



CLACKAMAS COUNTY, OREGON

FISCAL YEAR 2017-18

ADOPTED BUDGET

EXECUTIVE SUMMARY

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

**Jeff Caton – Chairperson
Tom Feely - Member
Eric Hofeld - Member
Ed Mura – Member
Wilda Parks- Member
Jim Bernard – Commission Chair
Sonya Fischer – Commissioner
Kenneth Humberston - Commissioner
Paul Savas - Commissioner
Martha Schrader - Commissioner**

Prepared by:

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Diane D. Padilla - Budget Manager
Roxann Fisher – Budget Coordinator
Jian Zhang – Budget Coordinator**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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**Clackamas County
Oregon**

For the Fiscal Year Beginning

July 1, 2016

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, 2016

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.

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CLACKAMAS
C O U N T Y



FY 2017-2018 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
Tom Feely
Eric Hofeld
Ed Mura
Wilda Parks

Staff:

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

I am pleased to present the FY 2017-18 Annual Proposed Budget for Clackamas County, Oregon totaling \$781,027,976 projected annual requirements. The full breadth of programs and activities overseen by the Board of County Commissioners brings the total budgetary responsibility to \$1,148,789,136. The other Clackamas County agencies are listed below.

<u>Agency</u>	<u>Proposed Amount</u>	<u>Notes</u>
Development Agency	\$ 54,993,398	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)	\$ 217,756,420	County Service Districts providing sanitary and surface water services.
North Clackamas Parks & Recreation District	\$ 55,091,141	County Service District for parks and recreation.
Library Service District of Clackamas County	\$ 20,321,915	County Service District for library operations.
Enhanced Law Enforcement District	\$ 7,010,188	County Service District for law enforcement in certain urban unincorporated areas of the county.
Extension and 4-H Service District	\$ 7,894,815	County Service District providing education on issues such as farming, gardening, food safety and youth programs.
Street Lighting District #5	\$ 4,693,283	County Service District for street lighting services.

Overview

Core Values

Since 2014, County Administration has worked with all County 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; responds 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 2017-18, I am encouraged by the strides County employees have made in incorporating these values into daily routines and how customer satisfaction is growing every day with the public that we serve.

Strategic Planning

The Board of County Commissioners updated **Performance Clackamas**—the County Strategic Plan—in March 2017, 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 a Managing for Results approach which is a comprehensive, integrated management system focused on achieving results for the customer. Following original adoption of the County Strategic Plan in 2014, County departments were directed to develop Strategic Business Plans using the Managing for Results approach. This effort concluded for all Board-managed County departments and some elected officials' offices in 2017. Departmental Strategic Business Plans focus on achieving measurable results that enhance customer experience and align with the Board's **Performance Clackamas** Strategic Plan. Departments are tracking results and many have converted to a program-based performance budget approach. Program-based performance budgets can be viewed on the County's website.

Check out our online public budget site!
www.clackamas.us/budget

Economic Indicators

For several years we have used key indicators to track economic trends. Following the unemployment rate, median home sale price, and property tax growth has allowed us to better understand the course of our economic recovery following the great recession. Updated indicators this year show positive growth is continuing.

Clackamas County's unemployment rate has continued to drop. In March of 2017, the county's 3.5% unemployment rate has well surpassed the 5.1% rate enjoyed in pre-recession 2008.

Unemployment Rate U.S., State of Oregon and Clackamas County

Source: Oregon Employment Department

Month/Year	U.S.	Oregon	Clackamas County
March, 2013	7.5%	8.1%	7.2%
March, 2014	6.6%	7.1%	6.3%
March, 2015	5.5%	5.4%	5.0%
March, 2016	5.0%	4.5%	4.0%
March, 2017	4.5%	4.0%	3.5%

The median home sale price in Clackamas County has grown again this year—by 10% over 2016—since a low of \$230,000 in March, 2012.

Median Home Sale Price Clackamas County

Source: Clackamas County Assessor's Office

Month/Year	Median Home Sale Price
March, 2013	\$255,000
March, 2014	\$282,000
March, 2015	\$300,000
March, 2016	\$328,000
March, 2017	\$363,350

The County's FY 2013-14 budget saw the first year over year percentage increase in property taxes in six years. 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 2016-17 was slightly higher than our original 4.7% estimate, ultimately coming in at 5.14%.

