driven crime-safety analysis to identify linkage between high crash/safety concern areas and crime - set up system	\$ 40,000	CCSO, JC, RF, SC	\$ 8,000
Safety Study	1001	DTZ - Safety Reflector Outreach Program	Provide reflectors/lights/vests to individuals	\$ 7,500		\$ 1,500

## Appendix A: Transportation Safety Action Plan Projects

CIP Category	Link to Project code	Project Name	Description/Application	Cost Estimate (\$2014)	Potential Funding Source	Annual Cost
Safety Study	1001	DTZ - Transportation options for transportation disadvantaged	Work with transit partners to maximize ability to transport people who need rides - reduce driving of elderly/others by providing alternative transportation	\$ 25,000	JC	\$ 5,000
Safety Study	1001	DTZ - Young Driver Education Program	Outreach to young drivers (ages 15-25); one of top 3 TSAP risk factors	\$ 50,000	JC, SC	\$ 10,000
Safety Study	1001	DTZ-TSAP-Safety Outreach	Community outreach/PSA's - PCN work with the public	\$ 250,000	JC, SC, RF, TG, HG	\$ 50,000
Safety Study	1001	Systemic - "T" Intersection sign/markings treatments	Create standard list of treatments to improve safety at all T-intersections County-wide, focusing first on rural area and evaluating need at intersections in the urban area	\$ 750,000		\$ 150,000
Safety Study	1001	Systemic - 2-way stop controlled intersection treatments	Create standard list of treatments to improve safety at all 2-way stop-controlled intersections County-wide, focusing first in rural area and evaluating need at intersections in the urban area	\$ 900,000		\$ 180,000
Safety Study	1001	Systemic - School zone evaluations/safety upgrades	Evaluate all school zones and implement improvements when necessary including sidewalks, curb ramps, crosswalks, radar speed signs, flashers, rapid flashing beacons, traffic calming	\$ 4,000,000		\$ 800,000
Safety Study	1001	Systemic- All-way stop-controlled intersection treatments	Create standard list of treatments to improve safety at all all-way stop-controlled intersections County-wide, focusing first in rural area and evaluating the need at intersections in urban area	\$ 150,000	RF, JC, TG	\$ 30,000
<b>Safety - Fix-It Programs</b>						
Safety Fix-it	1001	Maintenance - Buttons	Annual program to support installation/maintenance of centerline buttons on all rural collectors and arterials	\$ 400,000	RF, JC	\$ 80,000
Safety Fix-it	1001	Maintenance - Guardrails	Annual program to support installation/removal/ maintenance/cleaning/repair and delineation of guardrails	\$ 750,000	RF, JC	\$ 150,000
Safety Fix-it	1001	Maintenance - Roadway General	Shoulders, safety edge, centerline rumble strips, pavement markings, clear zone	\$ 750,000	RF, JC	\$ 150,000
Safety Fix-it	1001	Maintenance - Signs	Clean, repair and/or replace if not current with MUTCD requirements	\$ 200,000	RF, JC, TG	\$ 40,000
Safety Fix-it	1001	Maintenance - Vegetation	Remove overgrown vegetation inhibiting sight distance along all roads	\$ 250,000	RF, JC	\$ 50,000
Safety Fix-it	1001	Systemic - Curve Warning Sign Treatments	Update ball banking and advisory speeds, curve warning signs, chevrons, large arrows, delineators - compliance with MUTCD - compliance data December 31, 2019	\$ 250,000		\$ 62,500

# Appendix B

## **TRANSPORTATION SYSTEM PLAN 2013**

### **PROJECTS**

Table 5-3a, 20-Year Capital Projects

Table 5-3b, Preferred Projects

Table 5-3c, Long-Term Capital Projects

Table 5-3d, Regional Capital Projects

### **MAPS**

Map 5-11a, Greater Clackamas Regional Center / Industrial Area

Map 5-11b, East County

Map 5-11c, Greater McLoughlin Area

Map 5-11d, Northwest County

Map 5-11e, Southwest County-Northern Portion

Map 5-11f, Southwest County-Southern Portion

**Table 5-3a 20-Year Capital Projects**

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description
1000	County-wide	ITS Plan Program	N/A	Develop a program to support the implementation of the County's ITS Plan and support the County's efforts to make improvements to traffic operations based on the ITS Plan. Deploy traffic responsive signal timing, ramp metering, traffic management equipment for better routing of traffic during incidents along the three key ODOT corridors - I-205, I-5, 99E. Install signal controller upgrades and update County ITS plan.
1001	County-wide	Transportation Safety Action Plan Program	N/A	Develop a program to support the implementation of the County's TSAP and support the County's efforts to make improvements based on the outcomes of the road safety audits and other safety studies.
1002	5-11a	122nd Ave	Eagle Glen Dr to Hubbard Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements
1003	5-11a	122nd Ave	Sunnyside Rd to Hubbard Rd	Fill gaps in pedestrian facilities, turn lanes at Mather Rd
1004	5-11a	122nd Ave	Sunnyside Rd to Timber Valley Dr	Add bikeways and turn lanes at major intersections
1005	5-11a	132nd Ave	Sunnyside Rd to OR 212	Add bikeways, pedestrian facilities, traffic calming and turn lanes at major intersections
1006	5-11a	142nd Ave	Sunnyside Rd to OR 212	Add bikeways and pedestrian facilities
1007	5-11a	72nd Ave Multi-Use Path Connection	Thompson Rd to Harmony Rd	Construct multi-use path
1008	5-11a	82nd Dr	OR 212 to Lawnfield Rd	Fill in bikeways and pedestrian facilities gaps
1009	5-11a	85th Ave	Causey Ave to Monterey Ave	Add sidewalks and bikeways. Perform Pedestrian Safety Audit to verify lighting, crosswalk striping and signing at Causey Ave.
1010	5-11a	92nd Ave	Johnson Creek Blvd to Emmert View Ct	Fill gaps in pedestrian facilities
1011	5-11a	97th Ave / Mather Rd	Lawnfield Rd to Summers Ln	Add bikeways, pedestrian facilities and eastbound left turn lanes at Mather Rd / Summers Ln
1012	5-11a	Boyer Dr	OR 213 to Fuller Rd	Construct new 2 lane roadway with turn lanes at OR 213 and Fuller Rd, bikeways and pedestrian facilities; install flashing yellow arrow for left turns on northbound and southbound approaches at OR 213 intersection.
1013	5-11a	Boyer Dr / 85th Ave / Spencer Dr	OR 213 to I-205 bike path	Add bikeways
1014	5-11a	Causey Ave	Fuller Rd to I-205	Add bikeways and shared facility markings in accordance with the Active Transportation Plan.
1015	5-11a	Clackamas Industrial area multi-modal improvements	N/A	Complete bike and pedestrian connections within the Clackamas Industrial area on Jennifer St., Evelyn St., 106 <sup>th</sup> Ave, 122 <sup>nd</sup> Ave, 130 <sup>th</sup> Ave and 135 <sup>th</sup> Ave.
1016	5-11a	Clackamas Regional Center Bike/Pedestrian Corridors	N/A	Construct pedestrian and bike improvements as described in the Clackamas Regional Center Pedestrian / Bicycle Plan
1017	5-11a	Clackamas Town Center Alternative Performance Standards Study	Clackamas Regional Center	Develop alternative performance standards for the intersections within the Clackamas Regional Center.
1018	5-11a	Clackamas Town Center Circulation Plan	West of the Town Center	Study area circulation and create plan
1019	5-11a	Flavel Dr	Alberta Ave to County boundary	Add bikeways in accordance with the Active Transportation Plan.
1020	5-11a	Fuller Rd	Otty St to Johnson Creek Blvd	Add pedestrian facilities, turn lanes, on-street parking, central median and landscaping.
1021	5-11a	Fuller Rd / King Rd Improvements	Fuller Rd / King Rd intersection	Restrict access to right-in/right-out only

**Table 5-3a 20-Year Capital Projects**

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description
1022	5-11a	Harmony Rd	OR 213 to OR 224	Construct bikeways and pedestrian facilities. Linwood Ave to Aquatic Center, construct in accordance with the Active Transportation Plan. Provide left turn movement for cyclists from Harmony Rd to CCC Harmony Campus and a pedestrian crossing.
1023	5-11a	Harmony Rd	Railroad Ave / Linwood Ave / Harmony Rd	Railroad crossing and intersection improvements based on further study of intersection operations including bikeways and pedestrian facilities to be undertake jointly by the City of Milwaukie and the County
1024	5-11a	Harmony Rd / Sunnyside Rd	Harmony Rd / Sunnyside Rd / OR 213 intersection	Extend queue storage and double left turn lanes on westbound approach and rebuild median, including pedestrian island; extend queue storage on eastbound approach and install median; convert to right-in-right-out accesses on frontage road.
1025	5-11a	I-205 Multi-Use Path Connection	Between Sunnyside Rd and Sunnybrook Blvd	Construct ADA compliant access to the commercial area from the I-205 Multi-Use Path
1026	5-11a	I-205 Multi-Use Path Gap	OR 224/OR 213 to OR 212	Study the I-205 multi-use path gap to create a plan for connection and path completion in accordance with the Active Transportation Plan
1027	5-11a	Johnson Creek Blvd	55th Ave to I-205	Perform road safety audit or transportation safety review to identify appropriate safety improvements
1028	5-11a	Johnson Creek Blvd	Johnson Creek Blvd near 79th Pl	Add signal to either Johnson Creek Blvd and 79th Pl or 80th Ave
1029	5-11a	Johnson Creek Blvd	55th Ave to Bell Ave	Widen to 3 lanes with bikeways and pedestrian facilities
1030	5-11a	Johnson Creek Blvd	Johnson Creek Blvd / OR 213 intersection	Extend westbound left-turn lane and rebuild median; install dual northbound and southbound left-turn lanes
1031	5-11a	Johnson Creek Blvd	OR 213 to 92nd Ave	Add pedestrian facilities with a crossing near 77th Ct, restripe for bikeways. Analyze for turn lane improvements at 92nd Ave.
1032	5-11a	Johnson Rd	SE Lake Rd to North Clackamas Park Trail	Identify bike/pedestrian connections to fill gaps along 82nd Ave
1033	5-11a	Lake Rd	Lake Rd / International Way intersection	Add northbound right-turn lane
1034	5-11a	Linwood Ave	Monroe St to Johnson Creek Blvd	Add pedestrian facilities in accordance with the Active Transportation Plan.
1035	5-11a	Monroe St	72nd Ave to Fuller Rd	Add bikeways, pedestrian facilities and traffic calming in accordance with the Active Transportation Plan.
1036	5-11a	Monroe St / 72nd Ave / Thompson Rd / Fuller Rd	Linwood Ave to Causey Ave	Add bikeways and traffic calming in accordance with the Active Transportation Plan.
1037	5-11a	Monterey Ave	Stevens Rd to Bob Schumacher Rd	Construct collector roadway with bikeways and pedestrian facilities
1038	5-11a	Monterey Ave	OR 213 to Fuller Rd	Construct new 2 lane extension with pedestrian facilities and bikeways. Install flashing yellow arrow for left-turns on northbound and southbound approaches at OR 213 intersection.
1039	5-11a	North Clackamas Regional Park Trail	Linwood Ave to North Clackamas Park Complex	Construct multi-use path
1040	5-11a	North Clackamas Regional Parks Trail	OR 213 to Linwood Ave	Construct multi-use path
1041	5-11a	Otty Rd	OR 213 to 92nd Ave	Improve to minor arterial standard consistent with Fuller Road Station Plan; improve curb radius; add turn lanes, on-street parking, central median, landscaping, bikeways and pedestrian facilities. Install pedestrian crossings between Fuller Rd and I-205 and near 91st Ave.
1042	5-11a	Otty St	Otty St / OR 213 / Otty Rd	Realign Otty St with Otty Rd at OR 213; install dual westbound left-turn lanes; install flashing yellow arrow for left-turns on northbound and southbound approaches.
1043	5-11a	Southwest Connector Multi-Use Path	North Clackamas Aquatic Center access road to 82nd Ave	Construct multi-use path in accordance with the Active Transportation Plan.

**Table 5-3a 20-Year Capital Projects**

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description
1044	5-11a	Springwater Rd	OR 224 to Hattan Rd	Widen to 3 lanes with shoulders (in accordance with the Active Transportation Plan between Clackamas River Dr and Gronlund Rd) and pedestrian facilities; bridge remains two lanes
1045	5-11a	Sunnyside Rd	93rd Ave to 126th Ave	Perform road safety audit or transportation safety review to identify appropriate safety improvements
1046	5-11a	Sunnyside Rd	Sunnyside Rd / Stevens Rd intersection	Intersection improvements, such as additional turn lanes, turn lane extensions, and/or signal timing modifications
1047	5-11a	Tolbert St Overcrossing	82nd Dr to Industrial Way	Construct new 2 lane overcrossing with bikeways and pedestrian facilities
1048	5-11b	282nd Ave	US 26 to OR 212	Perform road safety audit or transportation safety review to identify appropriate safety improvements
1049	5-11b	Amisigger Rd / Kelso Rd	OR 224 to Kelso / Richey Rd	Add paved shoulders; turn lanes at Amisigger/OR 212 and Kelso/Richey; smooth curves.
1050	5-11b	Arrah Wanna Blvd	US 26 to Fairway Ave	Add paved shoulders. In the interim, add 4-foot paved shoulders.
1051	5-11b	Cazadero Multi-Use Trail	Community of Boring to City of Estacada	Construct multi-use path in accordance with the Active Transportation Plan.
1052	5-11b	Compton Rd	US 26 to 352nd Ave	Perform road safety audit or transportation safety review to identify appropriate safety improvements
1053	5-11b	Dodge Park Rd Bridge	~192 feet south of Pipeline Rd	Replace bridge nearing the end of its useful life and include paved shoulders
1054	5-11b	Eagle Creek Rd	Firwood Rd to Duus Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements
1055	5-11b	Eagle Creek Rd	Currin Rd to Duus Rd	Remove horizontal curve, relocate intersection, add paved shoulders and turn lanes at major intersection; investigate speed zone south of Currin Rd
1056	5-11b	Fairway Ave	Arrah Wanna Blvd to Salmon River Rd	Add paved shoulders
1057	5-11b	OR 211	OR 211 / Judd Rd intersection	Realign roadway
1058	5-11b	Richey Rd	Kelso Rd to OR 212	Add paved shoulders and left turn lane at Richey Rd and OR 212
1059	5-11b	Welches Rd	US 26 to Birdie Ln	Add paved shoulders; add pedestrian facilities in Welches rural center; evaluate pedestrian crossing near Stage Stop Rd; add multi-use path. Improve pedestrian crossing near Fairway Ave with advance signs and split flashing beacons
1060	5-11c	Aldercrest Dr	Thiessen Rd to Oatfield Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements
1061	5-11c	Concord Rd	River Rd to Oatfield Rd	Fill gaps in pedestrian facilities
1062	5-11c	Concord Rd	River Rd to Oatfield Rd	Add turn lanes at major intersections
1063	5-11c	Courtney Ave	OR 99E to Oatfield Rd	Fill gaps in pedestrian facilities and bikeways
1064	5-11c	Courtney Ave	River Rd to OR 99E (McLoughlin Blvd)	Construct pedestrian facilities / complete gaps on the south side; add bikeways
1065	5-11c	Harold Ave	Concord Rd to Roethe Rd	Add pedestrian facilities and traffic calming
1066	5-11c	Hull Ave	Wilmot St to Tims View Ave	Fill gaps in pedestrian facilities
1067	5-11c	Jennings Ave	Webster Rd to OR 99E	Perform road safety audit or transportation safety review to identify appropriate safety improvements
1068	5-11c	Jennings Ave	River Rd to Oatfield Rd	Widen to 2-lane urban minor arterial standard with bikeway and pedestrian facilities infill
1069	5-11c	Oak Grove Blvd	Oatfield Rd to River Rd	Fill gaps in pedestrian facilities and bikeways
1070	5-11c	Oatfield Rd	Jennings Ave to Lake Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements
1071	5-11c	Oatfield Rd	Oatfield Rd / Park Rd intersection	Install traffic signal and add turn lanes

