

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS
Sitting as the Clackamas County Budget Committee

Policy Session Worksheet

Presentation Date: April 22, 2020 **Approx. Start Time:** 9:30 **Approx. Length:** 2 hours

Presentation Title: Quarterly General County Budget Committee Meeting

Department: Finance and County Administration

Presenters: Gary Schmidt, County Administrator; Elizabeth Comfort, Interim Finance Director

Other Invitees: Community members of the Budget Committee; Blaze Riggins, Sr Budget Analyst; Jian Zhang and Roxann Fisher, Budget Analysts; Tod Burton, Budget Support, Doug Waugh, Budget Support

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

This is an informational meeting regarding planning for the FY20-21 budget development and public process; including policy development.

EXECUTIVE SUMMARY (why and why now):

This meeting will follow the agenda included in the packet.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? YES NO **N/A informational meeting**

What is the cost? \$

What is the funding source?

STRATEGIC PLAN ALIGNMENT:

- **How does this item align with your Department's Strategic Business Plan goals?**

Strategic Result: Financial Transparency and Accountability.

- **How does this item align with the County's Performance Clackamas goals?**

By 2021, the county's budget will be 100% tied to results with transparency to the public.

LEGAL/POLICY REQUIREMENTS:

Budget committee established under ORS 294.414 and additional meetings held from time to time at its discretion (quarterly) in accordance with ORS 294.428 (2).

PUBLIC/GOVERNMENTAL PARTICIPATION:

Quarterly Budget Committee meetings promotes public engagement and enhances financial transparency and oversight.

OPTIONS:

NA – Informational meeting.

RECOMMENDATION:

NA – Informational meeting.

ATTACHMENTS:

Attachment A: Meeting Agenda
Attachment B: Elected Officials Compensation Presentation
Attachment C: General Fund Forecast
Attachment D: 2020 Proposed Budget Calendar

SUBMITTED BY:

Division Director/Head Approval EC
Department Director/Head Approval EC
County Administrator Approval GC

For information on this issue or copies of attachments, please contact Blaze Riggins @ briggins@clackamas.us

ATTACHMENT A

Quarterly Budget Committee Meeting

Wednesday, April 22, 2020

9:30 am – 11:30 am

via ZOOM Video/Audio

Budget Committee:

Public members: Wilda Parks, Tom Feely, Jan Lee, Shaun Coldwell, and Anh Le

Board members: Chair Jim Bernard and Commissioners Paul Savas, Martha Schrader, Ken Humberston and Sonya Fischer

Staff: Administrator Gary Schmidt, Interim Finance Director Elizabeth Comfort, Senior Budget Analyst Blaze Riggins, Budget Analyst Roxann Fisher and Budget Analyst Jian Zhang, Tod Burton Budget Support, Doug Waugh Budget Team Support

1. Welcome and Introductions
2. Compensation Board for Elected Officials – Attachment B
3. COVID19 Budget Impacts
4. General Fund Forecast – Attachment C
5. Budget Approach for FY20/21
6. Budget Committee Process
 - a. Budget Presentation Format
 - b. Updated Budget Calendar Dates – Attachment D

Adjourn

ATTACHMENT B

COMPENSATION BOARD FOR ELECTED OFFICIALS

TO: Budget Committee

FROM: Compensation Board for Elected Officials

DATE: March 24, 2020

SUBJECT: Summary of Compensation Board Recommendations

At its March 24, 2020 meeting¹, the Compensation Board for Elected Officials finalized salary recommendations for all elected officials: Assessor, Clerk, Commissioner, District Attorney, Justice of the Peace, Sheriff and Treasurer.

The Compensation Board recognized it is the Budget Committee's responsibility to balance all budget requests and provide for a budget in which expenses do not exceed revenues. In accordance with ORS 204.112, it is the Compensation Board's responsibility to evaluate and recommend salary adjustments for the County's elected officials in order to maintain competitive wages with the marketplace while considering internal alignment. To accomplish this goal, the Compensation Board compared the salaries paid to elected officials in Clackamas County with those paid to similar positions in comparable jurisdictions, such as Multnomah County, Washington County, Clark County and City of Portland.