Clackamas County Property Tax Growth

Source: Clackamas County Assessor's Office

Year	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 (est.)
% change	2.66%	1.82%	5.51%	4.79%	4.61%	5.14%	4.75%

It is estimated that property tax growth for FY 2017-18 will be slightly lower at 4.75% which will result in a flat budget for the coming fiscal year. The baseline funding that leveled out for general county government services in FY 2014-15 is expected to enjoy modest, positive increases going forward.

Economic Indicators, *continued*

Another series of indicators we track to measure economic vitality in Clackamas County are those that reflect the economic health of families and those in need throughout the county. Changes in Supplemental Nutrition Assistance Program and Temporary Assistance to Needy Families program use are our key indicators.

The Supplemental Nutrition Assistance Program (SNAP), formerly known as Food Stamps, is a federal program offering nutrition assistance to eligible, low-income individuals and families and providing economic benefits to communities. SNAP is the largest program combating domestic hunger. Following several years of continued growth in use, this program has now experienced several years of declining usage both in Clackamas County and across the state of Oregon.

Growth in Use of the Supplemental Nutrition Assistance Program

Source: Oregon Dept. of Human Services

Entity	Type of Count	Mar-13	Mar-14	Mar-15	Mar-16	Feb-17	% change 2016 to 2017
Clackamas County	Person	42,884	41,410	39,579	35,698	31,674	-11.3%
Clackamas County	Household	20,394	19,898	19,349	17,353	15,161	-12.6%
State	Person	809,586	793,260	771,722	583,072	538,246	-7.7%
State	Household	444,538	440,304	434,822	396,501	260,921	-8.6%

Temporary Assistance to Needy Families (TANF) is another major indicator of financial need. This program provides cash assistance to low-income families with children to reduce the number of families living in poverty. Only families with very few assets and little or no income are eligible for TANF benefits.

TANF caseloads declined dramatically in 2015 and again in 2016 at both county and state levels. The state experienced overall 17% and 22% caseload decreases in 2015 and 2016. For 2017, State caseloads decreased 2.2%. However, Clackamas County caseloads increased slightly by 6.5% in 2017 though caseloads remain far lower than during the recession years.

Growth in Use of Temporary Assistance to Needy Families (TANF)

Source: Oregon Dept. of Human Services

Entity	Type of Count	Mar-13	Mar-14	Mar-15	Mar-16	Feb-17	% change 2016 to 2017
Clackamas County	Caseload	1,936	1,675	1,341	1,076	1,146	6.5%
State	Caseload	36,276	34,453	28,708	23,491	22,970	-2.2%

Economic Indicators, *continued*

Baseline County population and construction growth statistics are developed to show change over time. The construction permit numbers below are preliminary estimates for FY 2016-17 compared with actuals for FY 2006-07. Similar to recent years, permit activity is projected to increase to beyond 2006-07 actuals in the tenant improvements area only.

July 1, 2016 Clackamas County population estimate: 404,980

Single family residential permits: 1,122 (2006-07 permits = 1,424)

“Detached” permits, accessory buildings: 444 (2006-07 permits = 616)

Commercial buildings, additions and remodels: 773 (2006-07 = 990)

Tenant Improvements: 327 (2006-07 = 37)

Budget Development

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 \$12.6 million or 5%.

General Fund

Overall, the General Fund is steady with growth in revenues and expenses of less than 1.0%. The key issues for the General Fund are:

- Reserves are budgeted at 10% of unrestricted General Fund revenue or \$13.7 million. An additional \$22.4 million of undisbursed General Obligation bond proceeds also sits in the Reserves which amounts to a total of \$36.1 million .
- Contingency is budgeted at 5% of General Fund expenditures or \$8.5 million.

County Staff

Below are the budgeted number of FTEs for the past three fiscal years and a projection for the next fiscal year.

Budget Year:	2014 — 2015	2015 — 2016	2016—2017 Est.	2017—2018 Est.
FTEs:	1,947	2,013	2,065	2,049

Budget Development, *continued*

Overarching Issues

Looking forward, we anticipate continued progress in FY 2017-18 on several important issues and areas of interest facing the County. Among them:

- Continuing to align departmental Strategic Business Plans with the Board's Performance Clackamas Strategic Plan
- 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

Budget Approach

Last year the economic recovery allowed County Administration to maintain departmental budgets at a level that could sustain current services without budget reductions. We were additionally able to add to our PERS reserve and fund several Policy Level Proposals including seed money toward housing for homeless veterans, adding District Attorney and Sheriff staff at the Family Justice Center, workforce services for barriered populations, and add internal services positions to support increased service demands due to both property tax gains beyond estimates as well as some unexpected one-time funding.