**Table 5-3a 20-Year Capital Projects**

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description
1072	5-11c	Oatfield Rd	Oatfield Rd / McNary Rd intersection	Add southbound and eastbound left-turn lanes
1073	5-11c	Park Ave	River Rd to OR 99E (McLoughlin Blvd)	Add pedestrian facilities
1074	5-11c	River Rd	Lark St to Courtney Ave	Add pedestrian facilities
1075	5-11c	River Rd	Oak Grove Blvd to Risley Ave	Fill gaps in bikeways in accordance with the Active Transportation Plan and fill gaps in pedestrian facilities
1076	5-11c	School Pedways	Johnson Rd / Clackamas Rd / Webster Rd	Fill gaps in pedestrian facilities on Johnson Rd, Clackamas Rd and Webster Rd within 1/4 mile of schools
1077	5-11c	Thiessen Rd	Thiessen Rd / Aldercrest Rd intersection	Add turn lanes on Thiessen Rd; consider converting to two-way stop controlled
1078	5-11c	Torbank Rd	River Rd to Trolley Trail	Fill gaps in pedestrian facilities
1079	5-11d	65th Ave	65th Ave / Elligsen Rd / Stafford Rd intersection	Construct roundabout
1080	5-11d	Advance Rd	53rd Ave to 43rd Dr	Grade and sight distance improvements
1081	5-11d	Borland Rd	Tualatin city limits to Stafford Rd	Add paved shoulders in accordance with the Active Transportation Plan and turn lanes at major intersections
1082	5-11d	Borland Rd	Stafford Rd to West Linn city limits	Add paved shoulders in accordance with the Active Transportation Plan
1083	5-11d	Carman Dr	Lake Oswego city limits to Roosevelt Ave	Add bikeways and pedestrian facilities; analyze for turn lanes
1084	5-11d	Childs Rd	Sycamore Ave to 65th Ave	Transfer roadway to local jurisdiction
1085	5-11d	French Prairie Bridge	Willamette River near I-5	Construct a bridge in accordance with the Active Transportation Plan
1086	5-11d	Rosemont Rd	Stafford Rd to West Linn	Add paved shoulders and turn lanes at major intersections
1087	5-11d	Stafford Rd	I-205 to Boeckman Rd / Advance Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements
1088	5-11d	Stafford Rd	Rosemont Rd to I-205	Add paved shoulders in accordance with the Active Transportation Plan and turn lanes at major intersections
1089	5-11d	Stafford Rd	Stafford Rd / Childs Rd intersection	Install traffic signal and southbound and northbound turn lanes or roundabout
1090	5-11d	Stafford Rd	Rosemont Rd to I-205	Perform road safety audit or transportation safety review to identify appropriate safety improvements
1091	5-11d	Tonquin Trail	Willamette River through Wilsonville	Construct bike / pedestrian facilities pursuant to the Tonquin Trail Master Plan
1092	5-11d	Wilsonville Rd / Ladd Hill Rd	Wilsonville Rd / Ladd Hill Rd	Install Collision Countermeasure System
1093	5-11e	Airport Rd	Airport Rd / Miley Rd intersection	Install traffic signal
1094	5-11e	Barlow Rd	Barlow Rd / OR 99E intersection	Add dual left-turn lanes on southbound Barlow Rd
1095	5-11e	Beavercreek Rd	Lower Highland Rd to Butte Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements
1096	5-11e	Beavercreek Rd	Ferguson Rd to Spangler Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements
1097	5-11e	Beavercreek Rd	Henrici Rd to Yeoman Rd/Steiner Rd	Add paved shoulders in accordance with the Active Transportation Plan and turn lanes at major intersections.
1098	5-11e	Beavercreek Rd	Beavercreek Rd / Leland Rd / Kamrath Rd intersection	Construct roundabout with additional analysis

**Table 5-3a 20-Year Capital Projects**

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description
1099	5-11e	Canby-Marquam Highway	Canby-Marquam Hwy / Lone Elder Rd intersection	Reconstruct intersection; install northbound left-turn lane and southbound right-turn lane
1100	5-11e	Canby-Marquam Highway	~1,900 ft south of Barnards Rd	Replace bridge nearing the end of its useful life with 2-lane structure including paved shoulders
1101	5-11e	Clarks Four Corners Intersection	Beavercreek Rd / Unger Rd	Reconstruct intersection
1102	5-11e	Emerald Necklace Trail	To Canby Ferry	Extend Molalla Forest Rd to Locust St in accordance with the Active Transportation Plan.
1103	5-11e	Ferguson Multi-Use Path	Thayer Rd to Ferguson Rd	Multi-use path to connect Ferguson Rd to Thayer Rd
1104	5-11e	Fischers Mill Rd	Fischers Mill / Hattan Rd intersection	Install eastbound left-turn lane
1105	5-11e	Graves Rd/Passmore Rd/Mulino Rd/ OR 213	Graves Rd/Passmore Rd/Mulino Rd/ OR 213	Work in conjunction with the Molalla River School District, ODOT and community stake-holders to complete a safety audit to look at all options for the safe movement of Mulino Elementary School students in relation to the adjacent transportation system. Utilize the results from the audit to develop a list of projects and/or programs to maximize safety for all users.
1106	5-11e	Greater Arndt Rd/I-5/Canby Access Feasibility Study	Southwest County in the vicinity of Arndt Rd/I-5/Canby	Conduct an alternatives analysis and land use study to identify and consider roadway improvements to address access to I-5 within the Southwest County and address capacity deficiencies.
1107	5-11e	Hattan Rd	Hattan Rd / Gronlund Rd intersection	Install southbound right-turn lane
1108	5-11e	Henrici Rd	Beavercreek Rd to Ferguson Rd	Add paved shoulders and turn lanes at major intersections. Remove horizontal and vertical curves
1109	5-11e	Holly St	Territorial Rd to Canby Ferry	Add paved shoulders in accordance with the Active Transportation Plan.
1110	5-11e	Hult Rd	OR 211 to Unger Rd	Re-open and improve Hult Rd
1111	5-11e	Klang's Mill Bridge	~1,000 ft north of OR 211	Replace bridge nearing the end of its useful life
1112	5-11e	Lone Elder Rd Bridge	~5,800 feet east of Barlow Rd	Replace bridge (nearing the end of its useful life) and include paved shoulders
1113	5-11e	Maplelane Rd	Beavercreek Rd to Ferguson Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements
1114	5-11e	Meridian Rd	Meridian Rd / Whiskey Hill Rd intersection	Limit access/egress points to and from school on NE corner of intersection
1115	5-11e	Molalla Ave Flooding	Just south of city of Molalla	Construct bridge to resolve flooding issues
1116	5-11e	Mulino Rd	Mulino Rd / 13th Ave	Relocate intersection to south away from railroad trestle
1117	5-11e	OR 170	OR 99E to Macksburg Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements
1118	5-11e	Redland Rd	OR 213 to Hattan Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements
1119	5-11e	Redland Rd	Redland Rd / Springwater Rd intersection	Perform road safety audit or transportation safety review to identify appropriate safety improvements
1120	5-11e	Redland Rd	Redland Rd / Holly Rd intersection	Install traffic signal and westbound and northbound left-turn lanes or roundabout
1121	5-11e	Redland Rd	Redland Rd / Ferguson Rd intersection	Construct roundabout
1122	5-11e	Ridge Rd	~1 miles north of Lower Highland Rd	Fix sinkhole
1123	5-11e	Springwater Rd	Springwater Rd / Clackamas River Dr intersection	Install signal at Clackamas River Dr

**Table 5-3a 20-Year Capital Projects**

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description
1124	5-11e	Springwater Rd	400 ft east of Hattan Rd	Construct bridge to accommodate paved shoulders
1125	5-11e	Springwater Rd	Hattan Rd to Bakers Ferry Rd	Add paved shoulders in accordance with the Active Transportation Plan and turn lanes at major intersections
1126	5-11e	Township Rd	Central Point Rd to Canby City limit	Add paved shoulders and turn lanes at major intersections
1127	5-11e	Union Mills Rd	OR 213 to OR 211	Add turn lanes at major intersections
1128	5-11e	Union Mills Rd	OR 213 to OR 211	Construct a shoulder on the south side of the roadway
1129	5-11e	Upper Highland Rd	Beavercreek Rd to Lower Highland Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements
1130	5-11c	Oetkin Rd - Naef Rd	Thiessen Rd to River Rd	Construct bike boulevard consistent with the Active Transportation Plan
1131	5-11c	River Rd	Park Ave to Glen Echo Ave	Construct buffered bike lane in accordance with the Active Transportation Plan.
1132	5-11a	Bob Schumacher Rd	Otty Rd to Sunnyside Rd	Investigate improved striping including centerline rumble stripe.
1133	5-11a	97th Ave	Sunnybrook Blvd to Mather Rd	Investigate improved striping including outside fog lines and rumble striping. Verify lighting, drainage and surface friction.
1134	5-11a	92nd Ave	Phillips Pl	Install a pedestrian crossing near Phillips Pl
1135	5-11a	Otty St	80th Ave	Install a pedestrian crossing near 80th Ave
1136	5-11a	Fuller Rd	Boyer Dr to Sunnyside Dr	Install pedestrian crossings near Boyer Dr, Causey Ave, Stephanie Ct and Southgate St
1137	5-11b	Brightwood Loop Rd	US 26 to US 26	Add 4-foot paved shoulders

**Table 5-3b Preferred Projects**

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description
2000	5-11a	Bell Ave / Alberta St / 72nd Ave	King Rd to County line	Add bikeways and pedestrian facilities
2001	5-11a	Clatsop St / Luther Rd	72nd Ave to Fuller Rd	Add turn lanes and signals at OR 213 intersection; add bikeways, pedestrian facilities and traffic calming
2002	5-11a	Evelyn St	OR 224 to Jennifer St	Add bikeways and pedestrian facilities
2003	5-11a	Evelyn St / Mangan Dr	Jennifer St to Water Ave	Add bikeways
2004	5-11a	Hubbard Rd	122nd Ave to 132nd Ave	Fill gaps in pedestrian facilities
2005	5-11a	Jennifer St	82nd Dr to 135th Ave	Add pedestrian facilities
2006	5-11a	Lake Rd	Milwaukie City limits east to OR 224	Fill gaps in pedestrian facilities
2007	5-11a	Linwood Ave	Linwood Ave / Monroe St intersection	Add curbs/sidewalks, improve horizontal alignments
2008	5-11a	Linwood Ave	Queen Rd to Johnson Creek Blvd	Add bikeways in accordance with the Active Transportation Plan
2009	5-11a	Mather Rd	Summers Ln Rd to 122nd Ave	Add bikeways, pedestrian facilities and eastbound left turn lanes at Mather Rd / 122nd Ave
2010	5-11a	Monroe St / 72nd Ave / Thompson Rd	Linwood Ave to Fuller Rd	Add pedestrian facilities
2011	5-11a	Scouters Mountain / Mt Scott Loop Trail	Loop trail through Happy Valley, Damascus, Clackamas County and Portland	Construct multi-use path in accordance with the Active Transportation Plan
2012	5-11a	Stevens Rd / Stevens Way	Causey Ave to Idleman Rd	Add pedways and optional traffic calming
2013	5-11a	Strawberry Ln	Strawberry Ln / 82nd Dr intersection	Install traffic signal and eastbound turn lane
2014	5-11a	Sunnybrook Blvd	Sunnybrook Blvd / 82nd Ave intersection	Add dual southbound left-turn lanes, extend queue storage for southbound lefts and westbound lefts
2015	5-11a	Sunnyside Rd	OR 213 to 97th Ave	Modified boulevard treatment including lane redesign, medians, beautification, curb extensions, reconstructed sidewalks, landscaping, south side bikeways. Consider flashing yellow arrow for left-turns at signalized intersections.
2016	5-11b	282nd Ave	282nd / Haley Rd intersection	Install traffic signal and reduce speed limit on 282nd
2017	5-11b	362nd Ave	Skogan Rd to OR 211	Add paved shoulders
2018	5-11b	Eagle Creek Rd	OR 211 to Duus Rd	Add paved shoulders
2019	5-11b	Firwood Rd	Wildcat Mountain Dr to US 26	Add paved shoulders and turn lanes at major intersections.
2020	5-11c	Clackamas Rd	Johnson Rd and Webster Rd	Fill gaps in bikeways and pedestrian facilities
2021	5-11c	Jennings Ave	Oatfield Rd to Webster Rd	Widen to 2-lane urban minor arterial standard with bikeway and pedestrian facilities infill
2022	5-11c	Lake Oswego to Milwaukie Bridge	Between Sellwood and Oregon City	Construct bike/pedestrian crossing over the Willamette River in accordance with the Active Transportation Plan
2023	5-11c	Roots Rd	Webster Rd to McKinley Rd	Add pedestrian facilities

**Table 5-3b Preferred Projects**

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description
2024	5-11c	Thiessen Rd	Oatfield Rd to Webster Rd	Add bikeways and pedestrian facilities. For the Oetkin Rd to Webster Rd section, construct in accordance with the Active Transportation Plan
2025	5-11c	Webster Rd	OR 224 to Gladstone	Fill gaps in bikeways and pedestrian facilities
2026	5-11d	Advance Rd	~2,900 ft west of Mountain Rd	Realign roadway and grade improvements
2027	5-11d	Advance Rd	65th Ave to Mountain Rd	Add paved shoulders
2028	5-11d	Stafford Rd / 65th Ave	I-205 to Boeckman Rd / Advance Rd	Add paved shoulders in accordance with the Active Transportation Plan and turn lanes at major intersections
2029	5-11e	Arndt Rd Extension	Barlow to OR 99E	Construct new 2 or 3 lane roadway
2030	5-11e	Barlow Rd	Knights Bridge Rd to OR 99E	Add paved shoulders
2031	5-11e	Beavercreek Multi-Use Path	Loder Rd to Ferguson Rd	Construct multi-use path consistent with the Beavercreek Road Concept Plan
2032	5-11e	Boones Ferry Rd	Boones Ferry Rd / Butteville Rd intersection	Remove bank, remove/decrease horizontal curve
2034	5-11e	Dryland Rd	Macksburg Rd S to Macksburg Rd N	Realign to form one intersection at Dryland Rd
2035	5-11e	Hattan Rd	Fischers Mill Rd to Gronlund Rd	Add paved shoulders and turn lanes at major intersections
2036	5-11e	Henrici Rd	OR 213 to Beavercreek Rd	Add paved shoulders and turn lanes at major intersections
2037	5-11e	Henrici Rd	Ferguson Rd to Redland Rd	Add paved shoulders and turn lanes at major intersections. Remove horizontal and vertical curves
2038	5-11e	Molalla Forest Rd	City of Canby to City of Molalla	Pave to provide bicycle access in accordance with the Active Transportation Plan
2039	5-11e	Mulino Rd (13th St segment)	Canby city limits to OR 213	Add paved shoulders and turn lanes at major intersections
2040	5-11e	Newell Creek Trail / Oregon City Loop Trail	Loop around the perimeter of Oregon City	Construct Oregon City Loop Trail and Newell Creek Trail in accordance with the Active Transportation Plan
2041	5-11e	Redland Rd	Redland Rd / Bradley Rd intersection	Install eastbound left-turn lane
2042	5-11e	Redland Rd	Redland Rd / Fischers Mill Rd / Henrici Rd intersection	Install eastbound left-turn, eastbound right-turn and westbound right-turn lanes at Henrici Rd
2043	5-11e	Springwater Rd	Springwater Rd / Bakers Ferry Rd intersection	Install southbound left-turn lane; realign intersection to fix skew
2044	5-11b	Sleepy Hollow Rd	Barlow Trail Rd to US 26	Add 4-foot paved shoulders

**Table 5-3c Long Term Capital Projects**

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description
3000	5-11a	106th Ave	OR 212 to Jennifer St	Add bikeways and pedestrian facilities
3001	5-11a	152nd Ave Phase 2	Sunnyside Rd to OR 212	Add bikeways, pedestrian facilities and turn lanes at major intersections
3002	5-11a	162nd Ave	Sager Rd north to County line	Add bikeways, pedestrian facilities, turn lanes at major intersections
3003	5-11a	172nd Ave Bridge	~140 feet south of Troge Rd	Replace bridge nearing the end of its useful life
3004	5-11a	82nd Dr	OR 212 to Gladstone	Widen to 5 lane with bikeways and pedestrian facilities
3005	5-11a	84th Ave	Sunnyside Rd to Sunnybrook Blvd	Fill in bikeways and pedestrian facilities gaps
3006	5-11a	93rd Ave	Sunnyside Rd to Sunnybrook Blvd	Add bikeways in accordance with the Active Transportation Plan
3007	5-11a	Cheldelin Rd	Foster Rd to 190th Dr	Add bikeways and pedestrian facilities
3008	5-11a	Cheldelin Rd (Clatsop St extension)	172nd Ave to Foster Rd	Construct new two lane roadway with bikeways and pedestrian facilities
3009	5-11a	Cornwell Ave	OR 213 to Fuller Rd	Add pedestrian facilities; connect to I-205 Multi-Use Path
3010	5-11a	Fuller Rd	Otty Rd to King Rd / OR 213	Construct new 2 lane extension with pedestrian facilities and bikeways
3011	5-11a	Fuller Rd	Johnson Creek Blvd to County line	Add pedestrian facilities
3012	5-11a	Hillcrest St	92nd Ave to Stevens Rd	Add pedestrian facilities
3013	5-11a	I-205 Pedestrian / Bike Overpass	Between Causey Ave and Sunnyside Rd	Construct a bike / pedestrian crossing over I-205 to connect transit services, businesses and residents in accordance with the Active Transportation Plan
3014	5-11a	Idleman Rd	92nd Ave to Westview Ct	Fill gaps in bikeways and pedestrian facilities
3015	5-11a	Jennifer St	106th Ave to 130th Ave	Add bikeways
3016	5-11a	Johnson Creek Blvd	Bell Ave to OR 213	Widen to 3 lanes from Bell Ave to 76th Ave and 5 lanes from 76th Ave to 82nd Ave ; add bikeways and pedestrian facilities
3017	5-11a	King Rd	Milwaukie City Limits to Spencer Dr	Fill gaps in pedestrian facilities in accordance with the Active Transportation Plan
3018	5-11a	Lake Rd	OR 224 west to Milwaukie city limits	Add pedestrian facilities and turn lanes at major intersections
3019	5-11a	Lake Rd	Johnson Rd to Webster Rd	Fill gaps in pedestrian facilities and bikeways
3020	5-11a	Linwood Ave Bridge over Johnson Creek	Bridge	Construct bridge with bike lanes and sidewalks in accordance with the Active Transportation Plan
3021	5-11a	Luther Rd Bridge	Bridge crossing Johnson Creek	Replace bridge
3022	5-11a	Mather Rd	Mather Rd / 122nd Ave intersection	Install traffic signal or compact roundabout
3023	5-11a	Mather Rd	122nd Ave to 132nd Ave	Construct new 2 lane roadway with pedestrian facilities and bikeways
3024	5-11a	Mather Rd	Industrial Way to 98th Ave	Maintain as pedestrian facilities and bikeway. Construct undercrossing at Sunrise Expressway.
3025	5-11a	Michael Dr	72nd Ave to Fuller Ave	Fill gaps in pedestrian facilities
3026	5-11a	Phillips Creek Multi-Use Path	Causey Ave to North Clackamas Regional Parks Trail	Construct multi-use path
3027	5-11a	Sunnyside Rd Adaptive Signal Timing	OR 213 to 172nd Ave	Add adaptive timing to traffic signals
3028	5-11a	Valley View Terrace	Sunnyside Rd to Otty Rd	Add bikeways and pedestrian facilities