The Compensation Board noted that the Budget Committee approved the majority of their recommended salary adjustments last year, with the exception of Commissioner, where the recommendation was a 5.5% increase, with a 3.5% increase being approved. As in previous years, the Compensation Board's recommendations are based on achieving or maintaining market parity and/or the desire to maintain appropriate internal alignment with second-in-command employees. While gains were made last year in reaching market parity, this Compensation Board noted that two jurisdictions, Deschutes and Clark Counties, provided larger than average increases to their elected positions.

The Compensation Board has established working guidelines which include recommending increases that bring Clackamas County elected officials to a target salary essentially equivalent to market average. This year, six positions, Assessor, Clerk, Commissioner, District Attorney, Justice of the Peace, and Treasurer fall below market average. In addition, an adjustment recommendation has been made for District Attorney based on compression with the second-in-command Deputy District Attorney, Chief.

The Compensation Board recognized that the Non-Represented group is expected to receive a 2.6% cost of living increase on July 1, 2020 and used this number in determining possible compression between elected positions and their second-in-command incumbents.

Recommendations

The table below summarizes the Compensation Board’s recommendations for FY 2020/2021. The Compensation Board recommends that the elected officials receive the full individual salary increases as specified. A more detailed narrative on these recommendations can be found on the attached Salary Recommendations document.

Elected Official	Compensation Board FY 20/21 Salary Increase Recommendations Effective July 1, 2020
Assessor	6.2%
Clerk	5.2%
Commissioners	2.6%
District Attorney	4.8%*
Justice of the Peace	9.7%
Sheriff	0%**
Treasurer	2.7%

* The State provides the majority of the District Attorney’s salary and this recommendation represents the equivalent of an overall increase (i.e., since the desired salary increase is 4.8%, the actual increase to the County-paid portion is 15.79% which represents an overall increase of 4.8% to the District Attorney’s salary).

** The Compensation Board reiterated that the County will continue to ensure that 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 \$52,499 which constitutes approximately 0.017% of the County’s total FY 19/20 personal services budget of \$308,551,677.

The Compensation Board takes its responsibilities very seriously and is supported by County Human Resources staff who perform the data collection and research for the Compensation Board. Our Salary Recommendation document and Fiscal Impact spreadsheet are attached for your information. We may be contacted if you have questions regarding this information. Heather Pedersen, the County’s Compensation Manager, served as staff to our Board and can also provide information. Ms. Pedersen can be reached at (503) 742-5484. Ms. Pedersen will be presenting these recommendations, along with the Compensation Board Chair, at the April 22, 2020 Budget Committee meeting.


 Gary Martin, Chair

 Alisa Grandy

 Colleen Wilson

¹ The March 17th and 24th, 2020 meetings of the Compensation Board for Elected Officials were held remotely over conference call due to COVID-19 pandemic public safety concerns.

COMPENSATION BOARD FOR ELECTED OFFICIALS SALARY RECOMMENDATIONS FOR FISCAL YEAR 2020/2021

As set out by Board Order 90-498 and Oregon Revised Statute 204.112, the Compensation Board for Elected Officials convened on March 5, March 17, and March 24, 2020¹ to consider relevant information and to make recommendations for elected officials' compensation for fiscal year 2020/2021.

In reviewing the compensation for elected officials, the Compensation Board reviewed cash and deferred compensation for all of the Clackamas County comparators (Clark, Deschutes, Lane, Marion, Multnomah and Washington Counties, Cities of Portland and Vancouver, and Metro). The Compensation Board has endeavored to compare positions with similar responsibilities and accountabilities among comparable jurisdictions that provide similar services.