For FY 2017-18 budget development, departments were again provided a Maintenance Level Budget generally calculated by increasing each current base budget to accommodate known personnel cost increases and 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.

Policy Level Proposals to add staffing or programs were not accepted this year because, allowing for the modest Maintenance Level Budget increases and adjustments for unforeseen circumstances coupled with a reduced growth rate in property tax revenue, there was no additional discretionary General Fund funding available to fund Policy Level Proposals without using Contingencies and Reserves. The County Administrator's Proposed Budget remains at the maintenance level.

That said, departments did repurpose existing funding to take advantage of new opportunities and meet their own needs as well as service demands. Public and Government Affairs is redeploying existing funding to engage a contractor to assist with fast tracking implementation of our new web Content Management System. Water Environment Services is investing in an embedded position in Procurement to assist the department in centralizing its contracting activities. Finance is using existing resources to double fill its Grants Manager position during the incumbent's transition to retirement. The Juvenile department is realigning resources to enhance service delivery including adding a School Safety/Threat of Harm County Coordinator in partnership with Health, Housing and Human Services and the Sheriff's Office and implementing a Law Enforcement and Community Monitoring Program in the Juvenile Intake and Assessment Center. These are just a few examples; more will be found in each department's budget presentation which will be posted online and reviewed 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 and City of Portland, to recommend elected official compensation that maintains competitive wages. The Compensation Board reviewed market comparables and reaffirmed their philosophy to remain within five percent of the market.

This year, the Compensation Board recommended that the Assessor, County Commissioners, and Treasurer receive salary adjustments relative to market based on their continuing philosophy of maintaining elected officials' salaries within plus or minus (+/-) 3.0% of the market adjusted average.

The chart below shows each elected position's relationship to market average and the recommended individual increase, where applicable.

Elected Official	Relationship to Market with Adjustments	Relationship to Market without Adjustments	Recommended Individual Market Adjustment July 1, 2017
Assessor* ¹	- 2.1%	- 3.4%	4.0%
Clerk	- 6.2%	+3.8%	0%
Commissioner ²	- 6.7%	- 11.2%	5.95%
District Attorney	+4.4%	+6.3%	0%
Justice of the Peace	- 1.0%	+8.2%	0%
Sheriff* ³	+13.6%	+26.0	0%
Treasurer	+1.7%	- 2.4%	2.4%

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

¹ **Assessor** — Salary of Assessor's second-in-command is 1.5% above that of the Assessor.

² **Commissioner** — The recommended 5.95% adjustment will bring Commissioners to -3.0% of market adjusted average; Chair will continue to receive 2.0% add-to-pay.

³ **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 \$35,844.76 which constitutes just over 0.01% of the County's total FY 2017-18 personal services budget of \$266,093,997.

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.