**Table 5-3c Long Term Capital Projects**

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description
3029	5-11a	West 82nd Ave Parallel Road	King Rd to Luther Rd	Construct collector road parallel to OR 213 with bikeways and pedestrian facilities
3030	5-11b	282nd Ave	282nd Ave / OR 212 intersection	Add second right-turn lane on 282nd Ave and additional intersection improvements as needed
3031	5-11b	282nd Ave	OR 212 to Multnomah County line	Add paved shoulders
3032	5-11b	352nd Ave / Dunn Rd	Bluff Rd to Bluff Rd	Add paved shoulders
3033	5-11b	362nd Dr	Colorado Rd to Dubarko Rd	Remove or decrease horizontal and vertical curves
3034	5-11b	362nd Dr	362nd Ave / Deming Rd intersection	Remove or decrease vertical curve, relocate intersection
3035	5-11b	Barlow Trail Rd/ Lolo Pass Rd	Between communities of Timberline, Welches and Zig Zag	Add paved shoulders in accordance with the Active Transportation Plan. In the interim, install 4-foot shoulders or 4-foot shoulders at specific areas with limited sight distance or steep uphill sections.
3036	5-11b	Bluff Rd	City of Sandy to County line	Add paved shoulders in accordance with the Active Transportation Plan
3037	5-11b	Bull Run Rd	Ten Eyck Rd to Multnomah County line	Add paved shoulders and turn lanes at major intersections.
3038	5-11b	Bull Run Truss	Bull Run truss between Waterworks Rd and Bowman Rd	Replace bridge nearing the end of its useful life
3039	5-11b	Coalman Rd / Cherryville Dr	Ten Eyck Rd to US 26	Add paved shoulders. In the interim, add 4-foot paved shoulders.
3040	5-11b	Compton Rd	US 26 to 352nd Ave	Remove vertical curve near Orient Dr and relocate intersection; add paved shoulders
3041	5-11b	Coupland Rd	Estacada City limits to Divers Rd	Add paved shoulders and turn lanes at major intersections
3042	5-11b	Eagle Creek Rd	Keegan Rd to Currin Rd	Realign Eagle Creek Rd to remove or decrease downgrade
3043	5-11b	Firwood Rd	Firwood Rd / Trubel Rd intersection	Realign Trubel Rd to remove or decrease downgrade
3044	5-11b	Hayden Rd	Springwater Rd to OR 211	Add paved shoulders in accordance with the Active Transportation Plan
3045	5-11b	Howlett Rd	OR 211 to Wildcat Mountain Dr	Add paved shoulders
3046	5-11b	Kelso Rd	Richey Rd to Orient Dr	Add paved shoulders
3047	5-11b	Kelso Rd	Orient Dr to Sandy Urban Growth Boundary	Remove vertical curve, relocate intersection, add paved shoulders and turn lanes at major intersections; investigate speed zone
3048	5-11b	Lolo Pass Rd	US 26 to Barlow Trail Rd	Safety analysis; add paved shoulders in accordance with the Active Transportation Plan
3049	5-11b	Mt Hood Aerial Transportation Link	Between Ski Bowl, Government Camp Village and Timberline Lodge	Aerial transportation link
3050	5-11b	Orient Dr	US 26 north to County line	Add paved shoulders
3051	5-11b	Porter Rd Bridge over Delph Creek	~100 ft east of Wilcox Rd	Replace bridge
3052	5-11b	Salmon River Rd	US 26 to Welches Rd	Add paved shoulders. Between US 26 and Fairway Ave, add paved shoulders or multi-use path
3053	5-11b	Springwater Rd	Hayden Rd to OR 211	Add paved shoulders

**Table 5-3c Long Term Capital Projects**

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description
3054	5-11b	Ten Eyck Rd	Lusted Rd to City of Sandy	Remove vertical curve, relocate intersection, add paved shoulders, turn lanes at major intersections; investigate speed zone. For paved shoulders between City of Sandy and Marmot Rd, refer to the Active Transportation Plan
3055	5-11b	Tickle Creek Trail	Springwater Corridor to Sandy city limits	Construct multi-use path in accordance with the Active Transportation Plan
3056	5-11b	Welches Rd	Birdie Ln to Salmon River Rd	Add paved shoulders or add multi-use path
3057	5-11b	Wildcat Mountain Dr	OR 224 to Firwood Rd	Add paved shoulders
3058	5-11c	Aldercrest Dr	Thiessen Rd to Oatfield Rd	Add pedestrian facilities to one side of the road and bikeways
3059	5-11c	Clackamas Rd	Clackamas Rd / I-205 interchange	Construct bike/pedestrian bridge over I-205
3060	5-11c	Hill Rd	Oatfield Rd to Thiessen Rd	Add bikeways and pedestrian facilities
3061	5-11c	Johnson Rd / McKinley Rd	OR 224 to I-205 multi-use path	Bikeway and pedestrian facilities infill. From Thiessen Rd to I-205 Multi-use Path, construct in accordance to the Active Transportation Plan
3062	5-11c	McNary Rd / Mabel Ave	Oatfield Rd to Webster Rd	Add bikeways and pedestrian facilities
3063	5-11c	Naef Rd	Oatfield Rd to River Rd	Add pedestrian facilities in accordance with the Active Transportation Plan
3064	5-11c	Oatfield Rd	Oatfield Rd / Hill Rd intersection	Add left-turn lanes, install signal if warranted
3065	5-11c	Oatfield Rd	Milwaukie city limits to Gladstone city limits	Fill gaps in pedestrian facilities and bikeways
3066	5-11c	Oatfield Ridge Connection	Between Jennings Ave and Thiessen Ave over Oatfield Ridge	Construct multi-use path
3068	5-11c	Portland Ave	Jennings Ave to Hull Ave	Fill gaps in pedestrian facilities
3069	5-11c	Risley Ave	Arista Dr to Hager Rd	Fill gaps in pedestrian facilities
3070	5-11c	River Rd	Courtney Ave to Oak Grove Blvd	Add pedestrian facilities
3071	5-11c	River Rd	Risley Ave to Rinearson Rd	Add pedestrian facilities
3072	5-11c	Roethe Rd	River Rd to OR 99E (McLoughlin Blvd)	Add bikeways, pedestrian facilities and traffic calming
3073	5-11c	Rusk Rd	OR 224 South to Aldercrest Rd	Add pedestrian facilities on one side of the roadway and bikeways
3074	5-11c	Strawberry Ln	Webster Rd to 82nd Dr	Add pedestrian facilities and fill bikeway gaps
3075	5-11c	Thiessen Rd	Thiessen Rd / Hill Rd intersection	Add right-turn lane on Thiessen Rd; consider converting to two-way stop controlled or installing roundabout
3076	5-11c	View Acres Rd	Oatfield Rd to Hill Rd	Add pedestrian facilities and traffic calming
3077	5-11c	Webster Rd	Webster Rd / Jennings Ave and Webster Rd / Roots Rd intersections	Construct traffic signals, turn lanes
3078	5-11c	Webster Rd	Webster Rd / Strawberry Ln intersection	Add signal; construct southbound and westbound left-turn lane
3079	5-11d	65th Ave	Stafford Rd to Tualatin city limits	Add paved shoulders
3080	5-11d	Baker Rd	Tooze Rd to County line	Add paved shoulders

**Table 5-3c Long Term Capital Projects**

<b>Project ID</b>	<b>Map</b>	<b>Project Name / Street Name</b>	<b>Segment / Locations</b>	<b>Project Description</b>
3081	5-11d	Bell Rd	Ladd Hill Rd to Wilsonville Rd	Add paved shoulders
3082	5-11d	Bonita Rd	Carman Dr to I-5	Add bikeways and pedestrian facilities
3083	5-11d	Childs Rd	Stafford Rd to Lake Oswego city limits	Add pedestrian facilities, bikeways and turn lanes at major intersections
3084	5-11d	Graham's Ferry Rd	County line to Westfall Rd	Add paved shoulders
3085	5-11d	Graham's Ferry Rd	Wilsonville Rd to Wilsonville city limits	Add paved shoulders
3086	5-11d	Hoffman Rd / Peach Cove Rd / Riverwood Rd	Mountain Rd to Tualatin River	Add paved shoulders
3087	5-11d	Homesteader Rd	Stafford Rd to Mountain Rd	Add paved shoulders
3088	5-11d	Johnson Rd	Stafford Rd to West Linn city limits	Add paved shoulders and turn lanes at major intersections
3089	5-11d	Ladd Hill Rd	Wilsonville Rd to Washington County line	Add paved shoulders and turn lanes at major intersections
3090	5-11d	Mountain Rd	Stafford Rd to Canby Ferry	Add paved shoulders in accordance with the Active Transportation Plan
3091	5-11d	Petes Mountain Rd	West Linn city limits to Hoffman Rd	Add paved shoulders and turn lanes at major intersections
3092	5-11d	Pleasant Hill Rd / McConnell Rd / Tooze Rd	Ladd Hill Rd to Westfall Rd	Add paved shoulders
3093	5-11d	Schaeffer Rd	Mountain Rd to Petes Mountain Rd	Add paved shoulders
3094	5-11d	Schatz Rd / 55th Ave / Meridian Way	65th Ave to Stafford Rd	Add paved shoulders
3095	5-11d	Tualatin / Lake Oswego Pedestrian and Bicycle Bridge	Tualatin River Bridge	Construct bike / pedestrian bridge
3096	5-11d	Wilsonville Rd	Wilsonville Rd / Bell Rd intersection	Realign roadway and grade improvements
3097	5-11d	Wilsonville Rd	Wilsonville Rd / Edminston Rd intersection	Remove bank, remove horizontal curve, relocate intersection
3098	5-11d	Wilsonville Rd Bridge	~300 feet south of Bell Rd	Replace bridge nearing the end of its useful life
3099	5-11d	Wisteria Rd / Woodbine Rd	Rosemont Rd to Johnson Rd	Add paved shoulders
3100	5-11e	Airport Rd	Arndt Rd to Miley Rd	Add turn lanes at major intersections
3101	5-11e	Bakers Ferry Rd	Springwater Rd to OR 224	Add paved shoulders in accordance with the Active Transportation Plan and turn lanes at major intersections; remove horizontal curve and relocate intersection from Eaden Rd to OR 224
3102	5-11e	Barnards Rd	Meridian Rd to Canby-Marquam Hwy	Add paved shoulders
3103	5-11e	Barnards Rd	Needy Rd to Stuwe Rd	Reconstruct bridge and widen to 36 feet
3104	5-11e	Beavercreek Rd	Yeoman Rd/Steiner Rd to OR 211	Add paved shoulders
3105	5-11e	Bradley Rd	Redland Rd to Holcomb Blvd	Add turn lanes at major intersections
3106	5-11e	Bradley Rd	Gronlund Rd to Redland Rd	Add paved shoulders

**Table 5-3c Long Term Capital Projects**

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description
3107	5-11e	Buckner Creek Rd	Gard Rd to Cochell Rd	Add paved shoulders
3108	5-11e	Canby-Marquam Highway	OR 170 / Macksburg Rd intersection	Reconstruct intersection; install southbound left-turn lane and northbound right-turn lane
3109	5-11e	Canby-Marquam Highway	City of Canby to OR 211	Add paved shoulders
3110	5-11e	Carus Rd	Central Point Rd to Beaver Creek Rd	Add paved shoulders in accordance with the Active Transportation Plan
3111	5-11e	Casto Rd	Spangler Rd to Central Point Rd	Add paved shoulders and turn lanes at major intersections
3112	5-11e	Central Point Rd	Parrish Rd to Mulino Rd	Smooth curves; add paved shoulders (Parrish Rd to Bremer Rd in accordance with the Active Transportation Plan)
3113	5-11e	Clackamas River Dr	Oregon City limits to Springwater Rd	Construct bikeway in accordance with the Active Transportation Plan. Add turn lanes at Springwater Rd and Forsythe Rd.
3114	5-11e	Fellows Rd	Redland Rd to Lower Highland Rd	Add paved shoulders and turn lanes at major intersections
3115	5-11e	Ferguson Rd	Beaver Creek Rd and Henrici Rd	Reduce the speed limit and install traffic calming
3116	5-11e	Fischers Mill Rd	Redland Rd to Springwater Rd	Add paved shoulders in accordance with the Active Transportation Plan
3117	5-11e	Forsythe Rd	Oregon City line to Bradley Rd	Add paved shoulders
3118	5-11e	Forsythe Rd	Oregon City limit to Bradley Rd	Add center turn lane and paved shoulders
3119	5-11e	Forsythe Rd	Forsythe Rd / Victory Rd intersection	Realign, widen Victory Rd; remove or decrease curves along Forsythe Rd; relocate intersection
3120	5-11e	Gard Rd	~100 ft south of Old Clarke Rd	Reconstruct bridge to accommodate paved shoulders
3121	5-11e	Gronlund Rd / Hattan Rd	Bradley Rd to Springwater Rd	Add paved shoulders and turn lanes at major intersections
3122	5-11e	Henrici Rd	Between Driftwood Dr and Shore Vista Dr	Widen bridge to accommodate paved shoulders
3123	5-11e	Holcomb Blvd	Edenwild Ln to Bradley Rd	Add paved shoulders and turn lanes at Holcomb Blvd / Bradley Rd
3124	5-11e	Kamrath Rd	Carus Rd to Spangler Rd	Safety analysis at Carus Rd, add paved shoulders, remove or decrease horizontal curves north of Spangler Rd
3125	5-11e	Knights Bridge Rd Bridge	~3,200 feet east of Barlow Rd	Replace bridge (nearing the end of its useful life)
3126	5-11e	Leland Rd	Oregon City line to Beaver Creek Rd	Add paved shoulders
3127	5-11e	Leland Rd	~1,000 ft north of Warnock Rd	Reconstruct bridge to accommodate paved shoulders
3128	5-11e	Lone Elder Rd	County line to Canby-Marquam Hwy	Add paved shoulders
3129	5-11e	Lower Highland Rd	Beaver Creek Rd to Fellows Rd	Add paved shoulders and turn lanes at major intersections
3130	5-11e	Macksburg Rd	Canby Marquam Hwy to OR 213	Add paved shoulders and turn lanes at major intersections
3131	5-11e	Maplelane Rd	~1,800 ft west of Walker Rd	Add paved shoulders
3132	5-11e	Maplelane Rd	Oregon City Urban Growth Boundary to Ferguson Rd	Add paved shoulders
3133	5-11e	Mattoon Rd	Fischers Mill Rd to Redland Rd	Add paved shoulders in accordance with the Active Transportation Plan and turn lanes at major intersections; remove vertical curves, remove horizontal curves north of Redland Rd

**Table 5-3c Long Term Capital Projects**

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description
3134	5-11e	Meridian Rd	Lone Elder Rd to OR 211	Add paved shoulders
3135	5-11e	Meridian Rd	Elliott Prairie Rd to Barlow Rd	Add paved shoulders; remove or decrease horizontal and vertical curves
3136	5-11e	Miley Rd	Airport Rd to Eilers Rd	Add paved shoulders
3137	5-11e	Molalla Ave	OR 213 to Molalla City limits	Add paved shoulders
3138	5-11e	New Era Rd / Haines Rd	OR 99E to Leland Rd	Add paved shoulders
3140	5-11e	Redland Rd	~900 ft west of Holly Ln	Reconstruct bridge to include shoulders and bikeways
3141	5-11e	Redland Rd	~400 ft west of Holly Ln	Reconstruct bridge to include shoulders and bikeways
3142	5-11e	Redland Rd	Henrici Rd to Oregon City limit	Add paved shoulders and bikeway in accordance with the Active Transportation Plan
3143	5-11e	Redland Rd	Henrici Rd to Springwater Rd	Add paved shoulders and turn lanes at major intersections. For the section between Mattoon Rd and Jubb Rd, see the Active Transportation Plan.
3144	5-11e	Ridge Rd	Lower Highland Rd to Redland Rd	Add paved shoulders
3145	5-11e	Rock Creek (Kropf Rd) Bridge	~3,500 ft north of Gibson Rd	Replace bridge
3146	5-11e	S Killdeer Rd	Ferguson Road and Yeoman Road	Extend S Killdeer Rd to connect with S. Ivel Rd. and provide bike/pedestrian access
3147	5-11e	South End Rd	Oregon City limits to OR 99E	Smooth curves; add paved shoulders
3148	5-11e	Spangler Rd	Casto Rd to Beavercreek Rd	Add paved shoulders and turn lanes at major intersections
3149	5-11e	Springwater Rd	Bakers Ferry Rd to Hayden Rd	Add paved shoulders and turn lanes at major intersections. For paved shoulders between Eaden Rd and Hayden Rd, see the Active Transportation Plan.
3150	5-11e	Thayer Rd/Ferguson Rd	Oregon City line to Redland Rd	Add paved shoulders
3151	5-11e	Toliver Rd	Dryland Rd to Molalla city Limits	Add paved shoulders in accordance with the Active Transportation Plan
3152	5-11e	Unger Rd	Beavercreek Rd to OR 211	Add paved shoulders and turn lanes at major intersections
3153	5-11e	Union Hall Rd	Central Point Rd to El Dorado Rd	Add paved shoulders
3154	5-11f	Bird Rd	Groshong Rd to Wilhoit Rd	Add paved shoulders and turn lanes at major intersections
3155	5-11f	Blair Rd	Groshong Rd to Maple Grove Rd	Add paved shoulders and turn lanes at major intersections
3156	5-11f	Callahan Rd S / Ramsby Rd	Dickey Prairie Rd to Fernwood Rd	Add paved shoulders and turn lanes at major intersections
3157	5-11f	Dhooghe Rd	OR 211 to Fernwood Rd	Add paved shoulders and turn lanes at major intersections
3158	5-11f	Fernwood Rd	Dhooghe Rd to Callahan Rd	Add paved shoulders and turn lanes at major intersections
3159	5-11f	Gray's Hill Rd	Green Mountain Rd to OR 211	Add paved shoulders
3160	5-11f	Maple Grove Rd	Nowlens Bridge Rd to Sawtell Rd	Add paved shoulders and turn lanes at major intersections
3161	5-11f	Nowlens Bridge Rd	OR 213 to Maple Grove Rd	Add paved shoulders and turn lanes at major intersections