The Compensation Board's recommendations shall be forwarded to the Budget Committee as a flat monthly rate, which includes the fiscal impact of the recommendations, if any.

RECOMMENDATIONS

The Compensation Board recommends that select elected officials receive a salary adjustment as outlined below.

Assessor

The Compensation Board reviewed the monthly salaries for Assessor in Clark, Deschutes, Lane, Marion, Multnomah, and Washington Counties. They also reviewed the comparable positions' responsibilities, personal services budget, number of direct and indirect reports, the second-in-command's salary range and the incumbent's current salary. The Compensation Board noted the Assessor's adjusted salary is 6.2% below the adjusted market average. In order to bring the County Assessor to the target salary of market average, the Compensation Board recommends a salary increase of 6.2% for Assessor effective July 1, 2020. No internal compression was noted.

The recommended salary adjustment would increase the Assessor's base monthly salary from \$10,546.41 to \$11,200.29 effective July 1, 2020.

Clerk

The Compensation Board reviewed the monthly salaries for Clerk in Deschutes, Lane and Marion Counties. They also reviewed the comparable positions' responsibilities, personal services budget, number of direct and indirect reports, the second-in-command's salary range and the incumbent's current salary.

The Compensation Board noted that the Clerk's adjusted salary is 5.2% below the adjusted market average. In order to bring the County Clerk to the target salary of

¹ The March 17th and 24th, 2020 meetings of the Compensation Board for Elected Officials were held remotely over conference call due to COVID-19 pandemic public safety concerns.

market average, the Compensation Board recommends a salary increase of 5.2% for Clerk effective July 1, 2020. No internal compression was noted.

The recommended salary adjustment would increase the Clerk's base monthly salary from \$8,685.90 to \$9,137.57 effective July 1, 2020.

Commissioner

The Compensation Board reviewed the monthly salaries for Commissioner or comparable positions in Lane, Marion, Multnomah and Washington Counties, City of Portland and Metro. They also reviewed the comparable positions' responsibilities, personal services budget, and number of direct and indirect reports. The Compensation Board noted that the Commissioners' adjusted salary remains 2.6% below the adjusted market average. In order to bring Commissioners to the target salary of market average, the Compensation Board recommends a salary increase of 2.6% for Commissioner effective July 1, 2020.

The recommended salary adjustment would increase the Commissioners' base monthly salary from \$8,706.21 to \$8,932.57 effective July 1, 2020.

As the Board Chair position receives a 2% add-to-pay, the recommended salary adjustment would increase the Board Chair base monthly salary from \$8,880.33 to \$9,111.22 effective July 1, 2020.

District Attorney

The Compensation Board reviewed the monthly salaries for District Attorney in Clark, Lane, Marion and Washington Counties. They also reviewed the comparable positions' responsibilities, personal services budget, number of direct and indirect reports, the second-in-command's salary range and the incumbent's current salary. The Compensation Board noted that the District Attorney's total adjusted salary (State and County) is 0.6% below the adjusted market average. It was also noted there is salary compression with one of the Chief Deputy District Attorneys, whose salary will be 2.8% above the District Attorney with the expected July 1, 2020 non-represented cost of living adjustment. In addition to the salary provided by the State of Oregon, each County provides an additional salary contribution at their discretion. The Compensation Board recommends an overall salary increase of 4.8% to the District Attorney's salary effective July 1, 2020. This increase is reflected in the overall District Attorney's salary, and represents a 15.79% increase to the County-paid portion.

This adjustment addresses existing internal compression of 2.8% and creates additional separation of 2% in the internal alignment between the elected position and the second-in-command positions. The recommended salary adjustment would increase the District Attorney County-paid base monthly salary from \$4,928.88 to \$5,707.15 effective July 1, 2020.