- In **Community Corrections**, Michelle Rickles received the Probation Officer of the Year Award from the Oregon State Sheriff's Association while Community Service provided \$392,067 in kind service to the citizens of Clackamas County. In addition, during its first year of operation, the Transition Center served almost 1200 people and 99% of the people who accessed Center resources did not go to prison.
- The **Law Library** continued a partnership with the Clackamas County Bar Association Pro Bono Committee and Legal Aid Services of Oregon to provide a free Expungement Clinic to Clackamas County citizens. Through this clinic, attorneys have been trained to provide the pro bono services necessary to help community members remove one of the most common barriers to self-sufficiency – a criminal record.
- By the numbers—this year, **Department of Transportation & Development** staff responded to 300,000 development requests, performed 47,000 inspections, sheltered 1,100 dogs, provided recycling advice to 1,000 businesses and multi-family structures, and presented safe communities information to 7,000 students. Customer service is a top priority with the department; 95-100% of customers who came to our service lobbies said they felt valued, heard and respected. As one resident wrote to Transportation Maintenance: *"The day before yesterday I called about a terrible pothole on Graham's Ferry Road. I could hardly believe it, but your folks went out almost immediately and fixed it. Thank you so much. It's great, wonderful service as usual from Clackamas County."*
- On February 23, 2017, the **Oak Lodge Library** opened a Seed Library with the mission to provide free sources of locally-adapted, high-quality vegetable and flower seeds to our community. This is a collaboration between community partners, volunteers, and library staff. To date over 1,800 seed packets of over 750 different varieties have been donated with over 1,000 seed and garden tool checkouts to date. The Library has a newly formed community partnership with The Friends of Oak Lodge Public Library. The new Friends' group received their 501(c)(3) status at the end of December, 2016. The non-profit organization has been formed to financially support the mission of the Oak Lodge Library.
- Building on **Economic Development's** Agriculture Investment Plan, a new online tool called the *Clackamas Farm ONEShop* made its public debut last October. This tool makes it easier for our specialty crop growers (fruits, vegetables, tree nuts, and nursery crops) to get one-stop access to the resources, services and technical assistance they need to be successful.
- **Justice Court** is managing its civil and violation divisions with new software that streamlines all court processes for the benefit of citizens and the County. Justice Court appreciates and thanks County Counsel, Facilities, Finance, Technology Services, and the Treasurer for partnering with Justice Court to successfully implement the software.
- The **North Clackamas Parks & Recreation District** (NCPRD) and the North Clackamas School District (NCSD) have executed a strategic partnership to provide new amenities and community spaces to meet the needs of the citizens across both districts. The partnership includes the exchange of NCPRD-owned Hood View Park in Happy Valley for NCSD's Concord Elementary School building in Oak Grove, other potential school facilities, and nearly \$16 million. This partnership provides both entities needed resources to better serve the North Clackamas County community for years to come.
- **Clackamas County 911 (C-COM)** completed interest arbitration and implemented a schedule change, which is resulting in decreased overtime costs, and reduced comp time expenditures. The department also implemented regional text-to-9-1-1 and handled Oregon's first text-to-9-1-1 call for service along with completing a major telephone system replacement that provides NextGen9-1-1-capable phone equipment and becoming the national test site for the Airbus Solution cell-phone filter.
- **The County**, in partnership with Metro and several local cities including West Linn, Oregon City and Milwaukie, have signed resolutions committing to work toward the repair and reopening of the Willamette Locks. The locks link the upper and lower stretches of the Willamette River. Without functioning locks, the river is disconnected for navigation purposes.
- **Public and Government Affairs** coordinated the 3rd annual Citizen Academy, receiving 53 applications, a 51% increase over the prior year's total. This year's class has 24 participants.
- **Health Centers** was awarded \$290,000 for Beaver Creek Care Oregon Dental Expansion and a 3-year Federal Health Resources and Services Administration Grant Renewal for \$6 million.