**Table 5-3c Long Term Capital Projects**

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description
3162	5-11f	Sawtell Rd	Maple Grove Rd to Wilhoit Rd	Add paved shoulders and turn lanes at major intersections
3163	5-11f	Wildcat Rd	Wilhoit Rd to OR 213	Add paved shoulders and turn lanes at major intersections
3164	5-11f	Wright Rd	OR 211 to Callahan Rd	Add paved shoulders
3165	5-11a	Sunnyside Rd	93rd Ave to OR 212	Add pedestrian facilities and bikeways in accordance with the Active Transportation Plan
<del>3166</del>	<del>5-11b</del>	<del>Barlow Trail Rd</del>	<del>Marmot Rd to Lolo Pass Rd</del>	<del>Add paved shoulders in accordance with the Active Transportation Plan</del>
3167	5-11b	Marmot Rd	Ten Eyck to Barlow Trail Rd	Add paved shoulders in accordance with the Active Transportation Plan. In the interim, widen to 4-feet within Wildwood/Timberline, Zigzag, Rhododendron and Wemme/Welches.
3168	5-11c	Thiessen Rd	Webster Rd to Johnson Rd	Add pedestrian facilities and bikeways in accordance with the Active Transportation Plan
3169	5-11d	Willamette River Greenway	Lake Oswego north to County Line	Construct multi-use path in accordance with the Active Transportation Plan.
3170	5-11d	Willamette River Greenway	Canby Ferry to City of Wilsonville	Construct multi-use path in accordance with the Active Transportation Plan.
3171	5-11e	Bremer Rd	Central Point Rd to Haines Rd	Add paved shoulders in accordance with the Active Transportation Plan
3172	5-11e	Butteville Rd	Willamette River to County line	Add paved shoulders in accordance with the Active Transportation Plan
3173	5-11e	Dryland Rd	Macksburg Rd to Toliver Rd	Add paved shoulders in accordance with the Active Transportation Plan
3174	5-11e	Eaden Rd	Bakers Ferry Rd to Springwater Rd	Add paved shoulders in accordance with the Active Transportation Plan
3175	5-11e	Haines Rd	Bremer Rd to Territorial Rd	Add paved shoulders in accordance with the Active Transportation Plan
3176	5-11e	Harms Rd	Kraxberger Rd to Macksburg Rd	Construct bikeway in accordance with Active Transportation Plan
3177	5-11e	Hwy 170 / Kraxberger Rd	City of Canby to Harms Rd	Add paved shoulders in accordance with the Active Transportation Plan
3178	5-11e	Jubb Rd	Redland Rd to Springwater Rd	Add paved shoulders in accordance with the Active Transportation Plan
3179	5-11e	Kamrath Rd	Leland Rd to Carus Rd	Add paved shoulders in accordance with the Active Transportation Plan
3180	5-11e	Knights Bridge Rd / Barlow Rd / Arndt Rd	Canby boundary to Airport Rd	Add bikeway in accordance with the Active Transportation Plan
3181	5-11e	Territorial Rd	Haines Rd to OR 99E	Add bikeways in accordance with the Active Transportation plan
3182	5-11e	Willamette River Greenway	Oregon City to Canby	Construct multi-use path in accordance with the Active Transportation Plan.

## Removed Projects:

3117: removed due to duplication with 3118

3166: removed due to duplication with 3035

**Table 5-3d Regional Capital Projects**

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description	Priority
4000	County-wide	TSP Refinement	State facility locations applicable where mobility target is not met in 2035	TSP Refinement to develop alternative mobility targets for state facilities consistent with Oregon Highway Plan (OHP) 1F3.	High
4001	5-11a	I-205 / Sunnyside Road interchange	I-205 / Sunnyside Road interchange	Add dual northbound right-turns; install bike signal; construct sidewalk extension / bulb to accommodate pedestrians and bicyclists around signal pole.	High
4002	5-11a	OR 212	OR 212 / 172nd Ave intersection	Add second eastbound left-turn lane	High
4003	5-11a	OR 212	SE 162nd to Anderson Rd	Add bikeways, pedestrian facilities ways, and landscape pedestrian facilities buffer; widen to 6 lanes within Happy Valley; add center turn lane within Damascus	High
4004	5-11a	OR 213	Sunnybrook Blvd to Portland City Limits	Extend fiberoptic communications, CCTV at key intersections and adaptive signal timing	High
4005	5-11a	OR 224	OR 224 / Lake Rd / Webster Rd intersection	Add turn-lanes, including second left-turn lane on westbound OR 224, second left-turn lane and right-turn lane on northbound SE Webster Rd, and second left-turn lane on southbound SE Lake Rd	High
4006	5-11a	OR 224	OR 224 / Johnson Rd intersection	Add second left-turn lane on westbound OR 224	High
4007	5-11a	OR 224	OR 224 / Hubbard Rd / 135th Ave intersection	Add intersection improvements, including right-turn lanes	High
4008	5-11a	OR 224	Springwater Rd / OR 224 intersection	Add signal and turn lanes on all approaches	High
4009	5-11a	OR 224	Rock Creek Junction to Midway St	Widen to four lanes; add bikeways.	High
4010	5-11a	Sunrise Project - Preliminary Engineering	Webster Rd/ OR 224 to 172nd Ave / OR 212	Preliminary engineering from Webster Rd to 172nd Ave	High
4011	5-11a	Sunrise Project - Right-of-Way	Webster Rd/ OR 224 to 172nd Ave / OR 212	Acquire right-of-way to accommodate 6 lane expressway plus auxiliary lanes	High
4012	5-11a	SunriseProject - Multi-use Path	122nd to Rock Creek Junction	Construct multi-use path from 122nd to Rock Creek Junction parallel to the Sunrise project consistent with FEIS.	High
4013	5-11b	OR 224	OR 224 /232nd Ave intersection	Install traffic signal or roundabout	High
4014	5-11b	OR 224	Eaglecreek Rd / OR 224 intersection	Install signal	High
4015	5-11c	OR 99E	Milwaukie city limit to Gladstone city limit	Add bikeways, pedestrian facilities ways, median enhancements, crosswalks and pedestrian facilities refuges	High
4016	5-11d	I-205	Stafford Rd to OR 99E	Work with ODOT, Metro, Oregon City, West Linn and any other effected jurisdictions to analyze and develop a solution to the transportation bottle neck on I-205 between Oregon City and I-205 / Stafford Road Interchange. Possible solutions include widening to 3-lanes in each direction.	High
4017	5-11e	I-205	Willamette River to West Linn city limit	Add southbound truck climbing lane	High
4018	5-11e	I-205	I-205 Corridor	Corridor-wide operational improvements	High
4019	5-11e	OR 211	Beavercreek Rd, Union Hall Rd to Dhooghe Rd	Widen to include shoulders, bikeways, add passing lanes where needed and turn lanes at major intersections	High
4020	5-11e	OR 213	OR 213 / Spangler Rd intersection	Install traffic signal to replace existing two-way stop	High

**Table 5-3d Regional Capital Projects**

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description	Priority
4021	5-11e	OR 213	OR 213 / Henrici Rd intersection	Install traffic signal or roundabout and additional intersection improvements as needed	High
4022	5-11e	OR 213	OR 213 / Leland Rd intersection	Add northbound through auxiliary lane	High
4023	5-11e	OR 213	Leland Rd / Union Hall Rd intersection	Add southbound auxiliary lane	High
4024	5-11e	OR 213	Mulino to Molalla	Perform road safety audit or transportation safety review to identify appropriate safety improvements	High
4025	5-11e	OR 99E	OR 99E / Barlow Rd intersection	Add left-turn lane on southbound Barlow Rd - To widen Barlow Rd to add a southbound left turn lane on the north approach would need to modify the existing railroad crossing warning system	High
4026	5-11a	I-205 / Johnson Creek Blvd interchange	I-205 / Johnson Creek Blvd interchange	Add loop ramp and northbound on-ramp; realign southbound off-ramp and install dual right-turn lanes	Medium
4027	5-11a	I-205 / OR 212/224 Interchange	In vicinity of Roots Rd and McKinley Ave	Connect bikeways in accordance with the Active Transportation Plan	Medium
4028	5-11a	OR 212	Rock Creek Junction to 172nd	Construct climbing lane	Medium
4029	5-11a	OR 212	OR 212 / SE 162nd Ave intersection	Add left-turn pockets and traffic signal	Medium
4030	5-11a	OR 213	Sunnyside Rd to Sunnybrook Rd	Widen to 7 lanes with boulevard treatments	Medium
4031	5-11a	OR 213	OR 213 / Harmony Rd / Sunnyside Rd intersection	Add bikeways, pedestrian facilities ways, dual northbound and southbound left-turn lanes, and lighting; convert driveways north of intersection to right-in / right-out	Medium
4032	5-11a	OR 224	OR 224 / Rusk Rd off-ramp	Extend right-turn lane on OR 224	Medium
4033	5-11a	OR 224	Milwaukie city limits to I-205	Construct multi-use path as parallel route to OR 224	Medium
4034	5-11a	OR 224	Lake Rd / Johnson Rd / Pheasant Ct	Realign Lake Rd / Johnson Rd to provide southern OR 224 access via Pheasant Ct; add turn lanes at OR 224 / Pheasant Ct intersection; close access at Lake / Webster south of OR 224	Medium
4035	5-11a	OR 99E	OR 99E / Jennings Ave intersection	Determine safe connection of Trolley Trail at OR 99E / Jennings Ave intersection	Medium
4036	5-11a	Sunrise Project	I-205 to 172nd Ave	Construct improvements to 172nd	Medium
4037	5-11b	OR 211	Hayden Rd to OR 224	Widen to rural arterial standard with shoulders, bikeways in accordance with the Active Transportation Plan and turn lanes at major intersections	Medium
4038	5-11b	US 26	Govt. Camp Loop W to OR 35	Implement Finding of Mt Hood Multimodal Study including phased safety improvements	Medium
4039	5-11b	US 26	OR 35 Junction to Wasco County line	Widen roadway to include bikeways /shoulders, add passing lanes where needed and turn lanes at major intersections	Medium
4040	5-11e	OR 211	OR 170 (Canby-Marquam Hwy) / OR 211 intersection	Install eastbound and westbound left-turn lanes, and eastbound right-turn lane; remove or decrease horizontal curve	Medium
4041	5-11e	OR 211	Marion County line to OR 170 (Canby-Marquam Hwy)	Widen to include shoulders, bikeways, add passing lanes where needed and turn lanes at major intersections	Medium
4042	5-11e	OR 99E	Barlow Rd to Marion County line	Four lane widening with median, left-turn lanes from mile post 24.05	Medium
4043	5-11e/f	OR 213	Oregon City boundary to Marion County line	Add shoulders and bikeways	Medium

**Table 5-3d Regional Capital Projects**

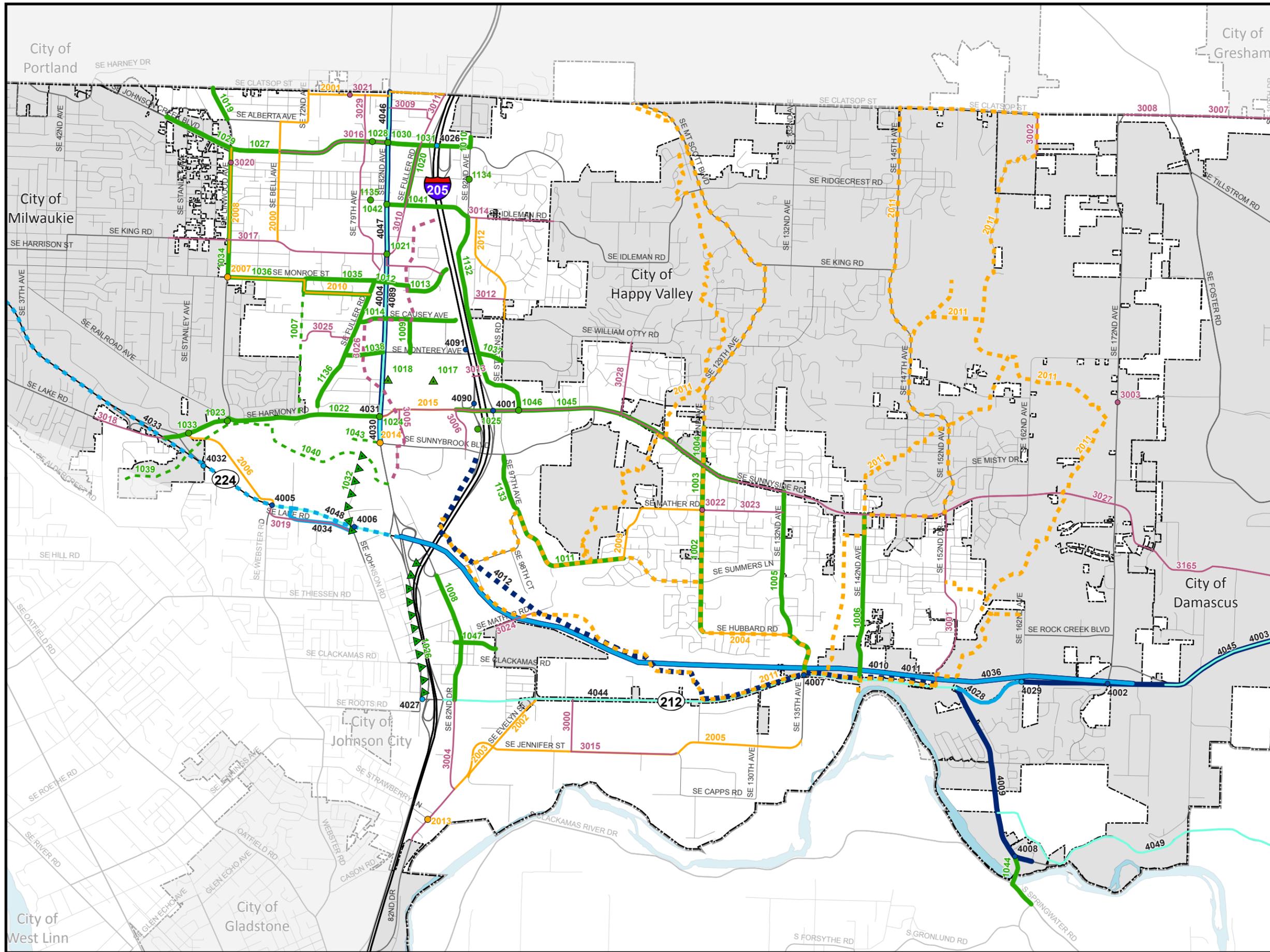
Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description	Priority
4044	5-11a	OR 212	I-205 to OR 224	Perform road safety audit or transportation safety review to identify appropriate safety improvements	Low
4045	5-11a	OR 212	Within the Damascus City Limits (Armstrong Cr to 257th)	Obtain right-of-way for future 4 lane facility with planted median and 5 lanes at major intersections; build as major development occurs and apply access management to reduce number of driveways.	Low
4046	5-11a	OR 213	Clatsop St to Sunnyside Rd	OR 213/82nd Avenue Boulevard Design Improvements - Widen to add sidewalks, lighting, central median, planting strips and landscaping; fill gaps in the bike and pedestrian facilities network. Add pedestrian crossings in the vicinity of Luther Rd, Glencoe Rd and south of Boyer Dr. Install access management median Hinkley Ave to Lindy St and Monterey Ave to Harmony Rd. Install advanced street name signs from Sunnyside Rd to Sunnyside Dr. Remove signal at north entrance of Clackamas Town Center and evaluate traffic diversion. 2014 ODOT OR 213 paving project programmed King to OR 224.	Low
4047	5-11a	OR 213 (82nd Ave)	Luther Road to Sunnybrook Blvd	Perform road safety audit or transportation safety review to identify appropriate safety improvements	Low
4048	5-11a	OR 224	Webster Rd and 82nd Ave	Provide frontage connection on the north side of OR 244	Low
4049	5-11a	OR 224	Springwater Rd to 232nd Dr	Shoulder widening, horizontal realignment, realignment of roadway to bluff	Low
4050	5-11b	OR 211	OR 224 to eastbound US 26	Perform road safety audit or transportation safety review to identify appropriate safety improvements	Low
4051	5-11b	OR 211	OR 224 to Hillcockburn Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements	Low
4052	5-11b	OR 211	Tickle Creek Rd/OR 211 intersection	Remove or decrease horizontal curve, relocate intersection	Low
4053	5-11b	OR 211	362nd Dr / OR 211 intersection	Remove or decrease vertical curve and remove vegetation	Low
4054	5-11b	OR 211	Eagle Creek Rd to Tickle Creek Rd	Widen to include bikeways /shoulders and add passing /climbing lanes where needed	Low
4055	5-11b	OR 211	0.14 miles east of Coop Rd to Jackknife Rd	Widen to add shoulder / bikeways; realign to remove horizontal and vertical curves	Low
4056	5-11b	OR 211	Tickle Creek Rd to 362nd Dr	Widen to include bikeways /shoulders and add passing /climbing lanes where needed	Low
4057	5-11b	OR 211	Bornstedt Rd to City of Sandy	Add shoulders and bikeways	Low
4058	5-11b	OR 224	232nd Ave to OR 211	Perform road safety audit or transportation safety review to identify appropriate safety improvements	Low
4059	5-11b	OR 224	Fish Creek Rd to National Forest Rd 46	Perform road safety audit or transportation safety review to identify appropriate safety improvements	Low
4060	5-11b	OR 224	Bakers Ferry Rd / OR 224 intersection	Add eastbound right-turn lane	Low
4061	5-11b	OR 224	Amisigger Rd / OR 224 intersection	Install traffic signal; add southbound and eastbound left-turn lanes and westbound right-turn lane	Low
4062	5-11b	OR 224	Heiple Rd / OR 224 intersection	Add southbound right-turn lane	Low
4063	5-11b	OR 224	OR 212 to Estacada city limits	Widen to include shoulders and bikeways; add passing lanes where needed	Low
4065	5-11b	US 26	US 26 / Haley Rd intersection	Develop a plan to address to address access and safety issues on US 26 at this intersection and implement that plan	Low