Justice of the Peace

The Compensation Board reviewed the monthly salaries for Justice of the Peace in Deschutes, Marion, Washington Counties, and the Oregon Judicial Department (State Circuit Courts) Hearing Referee. The Compensation Board also reviewed the comparable positions' responsibilities, personal services budget, number of direct

and indirect reports, types of cases heard, and the second-in-command's salary range and the incumbent's current salary. The Compensation Board noted that the adjusted salary for Justice of the Peace is 9.7% below the adjusted market average. As such, the Compensation Board recommends a salary increase of 9.7% to the Justice of the Peace salary effective July 1, 2020. No internal compression was noted.

The recommended salary adjustment would increase the Justice of Peace base monthly salary from 8,414.85 to 9,231.09 effective July 1, 2020.

Sheriff

The Compensation Board reviewed the monthly salaries for Sheriff in Clark, Lane, Marion and Washington Counties. They also reviewed the comparable positions' responsibilities, personal services budget, number of direct and indirect reports, the second-in-command's salary range and the incumbents' current salaries. The Compensation Board noted the Sheriff's adjusted salary is 13.2% above the adjusted market average. As such, the Compensation Board recommends no salary adjustment for Sheriff for fiscal year 2020/2021. This maintains the monthly salary for Sheriff at \$14,864.65. No internal compression was noted.

The Compensation Board reiterated that the County will continue to ensure the Sheriff's salary is at least \$1.00 more per month than that of the highest paid Undersheriff position. This follows the Compensation Board practice and maintains compliance with ORS 204.112 language. If at any time during fiscal year 2020/2021 an Undersheriff receives a salary increase, the Sheriff's salary will be evaluated for compliance and adjustments made as necessary.

Treasurer

The Compensation Board reviewed the monthly salaries for Treasurer in Marion County, City of Portland and City of Vancouver. They also reviewed the comparable positions' responsibilities, personal services budget, number of direct and indirect reports, size of investment portfolio, the second-in-command's salary range and the incumbent's current salary. The Compensation Board noted that the adjusted salary for Treasurer is 2.7% below the adjusted market average. In order to bring the Treasurer to the target salary of market average, the Compensation Board recommends a 2.7% salary increase for Treasurer effective July 1, 2020. No internal compression was noted.

The recommended salary adjustment would increase the Treasurer base monthly salary from \$10,384.98 to \$10,665.37 effective July 1, 2020.