Activity Highlights, continued

- To increase awareness of mental health conditions as part of overall health, **Behavioral Health** trained 538 county employees in Mental Health First Aid. This is 41% of the 1300 individuals trained in Oregon in the last year
- **Transportation & Development** received two 2016 Achievement Awards from the National Association of Counties. One went to Planning for the process for adopting new marijuana land use regulations and the other to Resource Conservation & Solid Waste for the Leaders in Sustainability program that encourages and recognizes local businesses' sustainability efforts. Traffic Safety also won an Honorable Mention at the International Safety Media Awards for their "Don't Drive Aggressively" video series.
- **Water Environment Services** completed the Strategic Energy Management Program through the Oregon Energy Trust and is on track to save over 2 million kilowatts of electricity this year.
- **County Parks** replaced playground structures in Barton, Metzler, and Feyrer parks, and is currently under contract to replace the docks at Hebb Park and a restroom at Feyrer Park. Projects for 2017 include replacing the Barton Park day use area restroom and rehabilitating the Barton Park East RV Campground fire pond.
- The **Juvenile Department** coordinated a team involving 13 agencies selected to receive free training and technical assistance from Georgetown University over seven months to strengthen multi-system collaboration and coordination of services in order to improve outcomes for youth and families.
- The **Library Network** is coordinating the implementation of Radio Frequency Identification (RFID) technologies in all 13 Clackamas County libraries. Small microchip tags with antennae will be affixed to 1 million library books, CDs, and DVDs. These tags can then be read by specialized equipment to help streamline materials sorting and patron self-checkout.
- Over this past fiscal year, the **Grants Office** in the **Finance Department** trained County employees on required procedures and up-to-date policies outlined in the Board's adopted Grants Management Manual, which has been lauded by state and sister agencies throughout the region.
- **Public and Government Affairs** hosted a Damascus Services Fair in January, featuring information from 18 Clackamas County departments to spread the word about County services to over 120 members of the newly disincorporated community of Damascus.
- **Planning staff** helped Clackamas become the first Oregon county to adopt land use regulations in response to statewide legalization of recreational marijuana. The process included intensive work to draft code language, and extensive public outreach, including a Planning Commission hearing with 400 participants.
- Oregon City, **Clackamas County**, Metro, and the State of Oregon continue the Willamette Falls Legacy Project partnership, working with the property owner to redevelop the former Blue Heron Paper Mill site near Willamette Falls. A Riverwalk is under design at the present time that would provide unprecedented public access to the historic falls. This project remains a regional priority.
- **Law Librarian** Jennifer Dalglish received the Oregon State Bar President's Public Leadership Award, recognizing her outstanding contributions to the community and the profession. She also received the American Association of Law Library Government Law Libraries Special Interest Section Professional Publication Award for her article "Managing Government Law Libraries Today: Challenges and Opportunities," which links support for government law libraries with the survival of American democracy (*AALL Spectrum*, November/December 2016).
- **County Forest** recently completed the purchase of 400 acres of timberlands from Weyerhaeuser Company that expands its current timber inventory in the Wildcat area of the Mt Hood forest. County Forest is also under contract with Western Rivers Conservancy to sell 182 acres of sensitive timberlands that will be used to expand the U.S. Bureau of Land Management's Sandy Ridge Trail System.
- **Economic Development** staff is developing a strategy for the emergence of Cross Laminated Timber (CLT) in the Pacific Northwest and the inclusion of CLT in building projects in Clackamas County. This includes evaluating the CLT supply chain to identify gaps and opportunities for Clackamas County as well as continuing to collaborate with the Pacific Northwest Manufacturing Partnership.
- **Public Health** published the 2017 Clackamas County Community Health Assessment and conducted over 50 presentations for partner

Activity Highlights, continued

organizations to receive input in development of the Community Health Improvement Plan

- **Business and Economic Development** is working with businesses, connecting them to export resources and new market opportunities. The division hosted the 7th Annual Oregon China Forum in Clackamas County in March. Speakers including County Commissioner Martha Schrader, Commercial Counselor Yang Yihang Consulate General of the People's Republic of China in San Francisco, and Secretary of State Dennis Richardson addressed 300 attendees. The forum focused on launching a new E-Commerce Platform which small to medium size businesses can use to market their products to Chinese consumers directly by displaying goods at the International Market in Tianjin International Sister City Pavilion.
- **Social Services'** Volunteer Connection program Received funding from the Corporation for National Community Service for evidence based programming for the Senior Companion Program and RSVP. Just 8 grants were awarded nationally and Clackamas County Social Services received 2.
- **Disaster Management** updated the County's Emergency Operations Plan (EOP) so all partners have a roadmap for responding during all disasters and hazards. The department also implemented a new Employee Well Being Check-In system. This system provides County employees a check-in point during a large-scale disaster, such as an earthquake. Employees' wellness status can be reported more quickly and those available can help residents in the event of a disaster.
- **Clackamas County** and the City of Milwaukie received a Metro-funded grant to study and produce creative development strategies for the North Milwaukie Industrial Area in an effort to stimulate job creation and investment. This project is estimated to come to completion in August.
- **Public and Government Affairs** planned and coordinated a memorial rededication event that celebrated the life of veteran Larry Dahl, the county's only Medal of Honor winner. The event drew scores of attendees, including local veterans, military personnel from around the county as well as Dahl's surviving family .
- **County Parks**, in collaboration with several local community organizations and the Oregon National Guard, received a grant from the Tourism Development Council to assist with the major construction of the Madrone Wall Park project which is nearing completion. Madrone Wall Park is slated to open fall 2017 and will be open seasonally, July through December, as the site is also home to nesting Peregrine falcons that annually return to the rock walls.
- **County Commissioners** are currently working with the Fair Board to find a long-term sustainable solution to caring for the capital assets at the County Fair and Event Center. This includes developing a capital asset repair and replacement schedule for the County-owned Fair and Event Center, as well as developing a Facility Master Plan and a long-term capital funding plan.
- **Public and Government Affairs** continues to oversee social media accounts, including the Clackamas County Facebook page which has the most followers (4,385 to date) of any Oregon county. This fiscal year, the County's Facebook followers are growing 42%, and County tweets will be seen over 2.5 million times.
- **Water Environment Services (WES)** is undertaking a \$37.5 million construction project to add regional capacity at the Tri-City treatment facility and a \$12 million construction project to refurbish and upgrade the Kellogg treatment facility. In preparation, WES refinanced four series of revenue bonds totaling \$83 million last August. This saved \$9.7 million in interest charges and freed up \$7.6 million in reserves. Through this process, WES' credit rating was upgraded from AA to AA+.
- To combat opioid overdose deaths, **Public Health** partnered with Emergency Medical Services to train and supply law enforcement to carry Naloxone, an overdose antidote. Naloxone is also provided at the County Transition Center to clients who have been incarcerated and are transitioning back into the community. These efforts will improve access and rescue to at-risk populations and those likely to encounter an overdose situation.
- Since July 1, 2016, **Social Services** has enrolled 258 individuals into the County's Developmental Disabilities Program. About 60 additional new enrollees are expected by the end of the fiscal year. This represents a 10% increase in enrollments over last fiscal year