**Table 5-3d Regional Capital Projects**

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description	Priority
4066	5-11b	US 26	Kelso Rd to Duncan Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements	Low
4067	5-11b	US 26	Duncan Rd to Langensand Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements	Low
4068	5-11b	US 26	Firwood Rd to Sleepy Hollow Dr	Perform road safety audit or transportation safety review to identify appropriate safety improvements	Low
4069	5-11b	US 26	Rhododendron to OR 35	Perform road safety audit or transportation safety review to identify appropriate safety improvements	Low
4070	5-11b	US 26	US 26 / Firwood Rd intersection	Add eastbound right-turn lane	Low
4071	5-11b	US 26	US 26 / Brightwood Loop W	Add westbound right-turn lane	Low
4072	5-11b	US 26	US 26 / Brightwood Loop E	Add westbound right-turn lane	Low
4073	5-11b	US 26	Lolo Pass Rd to Govt. Camp Loop Rd. W	Implement Finding of Mt Hood Multimodal Study including ITS approach with variable speed signage; construct multi-use path between Lolo Pass Rd and John Lake Rd; add enhanced pedestrian crossing, sidewalks, curbs, gutters, pedestrian refuge island, pedestrian illumination and access management in Rhododendron; construct multi-use path connecting Mt. Hood Express transit stop and Pioneer Bridle Trailhead	High
4074	5-11c	OR 99E	Park Ave to Gladstone city limits	Perform road safety audit or transportation safety review to identify appropriate safety improvements	Low
4075	5-11d	OR 43	Lake Oswego to Portland	Develop active transportation connection in accordance with the Active Transportation Plan.	Low
4076	5-11e	OR 211	Dhooghe Rd / OR 211 intersection	Remove or decrease horizontal curve, relocate intersection	Low
4077	5-11e	OR 211	OR 170 (Canby-Marquam Hwy) to City of Molalla	Add shoulders and bikeways	Low
4078	5-11e	OR 211	Needy Rd to 0.6 miles west of Needy Rd	Remove or decrease vertical curve to allow passing zone, add passing lane in one or both directions, possible relocation of intersection	Low
4079	5-11e	OR 211	Molalla city limits to Hayden Rd	Widen to rural arterial standard (2 lanes) with shoulders and bikeways	Low
4080	5-11e	OR 211	Beavercreek Rd to Upper Highland Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements	Low
4081	5-11e	OR 213	OR 213 / Carus Rd intersection	Install traffic signal to replace existing two-way stop See U339	Low
4082	5-11e	OR 213	OR 213 / Beavercreek Rd intersection	Perform road safety audit or transportation safety review to identify appropriate safety improvements	Low
4083	5-11e	OR 213	Carus Rd / OR 213 intersection	Install southbound left-turn and right-turn lanes	Low
4085	5-11e	OR 99E	Oregon City to Canby	Add shoulders and bikeways	Low
4086	5-11e	OR 99E	Sequoia Parkway to Lone Elder Rd	Perform road safety audit or transportation safety review to identify appropriate safety improvements	Low
4087	5-11e	OR 99E	Territorial Rd to Metro boundary	Perform road safety audit or transportation safety review to identify appropriate safety improvements	Low
4088	5-11b	Government Camp Loop Rd	US 26 to US 26	Add bikeways through Government Camp in accordance with the Active Transportation Plan	High
4089	5-11a	OR 213	Causey Ave to King Rd	Work with TriMet and ODOT to evaluate the Business Access Transit lane and identify projects / approaches to improve safety and enhance transit operation.	High

**Table 5-3d Regional Capital Projects**

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description	Priority
4090	5-11a	I-205 MUP	I-205 SB Ramp / Sunnyside Rd	Travelling south on the I-205 multi-use path, install a pedestrian signal to cross the I-205 southbound / Sunnyside right turn lane. Perform traffic analysis to evaluate impacts to vehicle queuing. Modification subject to ODOT approval.	High
4091	5-11a	I-205 MUP	Monterey Ave	Install parabolic mirror and/or signage to resolve limited sight distance issues at the intersection of the I-205 MUP and the path extension at Monterey Ave.	High
4092	5-11b	US 26	Arrah Wanna Blvd to Welches Rd	Add multi-use path on north side of US 26	High
4093	5-11b	US 26	Main Park Rd to Salmon River Rd	Add multi-use path on south side of US 26	High
4094	5-11b	US 26 / Welches Rd	US 26 / Welches Rd	Pedestrian and ADA improvements at signal, including crossing improvements on the north side of the intersection.	Medium
4095	5-11b	US 26 / Arrah Wanna Blvd	US 26 / Arrah Wanna Blvd	Install a continental style crosswalk, accompanied by roadway and streetscape improvements	Medium
4096	5-11b	US 26 / Salmon River Rd	US 26 / Salmon River Rd	Install an enhanced pedestrian crossing	High



# Capital Improvement Plan

Greater Clackamas Regional Center / Industrial Area

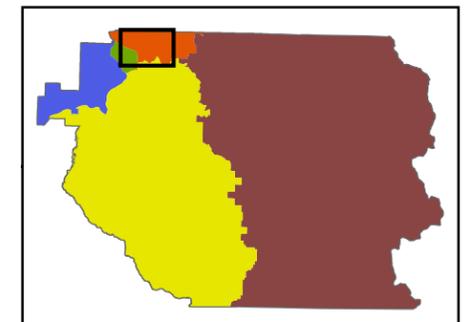
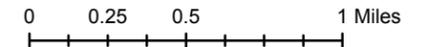
- Priority**
- 20-Year Capital Projects (Table 5-3a)
  - Preferred Capital Projects (Table 5-3b)
  - Long-Term Capital Project Needs (Table 5-3c)

**Projects on Non-County Facilities**

- Priority**
- High (Table 5-3d)
  - Medium (Table 5-3d)
  - Low (Table 5-3d)

- ▲ Study\*
- Multi-Use Path\*
- Metro Urban Growth Boundary
- Incorporated City

\*Symbol color consistent with Priority symbologies shown above

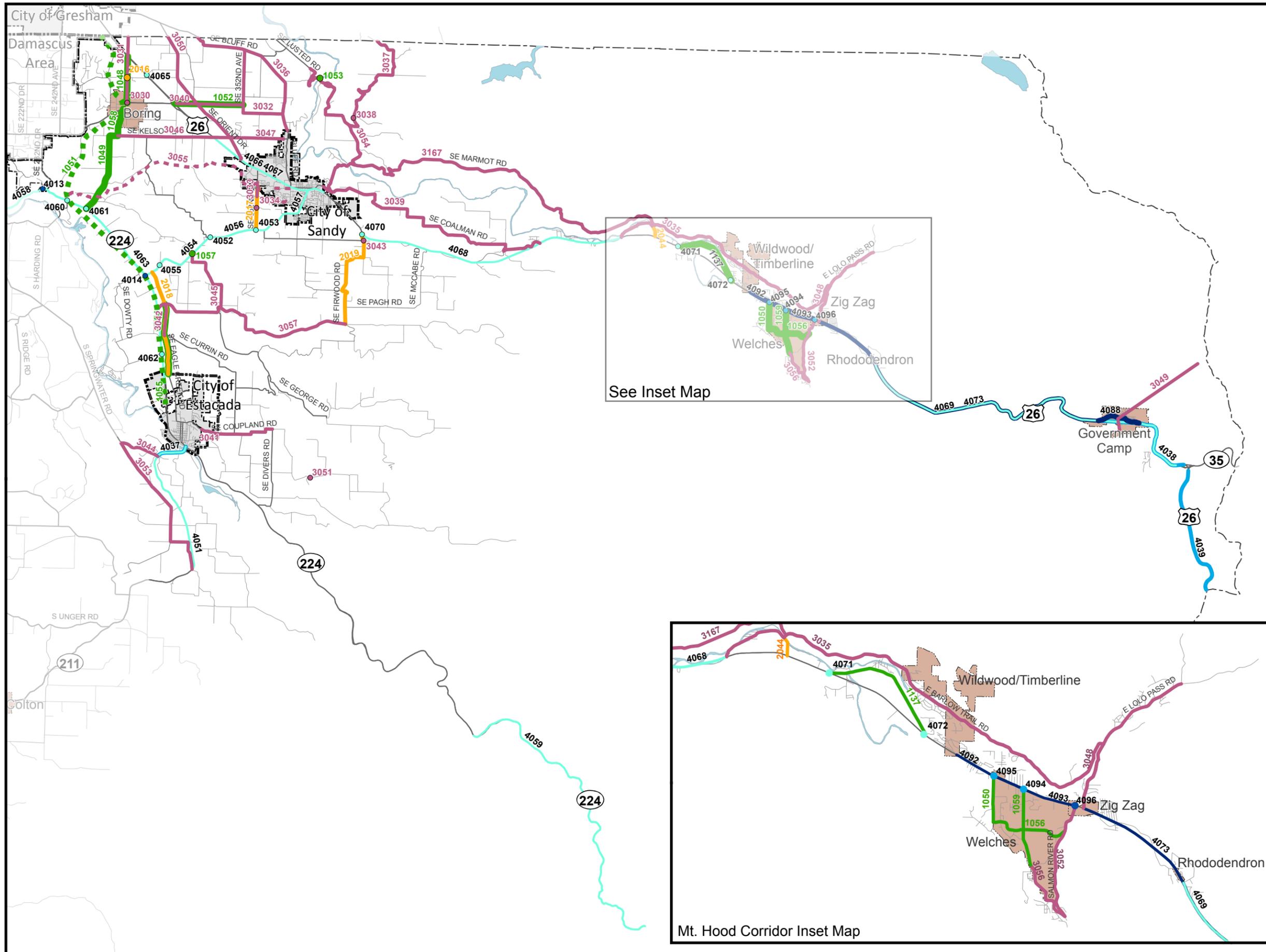


Last Amended January 18, 2017



CLACKAMAS COUNTY COMPREHENSIVE PLAN

**MAP 5-11a**



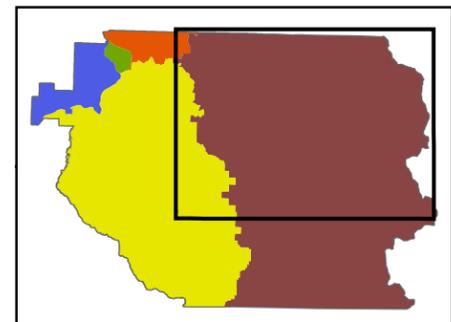
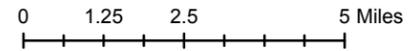
# Capital Improvement Plan

East County

- Priority**
- 20-Year Capital Projects (Table 5-3a)
  - Preferred Capital Projects (Table 5-3b)
  - Long-Term Capital Project Needs (Table 5-3c)

- Projects on Non-County Facilities**
- Priority**
- High (Table 5-3d)
  - Medium (Table 5-3d)
  - Low (Table 5-3d)

- ▲ Study\*
  - Multi-Use Path\*
  - Metro Urban Growth Boundary
  - Incorporated City
- \*Symbol color consistent with Priority symbologies shown above

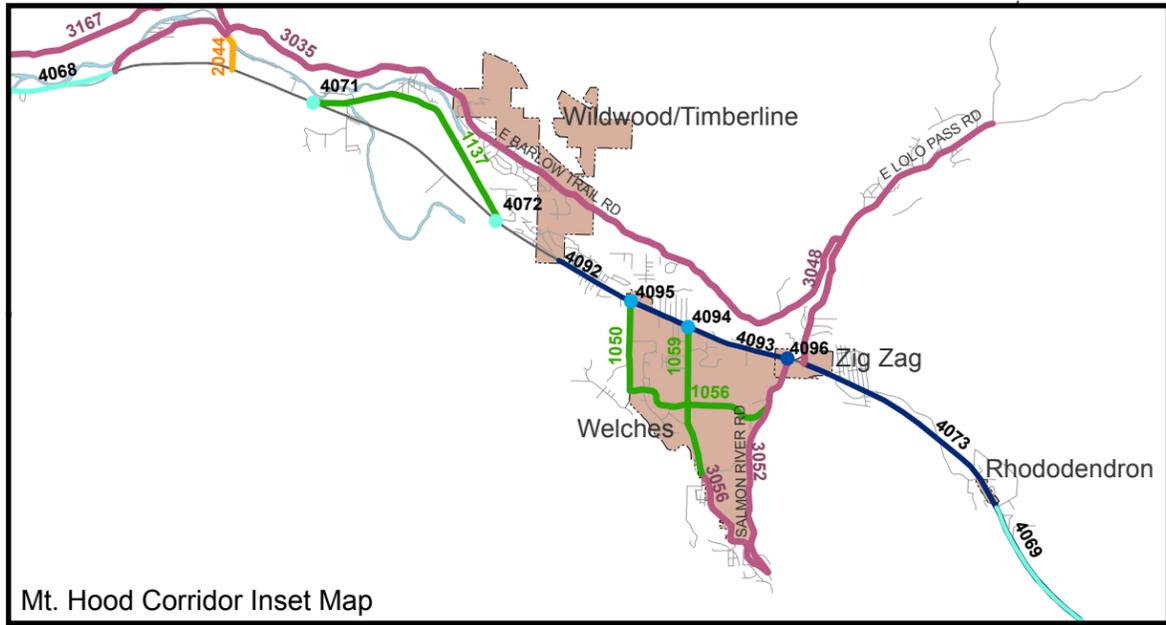


Last Amended January 18, 2017



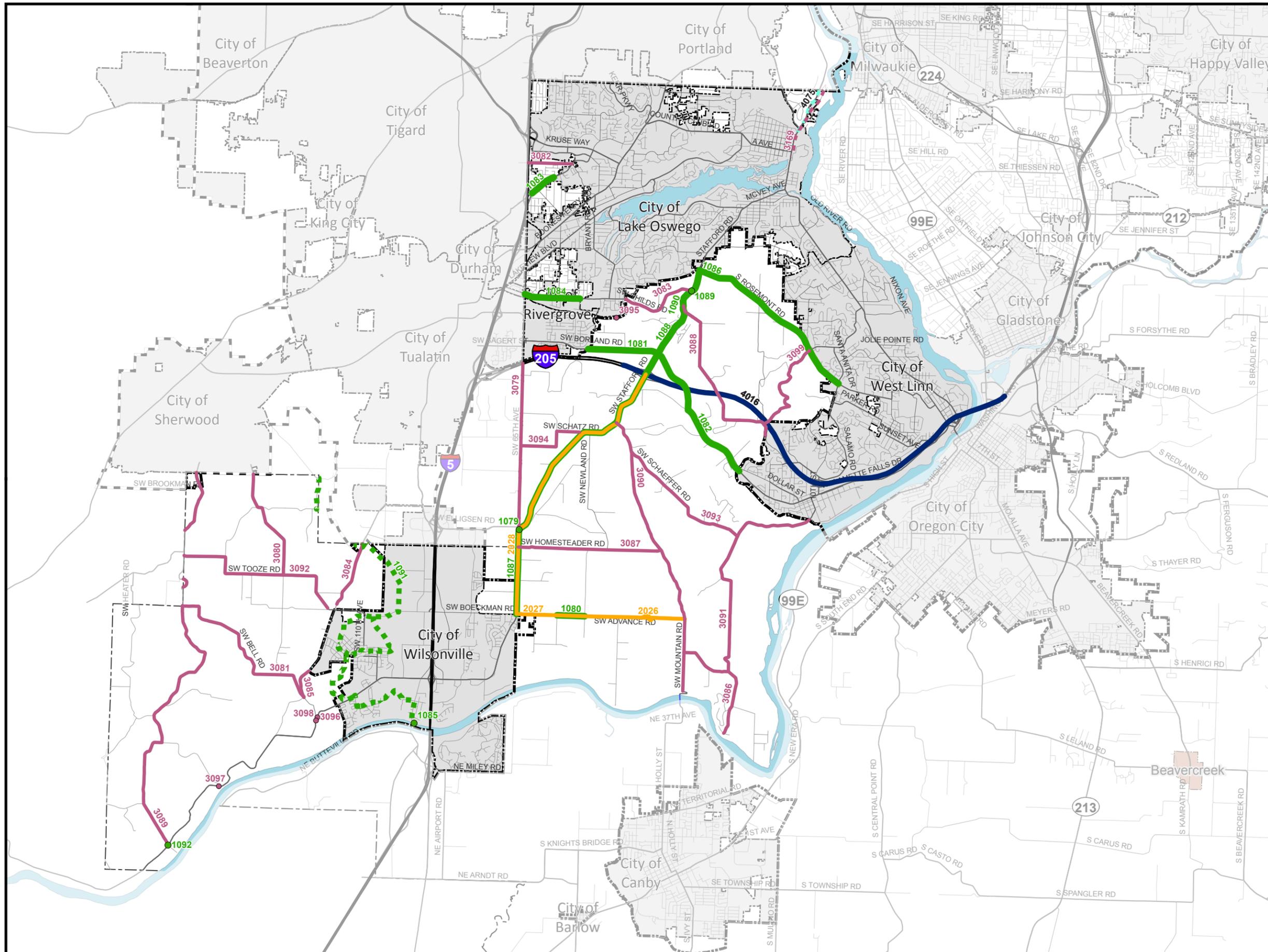
CLACKAMAS COUNTY  
COMPREHENSIVE PLAN

**MAP 5-11b**



Mt. Hood Corridor Inset Map





# Capital Improvement Plan

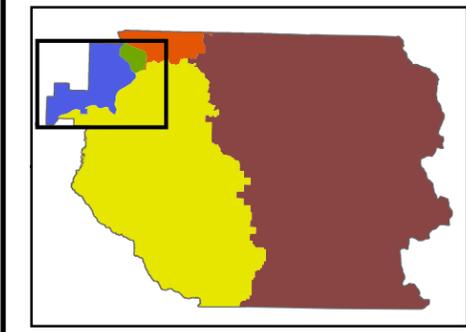
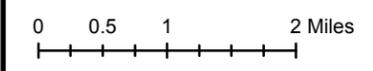
Northwest County