**COMPENSATION BOARD FOR ELECTED OFFICIALS
SALARY RECOMMENDATIONS FOR FY 2020/2021**

ELECTED OFFICIAL	CURRENT MONTHLY SALARY <i>(w/6.27% deferred comp in italics)</i>	RECOMMENDED SALARY INCREASE	PROPOSED MONTHLY SALARY RECOMM. ADJ.	FISCAL IMPACT July 1, 2020 - June 30, 2021
ASSESSOR Tami Little <i>Annual w/ 6.27% def comp</i>	\$10,546.41 <i>\$11,207.67</i> \$134,492	6.2%	\$11,200.29 <i>\$11,902.55</i> \$142,831	\$8,338.51
CLERK Sherry Hall <i>Annual w/ 6.27% def comp</i>	\$8,685.90 <i>\$9,230.51</i> \$110,766	5.2%	\$9,137.57 <i>\$9,710.49</i> \$116,526	\$5,759.84
COMMISSIONER Jim Bernard - Board Chair* <i>Annual w/ 6.27% def comp</i>	\$8,880.33 <i>\$9,437.13</i> \$113,246	2.60%	\$9,111.22 <i>\$9,682.49</i> \$116,190	\$2,944.38
Paul Savas - Position 2 <i>Annual w/ 6.27% def comp</i>	\$8,706.21 <i>\$9,252.09</i> \$111,025	2.60%	\$8,932.57 <i>\$9,492.64</i> \$113,912	\$2,886.65
Martha Schrader - Position 3 <i>Annual w/ 6.27% def comp</i>	\$8,706.21 <i>\$9,252.09</i> \$111,025	2.60%	\$8,932.57 <i>\$9,492.64</i> \$113,912	\$2,886.65
Ken Humberston - Position 4 <i>Annual w/ 6.27% def comp</i>	\$8,706.21 <i>\$9,252.09</i> \$111,025	2.60%	\$8,932.57 <i>\$9,492.64</i> \$113,912	\$2,886.65
Sonya Fischer - Position 5 <i>Annual w/ 6.27% def comp</i>	\$8,706.21 <i>\$9,252.09</i> \$111,025	2.60%	\$8,932.57 <i>\$9,492.64</i> \$113,912	\$2,886.65
DISTRICT ATTORNEY John Foote <i>State Compensation</i>	\$4,928.88 <i>\$5,237.92</i> <u>\$11,290.00</u> <i>\$16,218.88</i> <i>\$16,527.92</i> \$198,335	15.79%***	\$5,707.15 <i>\$6,064.99</i> <u>\$11,290.00</u> <i>\$16,997.15</i> <i>\$17,354.99</i> \$208,260	\$9,924.81
JUSTICE OF THE PEACE Karen Brisbin <i>Annual w/ 6.27% def comp</i>	\$8,414.85 <i>\$8,942.46</i> \$107,310	9.7%	\$9,231.09 <i>\$9,809.88</i> \$117,719	\$10,409.02
SHERIFF** Craig Roberts <i>Annual w/ 6.27% def comp</i>	\$14,864.85 <i>\$15,796.88</i> \$189,563	0.0%	\$14,864.85 <i>\$15,796.88</i> \$189,563	\$0.00
TREASURER Brian Nava <i>Annual w/ 6.27% def comp</i>	\$10,384.98 <i>\$11,036.12</i> \$132,433	2.7%	\$10,665.37 <i>\$11,334.09</i> \$136,009	\$3,575.70

TOTAL FISCAL IMPACT: \$52,498.87

Represents 0.017% of the County's total FY 19/20 personal services budget.

* Compensation of Board Chair position includes a 2.0% add-to-pay approved by Budget Committee effective July 1, 2013.
 ** Sheriff's salary per Compensation Board's practice and O.R.S. language must be \$1 more per month than highest paid Undersheriff; salary adjustments will be made as necessary during fiscal year.
 *** This increase represents a 4.8% overall increase to the District Attorney's total salary.

Compensation Board for Elected Officials
History of Compensation Board Recommendations and Budget Committee Approvals