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. It is my expectation that, given the tightness of current revenues, we will need to protect and maintain those contingency and reserve levels for at least the next couple of fiscal years to bridge toward a period of healthier General Fund growth.

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 increase starts July 1, 2017. The County established a special Reserve Fund to offset these future increases which was increased by \$350,000 in FY 2016-17 to a total of \$2.7 million. As of this budget, I have proposed moving \$650,000 of the PERS Reserve Fund into the General Fund Reserve to both maintain our Reserve target and to prepare for future financial pressure likely from the impacts of these PERS rate increases.

Fund Balance Depletion in Some Departments

The baseline Maintenance Level Budget includes allowances for departments that receive General Fund funding that account for calculated increases in personnel services and allocated costs. Departments were able to balance their FY 2017-18 budgets to the maintenance level. For a few departments such as Disaster Management, however, maintenance level adjustments were sufficient for this year only due to adequate beginning fund balances to bridge the gap. As those departments further deplete their fund balances in the coming fiscal year, we will need to adjust their budgets and/or assess service levels beginning next year for FY 2018-19.

Sheriff's Five-Year Forecast and Financial Plan

We are continuing to work closely with the Sheriff and his staff to develop a five-year forecast and plan for achieving fiscal stability. The Sheriff's budget for FY 2017-18 is balanced but maintaining a balanced budget and finalizing a plan for fiscal stability is an ongoing challenge. One action I've taken during the budget process has been to merge the Sheriff's Levy Fund into the Sheriff's Operating Fund. We will still be able to track the levy dollars separately but this will give us a fuller picture of where the Sheriff's overall operations funding comes from and where it is spent.

Self-Insurance and Benefits Administration

Clackamas County is self-insured for employee health benefits which requires maintaining a healthy reserve. Currently the Self Insurance Reserve needed is \$2.6 million. Additionally, revenue to fund the Benefits Program comes from two sources: insurance premiums and reimbursements; and a monthly benefits administration fee meant to cover all administration costs. This fiscal year, 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. The benefits administration fee was based on calculations made several years ago and the fee did not include any annual adjustment for inflation. Thus, other Risk Management funding sources had been subsidizing the increases over the years while the fee itself became totally insufficient to cover actual costs.

To address these issues, I am dedicating the \$2.6 million needed for the Self Insurance Reserve in the General Fund Reserve for FY 2017-18 to allow for a smoothing of the impacts to departments of fee increases by spreading them over two years. The current fee is \$32 per employee per month (PEPM). This fee will increase to \$74 PEPM for the first six months of FY 2017-18 and increase further to \$100 PEPM starting with the 2018 calendar year. The average fee for FY 2017-18 will be \$87. Additional adjustment

Administrator's Budget Recommendations, continued

will likely be necessary in FY 2018-19 to get the Self Insurance line of business to sustainability with a modest annual adjustment for inflation.

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 first time, County Administration sponsored two Cost Allocation workshops to educate departments about the reasons for allocated costs and how they are calculated. In addition, County Administration will be continuing a project in FY 2018-19 to adjust Records Management's cost allocation approach for sustainability.