- Priority**
- 20-Year Capital Projects (Table 5-3a)
  - Preferred Capital Projects (Table 5-3b)
  - Long-Term Capital Project Needs (Table 5-3c)

**Projects on Non-County Facilities**

- Priority**
- High (Table 5-3d)
  - Medium (Table 5-3d)
  - Low (Table 5-3d)

- ▲ Study\*
  - Multi-Use Path\*
  - Metro Urban Growth Boundary
  - Incorporated City
- \*Symbol color consistent with Priority symbologies shown above

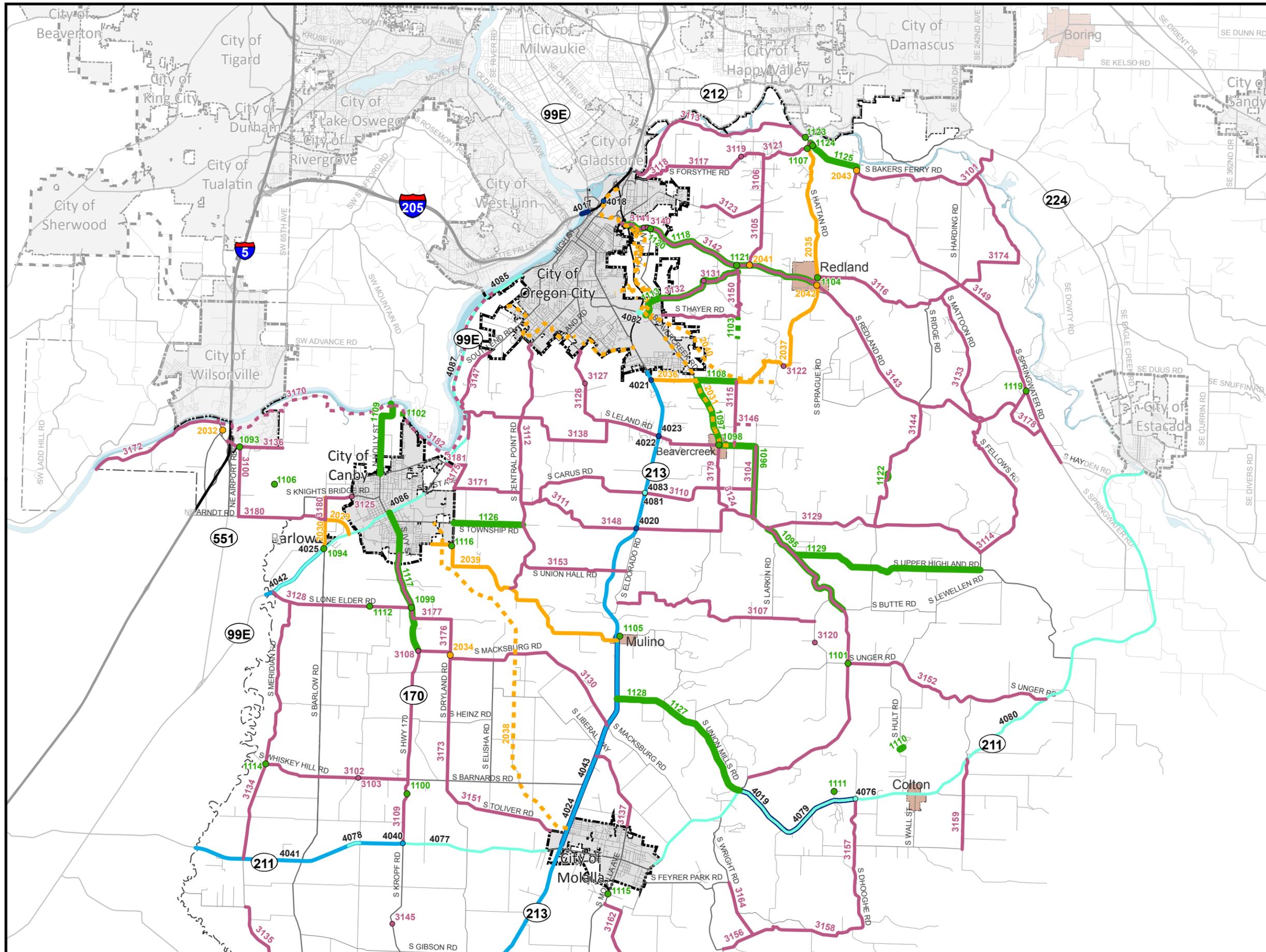


Last Amended June 1, 2015



CLACKAMAS COUNTY  
 COMPREHENSIVE PLAN

**MAP 5-11d**



# Capital Improvement Plan

Southwest County - Northern Portion

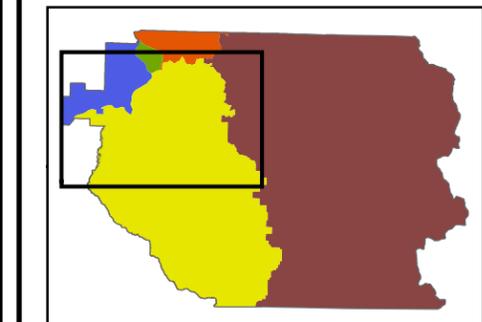
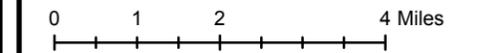
- Priority**
- 20-Year Capital Projects (Table 5-3a)
  - Preferred Capital Projects (Table 5-3b)
  - Long-Term Capital Project Needs (Table 5-3c)

**Projects on Non-County Facilities**

- Priority**
- High (Table 5-3d)
  - Medium (Table 5-3d)
  - Low (Table 5-3d)

- ▲ Study\*
- Multi-Use Path\*
- Metro Urban Growth Boundary
- Incorporated City

\*Symbol color consistent with Priority symbologies shown above

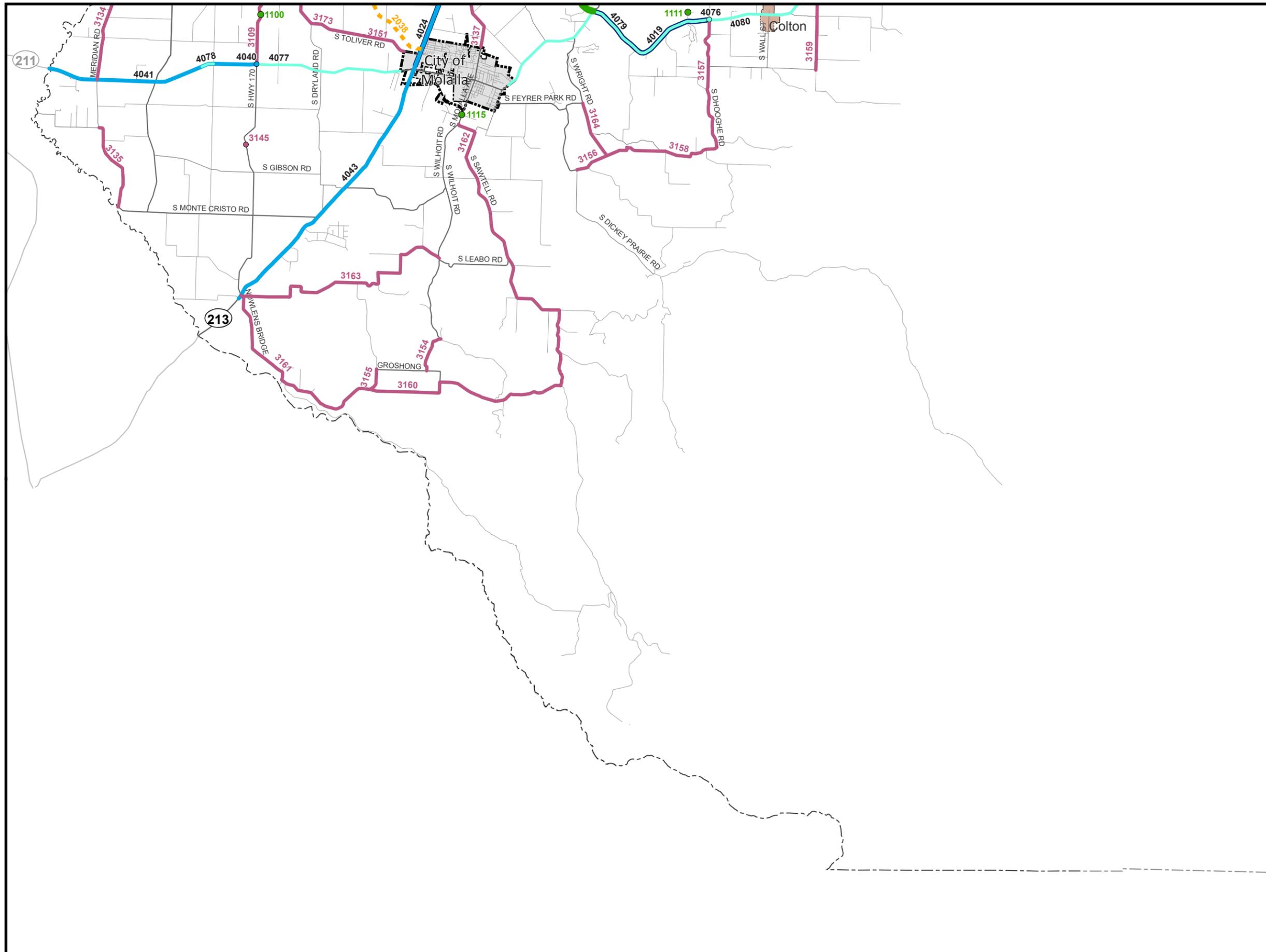


Last Amended June 1, 2015



CLACKAMAS COUNTY  
COMPREHENSIVE PLAN

**MAP 5-11e**



# Capital Improvement Plan

Southwest County - Southern Portion

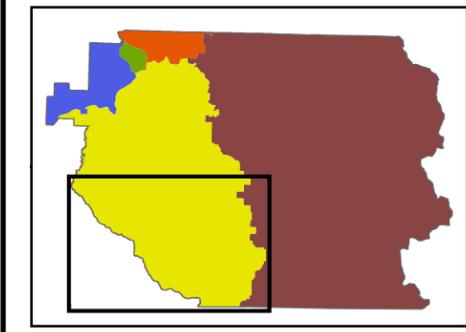
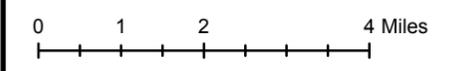
- Priority**
- 20-Year Capital Projects (Table 5-3a)
  - Preferred Capital Projects (Table 5-3b)
  - Long-Term Capital Project Needs (Table 5-3c)

**Projects on Non-County Facilities**

- Priority**
- High (Table 5-3d)
  - Medium (Table 5-3d)
  - Low (Table 5-3d)

- ▲ Study\*
- Multi-Use Path\*
- Metro Urban Growth Boundary
- Incorporated City

\*Symbol color consistent with Priority symbologies shown above



Last Amended June 1, 2015



CLACKAMAS COUNTY  
COMPREHENSIVE PLAN

**MAP 5-11f**

Prepared by:  
Clackamas County  
Department of Transportation & Development  
150 Beavercreek Rd., Oregon City, OR 97045  
[www.Clackamas.us/transportation/](http://www.Clackamas.us/transportation/)

---

### **Project Team**

**Karen Buehrig**, Transportation Planning  
Supervisor

**Abbot Flatt**, Senior Transportation Planner

**Mike Bezner**, Manager  
Transportation Engineering

**Barbara Cartmill**, Director  
Department of Transportation &  
Development

### **Board of Commissioners**

Jim Bernard, Chair

Paul Savas

Martha Schrader

Ken Humberston

Sonya Fischer

**Administrator:** Don Krupp

**June 8, 2017**

# Clackamas County Advisory Boards and Commissions

---

## A

### **Arts Alliance**

Phone: (503) 655-0525 Supports, develops and promotes access to all the arts in every county community.

### **Assessment and Taxation (A&T)**

(503) 655-8671 150 Beaver Creek Rd. Oregon City, OR 97045 Hours: M - Th 7:00AM to 6:00PM Provides mapping and appraisal of all properties in the county and collects and distributes property taxes.

## B

### **Behavioral Health**

(503) 742-5335 2051 Kaen Road Oregon City, OR 97045 Behavioral Health offers a wide variety of mental health and addictions treatment services to children, youth, families and adults.

### **Board of County Commissioners (BCC)**

(503) 655-8581 2051 Kaen Road Oregon City, OR 97045 The five-member Board of County Commissioners serves as the governing body which directs the general administration of county government.

### **Board of Property Tax Appeals (BOPTA)**

(503) 655-8662 1710 Red Soils Ct., Suite 100 Oregon City, OR 97045 The Board of Property Tax Appeals is an independent board that hears and decides property-owner appeals of property taxes.

### **Building Codes**

(503) 742-4240 150 Beaver Creek Rd. Oregon City, OR 97045 Administers building codes and grading ordinances, plan reviews and inspections for building, plumbing, electrical, mechanical, grading and manufactured dwelling permits.

### **Business and Community Services**

(503) 742-4344 150 Beaver Creek Rd. Oregon City, OR 97045

### **Business and Economic Development**

(503) 742-4BIZ (4249) 150 Beaver Creek Rd. Oregon City, OR 97045 Attracts new businesses and supports existing businesses in the county.

### **Cable Communications**

(503) 742-5903 2051 Kaen Road Oregon City, OR 97045 Oversees the cable companies operating in unincorporated county and operates Clackamas County government channel.

### **Children, Youth and Families (CYF)**

(503) 650-5678 2051 Kaen Road Oregon City, OR 97045 Children, Youth and Families promotes wellness and positive outcomes for the children and families of Clackamas County.

### **Clackamas County 911 (C-COM)**

(503) 655-8370 2200 Kaen Road, Suite A Oregon City, OR 97045 Provides 9-1-1 emergency and non-emergency call-taking services to the public.

**Clerk**

(503) 655-8698 1710 Red Soils Ct., Suite 100 Oregon City, OR 97045 The official keeper of all public records in the county and oversees and conducts county elections.

**Code Enforcement**

(503) 742-4452 150 Beaver creek Rd. Oregon City, OR 97045 Enforces county and state codes and solid waste, planning and land use, state building, grading ordinances.

**Community Corrections**

(503) 655-8603 1024 Main Street Oregon City, OR 97045 Supervision and other opportunities for offenders placed on parole or probation in the county.

**Community Development** (503) 655-8591 2051 Kaen Road Oregon City, OR 97045 Community Development strengthens and improves neighborhoods throughout Clackamas County through the use of federal grants.

**Community Involvement** (503) 655-8552 2051 Kaen Road Oregon City, OR 97045 The county offers many ways to become involved in Clackamas County government through the community Involvement programs

**Community Solutions for Clackamas County (CSCC)**

(503) 655-8840 112 11th Street Oregon City, OR 97045 Community Solutions for Clackamas County (CSCC) provides employment and workforce development services for businesses and individuals facing barriers to employment.

**County Administration**

(503) 655-8581 2051 Kaen Road Oregon City, OR 97045 Works with the Board of County Commissioners to provide overall direction to county departments and programs.

**County Counsel**

(503) 655-8362 2051 Kaen Road Oregon City, OR 97045 Provides legal advice and representation on the county's behalf.

**County Courthouse**

(503) 655-8447 807 Main Street Oregon City, OR 97045 Circuit Court provides fair and accessible justice criminal and civil justice court for Oregon's 5th judicial district.

**County Surveyor's Office**

(503) 742-4475 150 Beaver creek Rd. Oregon City, OR 97045 Responds to survey and property questions; maintains filed surveys, plats, road records; reviews, approves new land division plats; recovers, restores and protects Public Land Corners.

**D****Development Agency**

(503) 742-4323 150 Beaver creek Rd. Oregon City, OR 97045 Fosters economic growth and community revitalization by implementing adopted urban renewal plans.

**Disaster Management**

(503) 655-8378 2200 Kaen Road Suite A Oregon City, OR 97045 Identifies hazards; develops emergency and mitigation plans; coordinates response activities and trains incident personnel. EM also promotes emergency preparedness.

**District Attorney (DA)**

(503) 655-8431 807 Main Street Oregon City, OR 97045 Represents the state and enforces all criminal laws in the county.

**Dog Services**

(503) 655-8628 13141 SE Hwy 212 Clackamas, OR 97015 Dog sheltering, adoption, education, training and investigation.

**E****Elections**

(503) 655-8510 1710 Red Soils Court, Suite 100 Oregon City, OR 97045 Administers and conducts all Federal, State, County, City and Special District elections in Clackamas County.

**Equity, Diversity and Inclusion**

(503) 655-8581 2051 Kaen Road Oregon City, OR 97045 Diversity, equity, and inclusion at Clackamas County are about creating and maintaining a welcoming and inclusive place for citizens and County employees to live, work, and feel safe.

**Extension Services**

(503) 655-8631 200 Warner Milne Road Oregon City, OR 97045 An Oregon State University program—engages the people of Oregon with research-based knowledge and education that strengthen communities and economies, sustain natural resources, and promote healthy families and individuals.