ELECTED OFFICIAL	07/01/2015		07/01/2016		07/01/2017		07/01/2018		07/01/2019		07/01/2020	
	CB Recomm	BC Approve	CB Recomm	BC Approve	CB Recomm	BC Approve	CB Recomm	BC Approve	CB Recomm	BC Approve	CB Recomm	BC Approve
ASSESSOR												
Monthly Salary	8855.39	8855.39	9213.15	9032.50	9393.80	9393.80	9675.61	9675.61	10546.41	10546.41	11200.29	
General/COLA increases	2.1%	2.1%	2.0%	-	-	-	-	-	-	-	-	-
Adjustment	2.0%	2.0%	2.0%	2.0%	4.0%	4.0%	3.0%	3.0%	9.0%	9.0%	6.2%	
CLERK												
Monthly Salary	8021.43	8021.43	8247.31	8085.60	8085.6	8085.60	8457.55	8457.55	8685.9	8685.9	9137.57	
General/COLA increases	2.1%	2.1%	2.0%	-	-	-	-	-	-	-	-	-
Adjustment	3.0%	3.0%	0.8%	0.8%	-	-	4.6%	4.6%	2.7%	2.7%	5.2%	
COMMISSIONER												
Monthly Salary	7461.85	7461.85	7611.09	7461.85	7905.83	7905.83	8411.80	8411.80	8706.21	8706.21	8932.57	
General/COLA increases	2.1%	2.1%	2.0%	-	-	-	-	-	-	-	-	-
Adjustment	1.5%	1.5%	-	-	5.95%	5.95%	6.40%	6.40%	5.50%	3.50%	2.60%	
COMMISSIONER - CHAIR												
Monthly Salary	7611.08	7611.08	7763.30	7611.08	8063.94	8063.94	8580.33	8580.33	8880.33	8880.33	9111.22	
General/COLA increases	2.1%	2.1%	2.0%	-	-	-	-	-	-	-	-	-
Adjustment	1.5%	1.5%	-	-	5.95%	5.95%	6.40%	6.40%	5.50%	3.50%	2.60%	
Add-to-Pay	Included in Salary		Included in Salary		Included in Salary		Included in Salary		Included in Salary		Included in Salary	
DISTRICT ATTORNEY												
Monthly Salary	3898.12	3898.12	4174.89	3898.12	3898.12	3898.12	4463.35	4463.35	4928.88	4928.88	5707.15	
General/COLA increases	7.80%	7.80%	7.1%	-	-	-	-	-	-	-	-	-
Adjustment	-	-	-	-	-	-	14.5%	14.5%	10.4%	10.4%	15.79%	
							*Represents a 4% overall increase.		*Represents a 3% overall increase.		*Represents a 4.8% overall increase.	
JUSTICE OF THE PEACE												
Monthly Salary	8185.65	8185.65	8349.36	8185.65	8185.65	8185.65	8414.85	8414.85	8414.85	8414.85	9231.09	
General/COLA increases	2.1%	2.1%	2.0%	-	-	-	-	-	-	-	-	-
Adjustment	2.0%	2.0%	-	-	-	-	2.8%	2.8%	0.0%	0.0%	9.7%	
SHERIFF												
Monthly Salary	13750.82	**13884.97	14162.66	**14148.75	14148.75	**14,459.99	14460.00	**14864.85	14864.85	14864.85	14864.85	
General/COLA increases	2.1%	2.1%	2.0%	1.8%	-	2.2%	-	2.8%	-	-	-	-
Adjustment	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	
TREASURER												
Monthly Salary	9197.71	9197.71	9381.66	9197.71	9418.46	9418.46	9606.83	9606.83	10384.98	10384.98	10665.37	
General/COLA increases	2.1%	2.1%	2.0%	-	-	-	-	-	-	-	-	-
Adjustment	3.0%	3.0%	-	-	2.4%	-	2.0%	2.0%	8.1%	8.1%	2.7%	

Sheriff: ** Sheriff salary increased to comply with ORS/CB Practice.

COMPENSATION BOARD FOR ELECTED OFFICIALS

FY 2020-21 Budget Presentation

Heather Pedersen, Classification & Compensation Manager

Compensation Board for Elected Officials

Gary Martin, Chair

Alisa Grandy

Colleen Wilson

ROLE:

Compensation Board for Elected Officials

To Annually Recommend a Compensation Schedule for Elected Officials as Guided by Oregon Revised Statute 204.112:

- Review compensation of comparable positions within labor market.
- Consider various factors, including internal alignment.
- Prepare and submit recommendations to County Budget Committee for review and approval.
- Subsection (4): Sheriff's salary shall be fixed in an amount which is not less than that for any member of the sheriff's department.

Clackamas County Elected Officials

Assessor, County Clerk, Commissioner, District Attorney, Justice of the Peace, Sheriff, and Treasurer

METHODOLOGY:

Compensation Board for Elected Officials

Considerations:

- Market Data (Salary and Deferred Compensation)
- Established practice to achieve or maintain market parity.
- Salary compression with second-in-command.

FY 2020-21 Recommendations

- 6.2% Salary Increase for County Assessor \$8,339
- 5.2% Salary Increase for County Clerk \$5,760
- 2.6% Salary Increase for County Commissioners \$14,491
- 15.79%* Salary Increase for District Attorney \$9,925
- * This increase represents a 3% overall increase to the District Attorney's total salary.
- 9.7% Salary Increase for Justice of the Peace \$10,409
- 2.7% Salary Increase for County Treasurer \$3,576

TOTAL FISCAL IMPACT FY 2020-2021 **\$52,499****

**Includes additional deferred compensation cost

QUESTIONS?