Cost allocations do generally increase each year as the costs of doing business increase. Additionally, added staffing and/or programs also impact cost allocations (usually on a two-year lag). The following table shows general cost allocation increases over three years. The large decrease in Risk Management allocations for FY 2017-18 is due to the successful restoration of actuarial reserves the prior fiscal year. The larger than normal increase in allocations for Human Resources, Finance, and Procurement for FY 2017-18 is due to the funding of additional staffing in these areas to achieve pre-recession capacity and meet service demands. In general, cost allocations as an expenditure make up from 4%-7% of each department's overall budget; for the two past fiscal years cost allocations have represented slightly under 4% of the total County budget. The overall cost allocation increase for FY 2017-18 totals \$25,656 or 0.07%.

DEPARTMENT	FY 2015-16 cost allocation	FY 2016-17 cost allocation	FY 2017-18 cost alloca- tion (proj)	FY 2017-18 change (\$)	FY 2017-18 change (%)
County Administration	1,618,408	1,865,912	2,037,975	172,033	+ 9.22%
Human Resources	2,340,167	2,278,668	2,665,176	386,508	+ 16.96%
Risk Management	7,718,982	7,495,720	5,290,938	- 2,204,782	- 29.41%
Pub & Govt Affairs	1,080,041	1,167,929	1,233,219	65,290	+ 5.59%
Records Management	253,566	373,803	356,551	- 17,252	- 4.62%
Finance	1,953,185	2,168,524	2,855,269	686,745	+31.67%
Procurement/Courier/Mail	880,635	930,763	1,052,832	122,069	+13.11%
Facilities	7,880,295	8,526,521	8,946,957	420,436	+4.93%
Technology Services	8,894,280	9,582,224	9,976,803	364,733	+4.12%
GRAND TOTALS	32,619,559	34,390,064	34,415,720	25,656	+0.07%
% of Budget	3.84%	3.65%	TBD		

Closing

In closing, I am proud to present to the Budget Committee a balanced and prudent budget for these tight financial times. 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; 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,

A handwritten signature in blue ink, appearing to read "Don Krupp", with a stylized flourish at the end.

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



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.

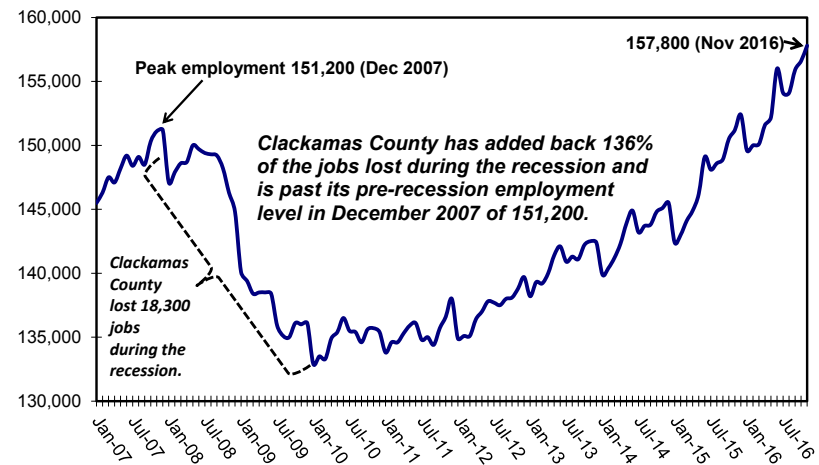
How much does the County influence this?

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

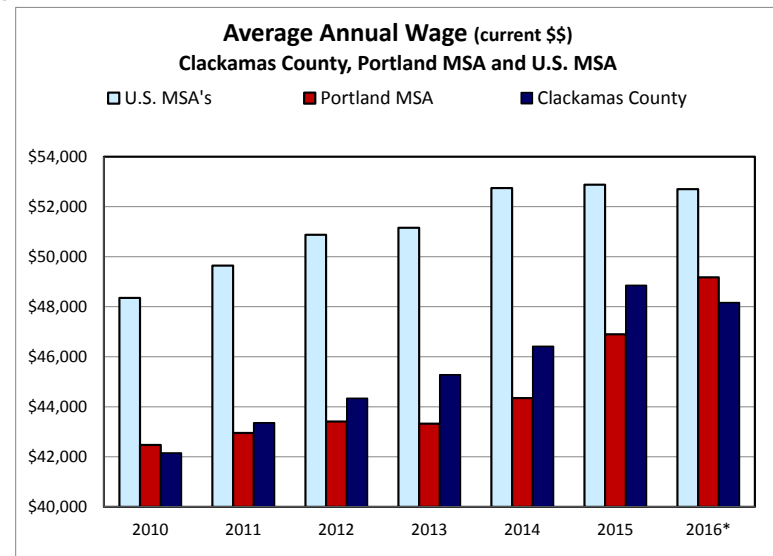
*2016 data for U.S. MSA's is 11 month average.