**F****Fairgrounds**

(503) 266-1136 694 NE 4th Avenue Canby, OR 97013 A county facility that accommodates large groups and events, including the Clackamas County Fair and Rodeo every August.

**Family Support**

(503) 655-8469 1610 Red Soils Court, Suite D Oregon City, OR 97045

**Finance**

(503) 742-5400 2051 Kaen Road Oregon City, OR 97045 Manages county fiscal and debt information, as acquires goods and services through vendors. Facilities Management maintains county buildings and facilities.

**Forestry**

(503) 742-4425 150 Beaver Creek Rd. Oregon City, OR 97045 Balances biological, economic, and social considerations in the management of county-owned forested properties while utilizing the resources to provide residents of the County with a variety of outdoor experiences.

**G****Garbage and Recycling**

(503) 557-6363 150 Beaver Creek Rd. Oregon City, OR 97045 Develops policies, oversees regulations and provides information about garbage, recycling and waste prevention services and programs.

**Geographic Information Systems (GIS)**

(503) 723-4814 168 Warner Milne Rd Oregon City, OR 97045 Mapping, geographic data and land analysis.

## H

### **Health Clinics**

(503) 655-8471 2051 Kaen Road Oregon City, OR 97045 Health Centers provide affordable primary care, prenatal, dental, and mental health services.

### **Health, Housing, and Human Services (H3S)**

(503) 650-5697 2051 Kaen Road Oregon City, OR 97045 Health, Housing, and Human Services consists of seven different divisions, each dedicated to ensuring healthy families and strong communities.

### **Housing Authority (HACC)**

(503) 655-8267 13930 Gain Oregon City, OR 97045 Housing Authority provides affordable, safe, and sanitary housing opportunities for Clackamas County residents.

### **Human Resources**

(503) 655-8459 2051 Kaen Road Oregon City, OR 97045 Provides human resource services and also coordinates benefits, risk, and safety and wellness programs

## I

### **Internal Audit**

(503) 742-5983 2051 Kaen Road Oregon City, OR 97045 The Internal Auditor conducts audits to help protect the public's interest and improve the performance, accountability, and transparency of Clackamas county government

## J

### **Justice Court**

(503) 794-3800 11750 SE 82nd AVE, #D. Happy Valley, OR 97086 Hears violations, including traffic citations, small claims and evictions issued in Clackamas County.

### **Juvenile Department**

(503) 655-8342 2121 Kaen Road Oregon City, OR 97045 Striving to keep communities safe and hold youth offenders accountable through a variety of restorative services.

## L

### **Law Library**

(503) 655-8248 807 Main Street Oregon City, OR 97045 Provides legal research and reference services to Clackamas County judges, attorneys, court staff, county staff and citizens.

### **Library District**

Formed with the purpose of acting as a fiscal agent in order to distribute property tax revenues raised by the District permanent rate to participating local governments.

### **Library Information Network**

(503) 723-4888 16239 SE McLoughlin Blvd, Suite 208 Oak Grove, OR 97267 Provides services to the 13 member libraries within the Library District of Clackamas County

### **Library**

Oak Lodge Library 16201 SE McLoughlin Blvd. Oak Grove, OR 97267 (503) 655-8543

## **M**

### **Medical Examiner**

(503) 655-8380 13309 SE 84th Ave. Suite 100 Clackamas, OR 97015

### **Milwaukie Center**

(503) 653-8100 5440 SE Kellogg Creek Drive Milwaukie, OR 97222 Services to seniors in the North Clackamas Parks District, as well other recreation services including nutrition program, transportation services, social services and health services.

## **N**

### **North Clackamas Aquatic Park**

(503) 794-8080 7300 Harmony Road Milwaukie, OR 97222 Swimming and recreation center in the North Clackamas Parks and Recreation district.

### **North Clackamas Parks and Recreation**

(503) 742-4348 150 Beaver Creek Rd. Oregon City, OR 97045 A voter-approved district in North Clackamas area that operates parks and recreation facilities within the district

## **P**

### **Parks**

(503) 742-4414 150 Beaver Creek Rd. Oregon City, OR 97045 Managed by the county and are located throughout the county.

### **Performance Clackamas**

(503) 655-8581 2051 Kaen Rd. Oregon City, OR 97045 Performance Clackamas is a strategic plan and process modeled after a process known as Managing for Results.

### **Planning and Zoning**

(503) 742-4500 150 Beaver Creek Rd. Oregon City, OR 97045 Administers state, regional and local land use and zoning regulations in unincorporated areas. Reviews land use residential, multi-family, commercial and industrial development permits; long-range planning.

### **Property Resources**

(503) 742-4384 150 Beaver Creek Rd. Oregon City, OR 97045 Property Resources evaluates and disposes of foreclosed property to gain the highest possible return for the County.

### **Public and Government Affairs**

(503) 655-8751 2051 Kaen Road Oregon City, OR 97045 County communications, citizen involvement and legislative affairs.

### **Public Health**

(503) 742-5300 2051 Kaen Road Oregon City, OR 97045 Clackamas County Public Health is committed to improving the quality of life and protecting the health and wellbeing of all residents.

## **R**

### **Recording**

(503) 655-8551 1710 Red Soils Ct. #110 Oregon City, OR 97045 Preserving and recording real property transactions

## **Records Management**

(503) 655-8323 1810 Red Soils Ct, Suite 120 Oregon City, OR 97045 Document capture, preservation, access, and records storage in compliance with all applicable laws and rules.

## **Resolution Services**

(503) 655-8415 2051 Kaen Road Oregon City, OR 97045 Prevention and intervention services including information and referral, counseling, mediation, education and training services to citizens.

## **S**

### **Septic and Onsite Wastewater Program**

(503) 742-4740 150 Beaver creek Road Oregon City Or 97045 We regulate the installation ,repair , and maintenance of septic systems on homes and business not served by community sewer systems.

### **Sheriff**

(503) 785-5000 Non-Emergency Line: (503) 655-8211 9101 SE Sunnybrook Blvd. Clackamas, OR 97015 Preserves life, upholds the law, prevents crime, holds offenders accountable, and promotes safety in Clackamas County.

### **Social Services**

(503) 655-8640 2051 Kaen Road Oregon City, OR 97045 Social Services provides assistance to seniors, people with disabilities, veterans, and low-income residents of Clackamas County.

### **Sustainability Office**

(503) 557-6363 150 Beaver creek Rd. Oregon City, OR 97045 Programs and initiatives to promote waste prevention and efficient use of resources and energy in households, businesses and schools.

## **T**

### **Technology Services (TS)**

(503) 655-8322 121 Library Court Oregon City, OR 97045 High quality, innovative, cost-effective technology for, citizens, county departments, and county commissioners.

### **Tourism & Cultural Affairs**

(503) 655-8490 150 Beaver creek Rd. Oregon City, OR 97045 Developing and administering a comprehensive destination marketing plan to enhance the quality of life for residents by achieving optimal economic benefit from tourism for county businesses, attractions and government.

### **Transportation and Development (DTD)**

(503) 742-4400 150 Beaver creek Rd. Oregon City, OR 97045 Plans, maintains builds roads and bridges; land use planning and permitting; development review; building inspections and permits; surveying; solid waste and sustainability; code enforcement, urban renewal, dog adoption, sheltering and investigations.

### **Transportation Engineering**

(503) 742-4691 150 Beaver creek Rd. Oregon City, OR 97045 Plans, designs and constructs roads, bridges, traffic safety improvements. Reviews plans and issues permits for transportation-related components of commercial, industrial and residential development.

### **Transportation Maintenance**

(503) 557-6391 902 Abernethy Road Oregon City, OR 97045 Maintains and repairs County roads and bridges, including shoulders, culverts, guardrails, traffic signals, signs and lane markings; operates the Canby Ferry; administers Adopt-A-Road program.

### **Treasurer**

(503) 742-5990 2051 Kaen Road #430 Oregon City, OR 97045 The custodian of cash and the investment manager of the County and its affiliated agencies.

### **V**

### **Vector Control**

(503) 655-8394 1102 Abernethy Road Oregon City, OR 97045 The district responsible for control of flies and mosquitoes within Clackamas County.

### **Veterans Services**

(503) 650-5631 2051 Kaen Road, Suite 281 Oregon City, OR 97045 The Clackamas County Veterans Service Office provides representation at no cost, connecting veterans and their families to all available state and federal benefits.

### **Victims Assistance**

(503) 655-8616 708 Main Street Oregon City, OR 97045

### **W**

### **Water Environment Services**

(503) 742-4567 150 Beaver Creek Rd. Oregon City, OR 97045 Sanitary sewer service, surface water management, and septic.

### **Weatherization**

(503) 650-3338

146 Mollala Avenue Oregon City, OR 97045 Community Solutions for Clackamas County CSCC provides an innovative weatherization program to low-income homeowners and renters.

### **Wellness**

(503) 655-8550

2051 Kaen Road Suite 310 Oregon City, OR 97045

## Glossary of Budget Terms

---

**Accrual Basis Accounting** - An accounting system in which revenue is recorded when it is earned rather than when it is paid, and expenses are recorded when an obligation is established rather than when the money is paid.

**Activity** - A set of services grouped by a common purpose or result. They are subsets of Programs. Examples of Activities are Sheriff Detectives, Building Permits and Mental Health Outpatient Services.

**Actuarial Liability** - An estimation based upon theories of probability and statistics of the present value of the pension benefits accrued in a pension plan.

**Ad Valorem Tax** - A tax based on the assessed value of taxable property.

**Adopted Budget** - Financial plan adopted by the governing body, forming the basis for appropriations.

**American Recovery and Reinvestment Act (ARRA)** - A legislative package passed by Congress in 2009 to stimulate the US economy during a protracted economic downturn. It provides for federal tax cuts, expanded unemployment benefits and other spending to promote job creation and retention and investment particularly in the areas of education, health care, infrastructure and energy. Clackamas County is actively pursuing a variety of competitive grants being awarded as part of the stimulus program.

**Appropriation** - Authorization for spending a specific amount of money for a specific purpose during a specific period of time. It is based on the adopted budget, including supplemental budgets, if any. It is presented in a resolution or ordinance adopted by the governing body (ORS 294.311(3)).

**Approved Budget** - The financial plan agreed upon by the Budget Committee.

**Arbitrage** - Interest earned from the proceeds of bond issues where the rate of interest earned is greater than the interest rate owed on the bonds.

**Assessed Valuation** - A value that is established for real or personal property for use as a basis for allocation of property tax levies.

**Ballot Measure 5** - Amends the Oregon Constitution approved by voters in 1990, which limits property tax rates.

**Ballot Measure 37** - A state law adopted by Oregon voters during the November 2004, General Election. Measure 37 requires governments to provide just compensation for land use regulations that reduce the fair market value of property, if the regulations were adopted after the owner acquired the property. The government that adopted the regulation may chose to remove, modify or not apply a regulation instead of paying compensation.

**Ballot Measure 47** - A property tax limitation initiative passed by Oregon voters in November 1996. This measure was replaced by Measure 50.

**Ballot Measure 50** - A legislative re-write of Measure 47 passed by a majority of voters in May 1997. This measure limits property taxes by rolling back the 1997-98 assessed value of each property to 90% of its 1995-96 value and limiting value and tax growth to 3% per year. Exceptions are made for new construction, subdivisions and rezoning. Bonded debt is also exempt. Statewide, property taxes imposed in 1997-98 were reduced 17% but actual reductions varied with the taxing district. This measure also established permanent tax rates to replace ad valorem tax levies. Serial levies were incorporated in the permanent tax rates as well.

**Bonds** - A written contract for payment of a sum of money at a future date, with interest paid at an agreed rate on a set schedule. Governments typically use bonds to finance long-term capital improvements.

**Budget** - The local government's financial plan for one fiscal year.

**Budget Calendar** - The schedule of key dates or milestones which the County follows in the preparation and adoption of the budget.

**Budget Committee** - Fiscal planning board of a local government, consisting of the governing body plus an equal number of legal voters appointed from the district (ORS 294.336).

**Budget Message** - Written explanation of the budget and the local government's financial priorities. It is prepared and presented by the executive officer or chairperson of the governing body (ORS 294.391).

**Budget Officer** - Person appointed by governing body to assemble budget material and information and to oversee preparation of the proposed budget (ORS 294.331).

**Capital Improvement Plan** - A plan for capital expenditures to provide long-lasting physical improvements, the cost of which is to be incurred over a fixed period of several years.

**Capital Outlays** - Expenditures that result in acquisition of or addition to fixed assets.

**Capital Project Fund** - A fund used to account for the receipt and disbursement of money used to finance the building or acquisition of capital facilities.

**Certificate of Participation (COP)** - A debt instrument used to finance improvements to county facilities. Revenue to pay off the debt comes from rent charged to the building occupant for the use of the renovated property.

**Chart of Accounts** - A numbering system that categorizes various financial information into a logical structure which is the basis and foundation for financial reporting.

**Complete Communities** - A project designed to outline the strategies and goals for the future of this rapidly growing County.

**Concurrency** - A policy initiative that has a goal of assuring that infrastructure needs, such as roads, sewer and water, are in place to serve the community before or at the time development occurs.

**Contingency** - A non-expendable appropriation category to cover unforeseen events which occur during the budget year. County Commissioners must approve all transfers from Contingency.

**Contracted Services** - Services rendered under contract by persons who are not on the payroll of the jurisdiction, including all related expenses covered by the contract.

**Cost Accounting** - A method of accounting, which provides for assembling and recording of all elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

**Cost Allocation** - A method of apportioning overhead costs accumulated by internal services such as accounting and personnel to user departments.

**Debt Service** - Payment of principal and interest on borrowed funds.

**Debt Service Fund** - A fund established to account for accumulation of resources and payment of general long-term debt principal and interest.

**Defeasance** – When referring to municipal bonds, a defeasance relates to the methods by which an outstanding bond issue can be made void, both legally and financially. It is a financing tool by which outstanding bonds may be retired without a bond redemption or implementing an open market buy-back. Cash is used to purchase government securities. The principal of and interest earned on the securities are sufficient to meet all payments of principal and interest on the outstanding bonds as they become due. Essentially, defeasance allows an issuer to collateralize outstanding debt with a portfolio of “risk-free government securities”, thereby instantly removing the debt from the issuer’s balance sheet. This occurs because the government securities generate the cash flow needed to pay all interest and principal on the outstanding bonds when due.

**Deficit** - The amount by which a sum of money falls short of the required amount.

**Depreciation** - An accounting procedure that spreads the cost of purchasing an asset over the useful lifetime of the asset.

**Encumbrance** - The commitment of appropriated funds to purchase an item or service and the process to set aside those funds for the future expenditure.

**Enterprise Fund** - A fund used to account for a business activity operated by the County for which a customer pays a fee or charge for a service or product. The Stone Creek Golf Course Fund is an example of an enterprise fund.

**Expenditure** - The incurring of a liability or the payment of cash for the acquisition of a good or service.

**Fiscal Year** - A 12-month period to which the annual operating budget applies. At the end of the period, a government determines its financial position and the results of its operations. It is July 1 through June 30 for Clackamas County.

**Fringe Benefits** - Non-salary compensation provided to employees in accordance with state and federal law, union contracts and/or County policy. Benefits include pension plans (including Social Security); medical, dental, vision, life, short and long term disability insurance; and vacation, holiday and sick leave.

**Full-time Equivalent (FTE)** - The ratio of time spent in any position to that of a full-time position. An employee working full-time for one year is 1.0 FTE; an employee working 6 months is .5 FTE.

**Fund** - A fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific, regulated activities and objectives.

**Fund Balance** - Resources remaining from prior years which are available to be budgeted in the current year.

**General Fund** - A fund used to account for activities for which specific types of funds are not required. It is the general operating fund for local governments.

**General Fund Support Required to Balance** - The difference between department-generated revenues and the corresponding expenditures funded within the General Fund. These moneys are not actually recorded in the County's accounting system. They are displayed for informational purposes only to indicate the level of discretionary General Fund support required to operate the program.

**General Obligation Bonds** - Voter-approved types of municipal bonds where principal and interest are secured by the full faith and credit of the issuer and usually supported by either the issuer's unlimited or limited taxing power.

**Generally Accepted Accounting Principles (GAAP)** - Uniform minimum standards and guidelines for financial accounting and reporting. These standards govern the form and content of the County's financial statements.

**Goal** - A broadly defined central aim of an organization. Goals state long-term objectives.

**Governmental Accounting** - The accounting system providing the basis for budgetary control. Formal budgetary integration combines budgetary accounts into the general ledger so that actual revenues and expenditures are always measured against the budget.

**Grant** - Contributions or gifts of cash or other assets from another government to be used or spent for a specified purpose, activity or facility.

**Infrastructure** - The system of public works of a country, state or region.

**Interfund Transfers** - Amounts moved from one fund to another. Transfers are not expenditures and must be appropriated for expenditures in the fund receiving the cash transfer.

**Internal Control** - A procedure to ensure that the assets of the County are protected from loss, theft or misuse and that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles.

**Internal Service Fund** - A fund used to account for goods or services that are provided by one department to other departments within a particular government agency.

**Key Performance Measures** - Representative performance measures selected from the Strategic Plan for inclusion in The Executive Summary budget document because they are of particular importance or interest to readers.

**Levy** - Amount of tax imposed by a local government for the support of governmental activities.

**Liabilities** - Debt or other legal obligation arising from transactions in the past that must be liquidated, renewed or refunded at a future date; does not include encumbrances.

**Line Item** - The category in a budget, chart of accounts or financial statement which represents an account used to record transactions for a particular type of income, expense, asset or liability.

**Local Revenue** - The budgetary resource category that includes funding received from local government sources such as cities or other local governments.

**Major Expenditure Category** - One of eight classifications of spending including personal services, materials & services, debt service, capital outlay, interfund transfers, contingency, unappropriated ending fund balance and reserves.