Heather Pedersen, Classification & Compensation Manager
(503) 742-5484

ATTACHMENT C

5 Year General Fund Forecast as of April 2020 (7% Vacancy Assumption)

	Actuals	Budget (Adopted)	Projected	Forecast Yr 1	Forecast Yr 2	Forecast Yr 3	Forecast Yr 4	Forecast Yr 5
	FY 18-19	FY 19-20	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Beginning Fund Balance	\$ 30,746,993	\$ 32,295,634	\$ 34,864,598	\$ 32,680,749	\$ 32,623,004	\$ 32,372,197	\$ 33,540,116	\$ 33,570,656
REVENUE								
Property Tax	130,774,588	134,018,289	133,442,673	138,608,166	144,192,701	149,864,409	155,762,986	161,897,505
Fees and Fines	2,230,238	1,991,968	1,991,968	1,942,847	1,896,715	1,852,505	1,809,736	1,768,583
Federal, State and Local Revenue	9,644,723	7,246,058	7,674,350	7,741,709	7,862,617	8,187,437	8,372,569	8,562,992
Charge For Services (Recording/Alloc Costs)	14,987,469	16,764,501	16,764,501	16,705,381	17,360,598	17,833,361	18,557,105	19,071,540
All Other Revenue	22,917,479	27,738,601	25,337,512	24,525,789	24,960,748	26,159,091	28,374,282	29,739,161
Operating Revenue	\$ 180,554,497	\$ 187,759,417	\$ 185,211,004	\$ 189,523,893	\$ 196,273,379	\$ 203,896,804	\$ 212,876,678	\$ 221,039,780
% Change	4.9%		2.6%	2.3%	3.6%	3.9%	4.4%	3.8%
EXPENDITURES								
Personnel Services (Excluding Potential EP Adjustments)	43,619,718	50,275,879	46,686,364	47,002,591	51,232,824	53,794,465	58,635,967	61,567,765
Material and Services	9,058,399	11,468,825	10,540,708	10,751,522	11,031,062	11,328,900	11,623,452	11,925,662
InterFund Loan with WES	244,303	244,303	244,303	244,303	244,303	0	0	0
Transfer to General Fund Debt Service Fund	5,066,655	5,277,240	5,277,240	5,202,044	5,141,008	5,067,490	5,004,963	4,984,568
Special Payments	524,382	506,000	531,000	536,620	544,072	552,012	559,864	567,921
Operating Subsidy Transfer to Depts	107,749,518	112,885,623	114,077,185	115,437,080	117,054,680	118,543,910	122,868,608	125,509,742
Allocations & Indirect Costs	9,630,517	9,907,106	9,907,106	10,273,912	10,914,199	11,351,368	12,058,887	12,536,724
Capital Outlay	543,400	130,947	130,947	133,566	137,039	140,739	144,398	148,152
TO BE DETERMINED								
Library Buildings & Park (Gladstone & Oak Lodge)					225,000	450,000	450,000	450,000
ERP (Financial Software) Replacement						1,500,000	1,500,000	1,500,000
Equal Pay Personnel Cost Adjustments TBD June 2020**								
Debt Service for Courthouse								
Operating Expense	\$ 176,436,892	\$ 190,695,923	\$ 187,394,853	\$ 189,581,638	\$ 196,524,186	\$ 202,728,884	\$ 212,846,139	\$ 219,190,533
% Change from prior year	5.1%		6.2%	1.2%	3.7%	3.2%	5.0%	3.0%
County Filled FTE	1,978	2,207	2,053	2,046	2,096	2,146	2,198	2,251
County Vacant FTE	194	-	154	157	158	162	165	169
Vacancy Rate	9%	0%	7%	7%	7%	7%	7%	7%
Net Revenue (Expense)	4,117,605	(2,936,506)	(2,183,849)	(57,745)	(250,807)	1,167,920	30,540	1,849,247
Total Contingencies & Reserves Requirement	\$ 22,122,327	\$ 37,389,555	\$ 22,913,207	\$ 23,534,183	\$ 24,435,151	\$ 25,308,136	\$ 26,399,579	\$ 27,326,135
Fund Balance NET of Reserve Requirements	\$ 12,742,271	\$ (8,030,427)	\$ 9,767,542	\$ 9,088,820	\$ 7,937,046	\$ 8,231,981	\$ 7,171,077	\$ 8,093,767
Annual ongoing reductions to achieve positive Fund Balance in FY25 (included above)				\$ (6,500,000)	\$ (3,500,000)	\$ (3,000,000)	\$ (2,500,000)	\$ (2,000,000)
			Annual % Reduction	-6%	-3%	-3%	-2%	-2%

NOTES AND ASSUMPTIONS:

FY 17-18 • Property recording fees (land deeds, title documents) contributed \$1M to general fund. However FY20 is net \$0 due to a flat to declining recent revenue trend.

FY 18-19 • Property tax revenue includes \$2.6MM one time Comcast settlement payment.

FY 19-20 • The consultation expense on Equal Pay falls within materials and services.

- \$2.7MM in one-time revenue from Employer Contribution Reserve Fund in "All Other Revenue". Resources could be allocated to help offset EPA impact. **
- Projecting stable property tax collection of 4.1%.
- YTD vacancy savings have been incorporated into Personnel costs.
- The index used in forecasting certain figures including COLA is the CPI West Region Size A as published by the Oregon Office of Economic Analysis.
- ERP replacement costs are derived from the preliminary report provided by the consulting agency Plante Moran on 2-18-20.

FY 20-21 • Includes an estimated \$500K in "All Other Revenue" from Tri-Met Settlement payment.

- Personnel aligns to full costing of personnel with a 7% vacancy rate factor.
- Annual cut to achieve positive Fund Balance in FY25. This annual tiered approach to implementing cuts allows time to incorporate other cost savings policies such as vacancy savings pullbacks and may reduce the overall amount of cuts necessary to achieve a sustainable budget.

FY 21-22 • Library bond of \$6MM (20 YR) for City of Gladstone IGA (Issue Dec 2021).

- PERS increases incorporated every biennium (FY22, FY 24)

ATTACHMENT D

2020
4.15.20

PROPOSED BUDGET CALENDAR

Blue: Departments
Yellow: Budget Team/ Dept
Tan: Proposed Budget to Administrator
Orange: Budget Committee
Green: Board of Commissioners
Red: Budget Office

January						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

January 8: EMT Budget Plan & Calendar Review

January 22: Department Budget Kick Off Mtg

February						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

February 5: Year End FY19/20 Projections Due

February 25: Department Budgets & Cuts Due

February 26: Budget Committee Quarterly Meeting

February 28: COVID19 hit Clackamas County

March						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February 27- March 12: Budget office and department collaboration

March 16 - March 25: County Administrator's review of proposals with Department Directors

April						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

April 6: Departments Requested to Revise FY19/20 YE Projections

April 14: FY19/20 Year End Projections Revised Due

April 22: Quarterly Budget Committee Meeting

April 30: FY20-21 Final Department Proposed Budget Submissions Due

May						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

May 1 - 15: Balance and Complete FY20-21 Proposed Budget

May 18: Send out Proposed Budget materials

May 26: Agencies & Service Districts Proposed Budget Presented to Budget Committee

May 27: County Proposed Budget presentation to Budget Committee & Public Comment

May 28: Deliberation - Approval of the Budget

June						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

June 18: Budget Adoption at BCC Business Meeting

June 25: Budget Adoption continued if necessary at BCC Business Meeting