**Materials & Services** - A major expenditure category that includes contractual expenditures, consumable materials, supplies, operating costs and other services.

**Mission Statement** - An explanation of a department's purpose expressed in terms of the service it provides to its customers and the benefit to be provided for those customers.

**Modified Accrual Basis of Accounting** - Under the modified accrual basis of accounting, revenues are recognized in the accounting period in which they become available and measurable; expenditures are recognized in the accounting period in which the fund liability is incurred, except for unmatured interest on general long-term debt, which is recognized when due.

**Municipal Bonds** - Debt obligations of a state or local government entity. The funds may support general government needs or fund special projects. The interest on these bonds is typically exempt from federal incomes taxes, and most state and local taxes.

**Objective** - Something to be accomplished. An objective should be stated in specific, well-defined, measurable terms and should be achievable within a specific timeframe.

**Operating Budget** - The budget used in the ongoing operation to account for Personal Services, Materials & Services and Capital expenditures.

**Organizational unit** - Any administrative subdivision of the local government, especially one charged with carrying on one or more specific functions (such as department, office or division).

**Ordinance** - A formal legislative enactment by the governing board of a municipality.

**Overlay Packages** - A group of roads combined into contract bid packages consisting of similar projects within a geographic area. Each road in the package receives an 'overlay,' an application of asphaltic concrete overlaying the current surface of a road, restoring it to a like-new condition.

**Pass-through** - Money given to a government or organization with a condition that it be given (passed-through to) another government or organization.

**PeopleSoft** - Clackamas County's management information software system that provides centralized accounting, budget, payroll and human resource information.

**Performance Measures** - Objective methods (quantitative and/or qualitative) for evaluating a department's progress toward its stated goals.

**Personal Services** - A budget category, which includes salaries and wages, overtime, part-time pay and fringe benefits.

**Program** - A group of activities with a common purpose that carries out a department's Mission and produces results for customers. A Program corresponds to an accounting organization (cost center) or group of closely related organizations. Budgets are presented and reviewed at the Program level to communicate to taxpayers what results they expect from the department and to facilitate decision making based on results. Examples of Programs are Criminal Prosecution in the District Attorney's Department and Purchasing in the Finance Department.

**Proposed Budget** - Financial and operating plan prepared by the Budget Officer. It is submitted to the public and the Budget Committee for review.

**Requested Budget** - The initial budget received from departments or funds.

**Requirements** - The total of all expenditures within a fund, including operating expenditures, transfers to other funds, Contingencies and Unappropriated Fund Balance.

**Reserve Fund** - Established to accumulate money for a specific purpose, such as purchase of new equipment (ORS 280.100).

**Resolution** - A formal order of a governing body. A resolution has lower legal status than an ordinance.

**Resources** - Estimated beginning funds on hand plus anticipated receipts. See "Revenues" (ORS 294.361).

**Revenue Bonds** - A type of municipal bond where principal and interest are secured by revenues such as charges or rents paid by users of the facility built with the proceeds of the bond issue.

**Revenues** - Money received or anticipated by a local government from either tax or non-tax sources.

**Special Revenue Fund** - A fund used to account for specific revenue sources that are restricted to expenditures for designated purposes. For example revenues from mental health grants must be spent on the particular mental health programs for which they were granted.

**Strategic Planning** - A formal process through which departments analyze, align and explain what they do in terms of achieving results for their customers. Each department articulates its Mission and then organizes itself into Programs and Activities designed to carry out that mission, facilitate decision making and resource allocation, and report progress.

**Supplemental Budget** - A financial plan prepared to meet unexpected needs or to spend revenues not anticipated when the regular budget was adopted. It cannot be used to authorize a tax levy (ORS 294.480). Requires public hearings, notices and adoption by governing body.

**Surplus** - The amount by which a sum of money exceeds what is required. In accounting, the excess of assets over liabilities accumulated.

**Tax Base** - In Oregon, a designated amount of property tax that can be levied for operating expenses without annual voter approval. The original base must be established by voters at a general or primary election. Beginning in 1997-98, the tax base system will be transformed into a partial tax rate system as required by Measure 50 which was approved by voters in May 1997.

**Tax Levy** - Total amount of taxes imposed by a local government unit.

**Tax Rate** - The amount of tax stated in terms of a unit of tax for each \$1,000 of assessed valuation of taxable property.

**Tax Roll** - The official list showing the amount of taxes levied against each property.

**Tier 1** - Refers to a public service employee hired before January 1, 1996.

**Transfers** - Amounts moved from one fund to finance activities in another fund. They are shown as expenditures in the originating fund and revenues in the receiving fund (ORS 294.450).

**Trust & Agency Fund** - A fund used to account for assets held by a government in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds.

**Unappropriated Ending Fund Balance** - Amount set aside in the budget to be used as a cash carry-over to the next year's budget. It provides the local government with cash until tax money is received from the County Treasurer in November. This amount cannot be transferred by resolution or through a supplemental budget (ORS 294.371).

## Glossary of Acronyms

---

<b><u>A&amp;T</u></b>	Assessment and Taxation
<b><u>AAA</u></b>	Area Agency on Aging
<b><u>ADA</u></b>	Americans with Disabilities Act
<b><u>ADS</u></b>	Aging and Disability Services
<b><u>AOC</u></b>	Association of Oregon Counties
<b><u>B&amp;ED</u></b>	Business & Economic Development Division
<b><u>BAN</u></b>	Bond Anticipation Note
<b><u>BCC</u></b>	Board Of County Commissioners
<b><u>BCD</u></b>	Building Codes Division
<b><u>BCS</u></b>	Business and Community Services
<b><u>BOPTA</u></b>	Board of Property Tax Appeals
<b><u>BTOP</u></b>	Broadband Technology Opportunities Program
<b><u>CAA</u></b>	Community Action Agency
<b><u>CAD</u></b>	Computer Aided Dispatch
<b><u>CAFFA</u></b>	Certificate of Achievement in Financial Reporting
<b><u>CAFR</u></b>	Consolidated Annual Financial Report
<b><u>CCLBA</u></b>	Clackamas County Land Bank Authority
<b><u>CCMET</u></b>	Clackamas County Methamphetamine Team
<b><u>C-COM</u></b>	Central Dispatch Department
<b><u>CCRS</u></b>	Clackamas County Resolution Services
<b><u>CCSD</u></b>	Clackamas County Service District
<b><u>CCSO</u></b>	Clackamas County Sheriff's Office
<b><u>CCSS</u></b>	Clackamas County Social Services
<b><u>CCTCA</u></b>	Clackamas County Tourism & Cultural Affairs
<b><u>CDBG</u></b>	Community Development Block Grant
<b><u>CE</u></b>	Code Enforcement
<b><u>CERCLA</u></b>	Comprehensive Environmental Response, Comp & Liability Act
<b><u>CGF</u></b>	County General Fund
<b><u>CIP</u></b>	Capital Improvement Program
<b><u>CMHP</u></b>	Community Mental Health Program
<b><u>COBRA</u></b>	Consolidated Omnibus Budget Reconciliation Act
<b><u>CoC</u></b>	Continuum of Care
<b><u>COP</u></b>	Certificate of Participation
<b><u>CRS</u></b>	Community Rating System
<b><u>CRT</u></b>	Cross Laminated Timber
<b><u>CSAP</u></b>	Corrections Substance Abuse Program
<b><u>CSCC</u></b>	Community Solutions for Clackamas County
<b><u>CVSO</u></b>	County Veterans Services Office
<b><u>DA</u></b>	District Attorney
<b><u>DD</u></b>	Development Disabilities Program
<b><u>DEQ</u></b>	Department of Environmental Quality
<b><u>DHS</u></b>	Department of Human Services
<b><u>DSB</u></b>	Development Service Building
<b><u>DTD</u></b>	Department of Transportation and Development
<b><u>DVERT</u></b>	Domestic Violence Enhanced Response Team
<b><u>EAP</u></b>	Employee Assistance Program
<b><u>EMT</u></b>	Executive Management Team

<b><u>EOC</u></b>	Emergency Operations Center
<b><u>EOP</u></b>	Emergency Operations Plan
<b><u>FCC</u></b>	Federal Communications Commission
<b><u>FCS</u></b>	Family Court Services
<b><u>FEMA</u></b>	Federal Emergency Management Agency
<b><u>FQHC</u></b>	Federally Qualified Health Center
<b><u>FTE</u></b>	Full-Time Equivalent Employee
<b><u>GAAP</u></b>	Generally Accepted Accounting Principles
<b><u>GFOA</u></b>	Government Finance Officers Association
<b><u>GIS</u></b>	Geographic Information Services
<b><u>H3S</u></b>	Health, Housing & Human Services
<b><u>HAVA</u></b>	Help America Vote Act
<b><u>HOME</u></b>	HOME Partnership Act
<b><u>HRIS</u></b>	Human Resource Information System
<b><u>HRMS</u></b>	Human Resource Management System
<b><u>HUD</u></b>	Housing and Urban Development
<b><u>HVAC</u></b>	Heating, ventilation and air conditioning
<b><u>ITF</u></b>	Interagency Task Force
<b><u>ITS</u></b>	Intelligent Transportation System
<b><u>JCP</u></b>	Juvenile Crime Prevention
<b><u>JPACT</u></b>	Joint Policy Advisory committee for Transportation
<b><u>LAN</u></b>	Local Area Network
<b><u>LCDC</u></b>	Land Conservation and Development Commission
<b><u>LCRB</u></b>	Local Contracting Review Board
<b><u>LEAD</u></b>	Law Enforcement Assisted Diversion
<b><u>LEED</u></b>	Leadership In Energy and Environment Design
<b><u>LID</u></b>	Local Improvement District
<b><u>LIEAP</u></b>	Low Income Energy Assistance Program
<b><u>LINCC</u></b>	Library Information Network of Clackamas County
<b><u>LNIB</u></b>	Library Network Intergovernmental Advisory Board
<b><u>LSDCC</u></b>	Library Service District for Clackamas County
<b><u>LUEP</u></b>	Land Use and Environmental Planning
<b><u>MDT</u></b>	Multi-Disciplinary Team
<b><u>MIX</u></b>	Metropolitan Information Exchange
<b><u>NACo</u></b>	National Association of Counties
<b><u>NCPRD</u></b>	North Clackamas Parks & Recreation District
<b><u>NIC</u></b>	National Institute of Corrections
<b><u>NLP</u></b>	Neighborhood Livability Project
<b><u>OCF</u></b>	Office for Children and Families
<b><u>OCSE</u></b>	Office of Support Enforcement
<b><u>ODOT</u></b>	Oregon Department of Transportation
<b><u>OEA</u></b>	Office of Economic Analysis
<b><u>OHP</u></b>	Oregon Health Plan
<b><u>ORS</u></b>	Oregon Revised Statute
<b><u>OSHA</u></b>	Occupational Safety and Health Act
<b><u>OTIA</u></b>	Oregon Transportation Investment Act
<b><u>PCI</u></b>	Pavement Condition Index
<b><u>PEG</u></b>	Public, Education and Government
<b><u>PEPM</u></b>	Per Employee Per Month

<b><u>PERS</u></b>	Public Employees Retirement System
<b><u>PGA</u></b>	Public & Government Affairs
<b><u>PLCPF</u></b>	Public Land Corner Preservation Fund
<b><u>PLSS</u></b>	Public Land Survey System
<b><u>PQI</u></b>	Pavement Quality Index
<b><u>PSB</u></b>	Public Service Building
<b><u>PSCC</u></b>	Public Safety Coordinating Council
<b><u>RFP</u></b>	Request for Proposal
<b><u>RSVP</u></b>	Retired Senior Volunteer Program
<b><u>SDC</u></b>	System Development Charge
<b><u>SEIS</u></b>	Supplemental Environmental Impact Statement
<b><u>SOWP</u></b>	Septic & Onsite Wastewater Program
<b><u>STTL</u></b>	Short-term Transition Leave
<b><u>TAN</u></b>	Tax Anticipation Note
<b><u>TDC</u></b>	Tourism Development Council
<b><u>TIF</u></b>	Tax Increment Financing
<b><u>TRT</u></b>	Transient Room Tax
<b><u>TSAP</u></b>	Traffic Safety Action Plan
<b><u>TSDC</u></b>	Transportation System Development Charge
<b><u>UGB</u></b>	Urban Growth Boundary
<b><u>WES</u></b>	Water Environment Services
<b><u>WFI</u></b>	Working for Independence
<b><u>WIA</u></b>	Workforce Investment Act

## Index

<b>A</b>			
About the County	65	County Fair Fund	552
Acronyms	877	County Safety Net Legislation	
ADA Improvement Projects	724	Local Projects Fund	632
Administration, General County	236	County School Fund	554
Advisory Boards and Commissions	864	County Workforce Summary	89
Assessor's Department	268	Countywide Transportation SDC Fund	604
Asset Capital Projects	764	<b>D</b>	
<b>B</b>			
Basis of Accounting and Budgeting	72	Damascus Successor Private Purpose	
Behavioral Health Fund	612	Trust Fund	706
Bike and Pedestrian Projects	731	Debt Issuance and Management Policy	26
Bridge Projects	740	Debt Service Funds	690
Budget – Adopting Board Order, 2018-19	771	Debt Summary	74
Budget Adoption Process	73	Demographic Information	827
Budget by Department Overview	103	Department of Finance	109
Budget by Fund Overview	543	Department of Health, Housing and Human	
Budget Document	65	Services	356
Budget Message	7	Department of Human Resources	432
Budget Net Interfund Transfers	81	Department of Transportation and	
Budget Policy	21	Development	156
Budget Revision Process	74	Departmental Summary	108
Budget Summary	77	Disaster Management Department	302
Budget Terms	872	Disaster Management Fund	566
Building Codes Fund	556	District Attorney Fund	598
Business and Community Services		District Attorney's Department	529
Department	192	Dog Services Fund	628
Business and Economic Development Fund	562	DTD Capital Projects Fund	696
<b>C</b>			
Cable Administration Fund (history)	662	<b>E</b>	
Capital Project Funds	694	Economic Condition and Outlook	66
Capital Projects Overview	709	Emergency Communication Department	500
Capital Projects Reserve Fund	700	Employer Contribution Reserve Fund	630
Central Dispatch Fund	678	End of Year Financial Position	92
Children, Youth and Families Fund	624	Enterprise Funds	654
Clackamas Broadband Utility Fund	658	<b>F</b>	
Clackamas County Advisory Boards		Facilities Management Fund	668
and Commissions	864	Fair Fund	552
Clackamas County Debt Service Fund	690	Federal Revenue	98
Clackamas County History	828	Fees and Fines	100
Clackamas County Map	71	Finance, Department of	109
Clerk's Department	288	Financial Structure	72
Code Enforcement, Resource Conservation &		Five Year Transportation Capital	
Solid Waste & Onsite Wastewater		Improvement Program Appendices	832
Program Fund	588	Fleet Replacement Reserve Fund (history)	698
Community Corrections Fund	594	Fleet Services Fund	684
Community Development Fund	618	Forest Management Fund	648
Community Solutions for Clackamas County	622	Fund Balance	96
County Counsel Department	254	Funding Sources and Future Projects	716
County Debt Summary	74		

<b>G</b>	
General County Administration	236
General Fund	456
General Obligation Bond Debt Service Fund	692
Glossary of Acronyms	878
Glossary of Budget Terms	872

<b>H</b>	
Health Centers Fund	638
Health, Housing and Human Services Administration Fund	610
Health, Housing Human Services, Department of	356
Human Resources, Department	432

<b>I</b>	
Index	881
Interfund Transfers	81
Interfund Transfers Summary	787
Internal Service and Enterprise Funds	654

<b>J</b>	
Joint Transportation SDC Fund	608
Justice Court Department	535
Justice Court Fund	602
Juvenile Department	474
Juvenile Fund	650

<b>L</b>	
Law Library Fund	568
Library Services Fund	570
Licenses	100
LID Construction Fund	702
Local Revenue	98

<b>M-N-O</b>	
Miscellaneous and Pass-Through Items	539
Operating Impacts	723
Oregon Economic & Revenue Forecast	789
Organizational Chart	106

<b>P</b>	
Parks Fund	574
Pass-Through Items	539
Performance Clackamas – Annual Plan	29
Planning Fund	578

Policy on Reserves for Future Expenditures and Contingency	25
Property Resources Fund	592
Property Tax Revenue	97

Public and Government Affairs Department	342
Public Health Fund	634
Public Involvement	76
Public Land Corner Preservation Fund	606
Public Safety Local Option Levy Fund (history)	558

<b>R</b>	
Reader's Guide	65
Records Management Fund	664
Requirements by Fund and Category	83
Requirements by Fund and Department	84
Requirements by Service Category	88
Resolution Services Fund	560
Resources by Category and Requirements	
By Function for Major Funds	86
Resources by Fund and Category	82
Risk Management Claims Fund	682
Road Fund	580

<b>S</b>	
School Fund	554
Self-Insurance Fund	680
Sheriff's Office Operations Fund	584
Sheriff's Department	523
Social Services Fund	614
Special Revenue Funds	549
State, Federal and Local Revenue	98
Stone Creek Golf Course Fund	656
Summary of Interfund Transfers	787

<b>T</b>	
Table B- Key Projects Matched with Possible Granting Funding Sources	722
Technology Services Department	312
Technology Services Fund	674
Telecommunications Services Fund	670
Total Budget Summary	77
Tourism and Cultural Affairs Department	460
Tourism Development Council Fund	642
Transient Room Tax Fund	640
Transportation and Development, Department of	156
Transportation and Development Capital Projects Funding Sources	696
Transportation Improvement Projects	750
Transportation System Planning and Project Programming	710
Transportation Safety Projects	726
Transportation SDC Fund	608
Treasurer's Department	519
Trust & Agency Funds	704

<b>W</b>	
Workforce Summary	89