*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://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.

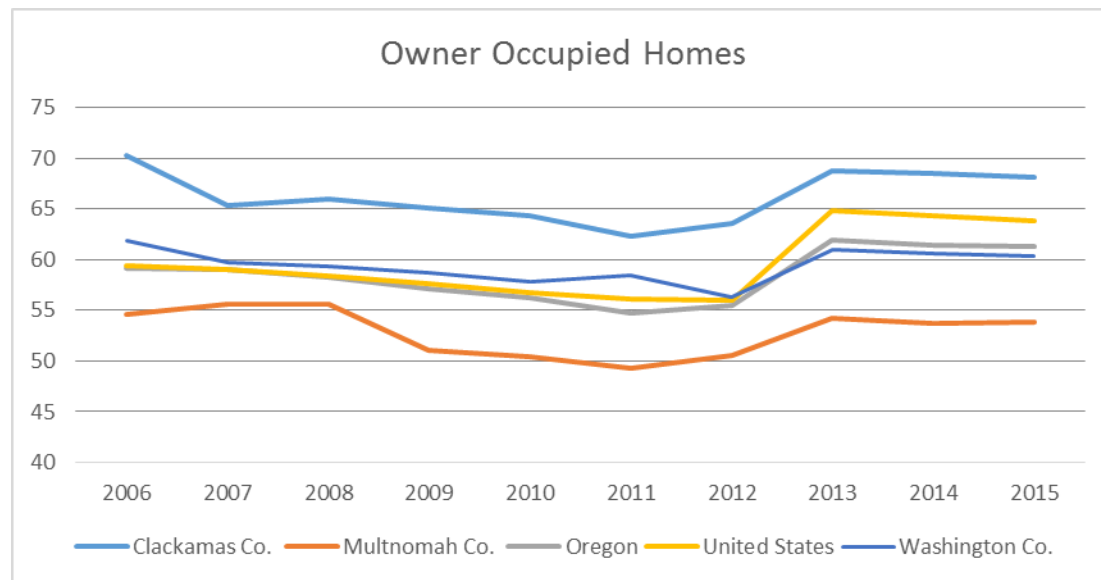
Why this is important:

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.		
TOTALS BY CATEGORY	455 ac.		700 ac.

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:

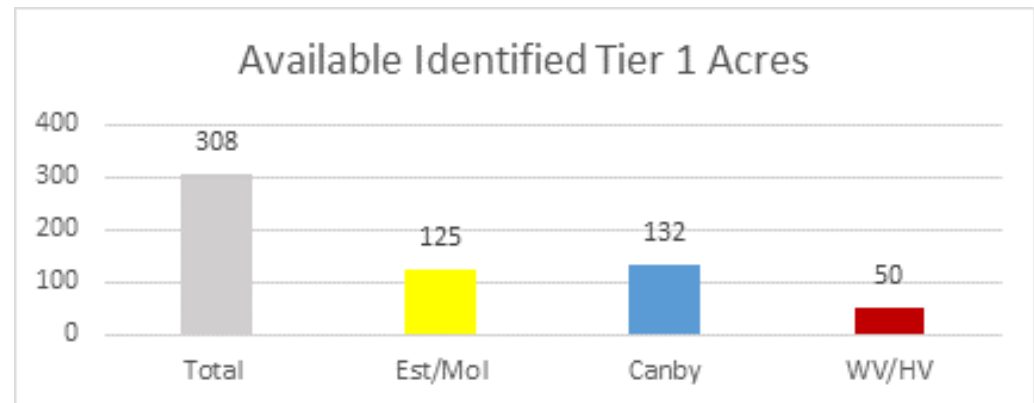
Businesses make expansion and relocation plans in rapid fashion once that business decision has been made. Without a ready supply of developable employment land in inventory, market opportunities will be lost as businesses will locate or expand where supply is available. The nine-month window describes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

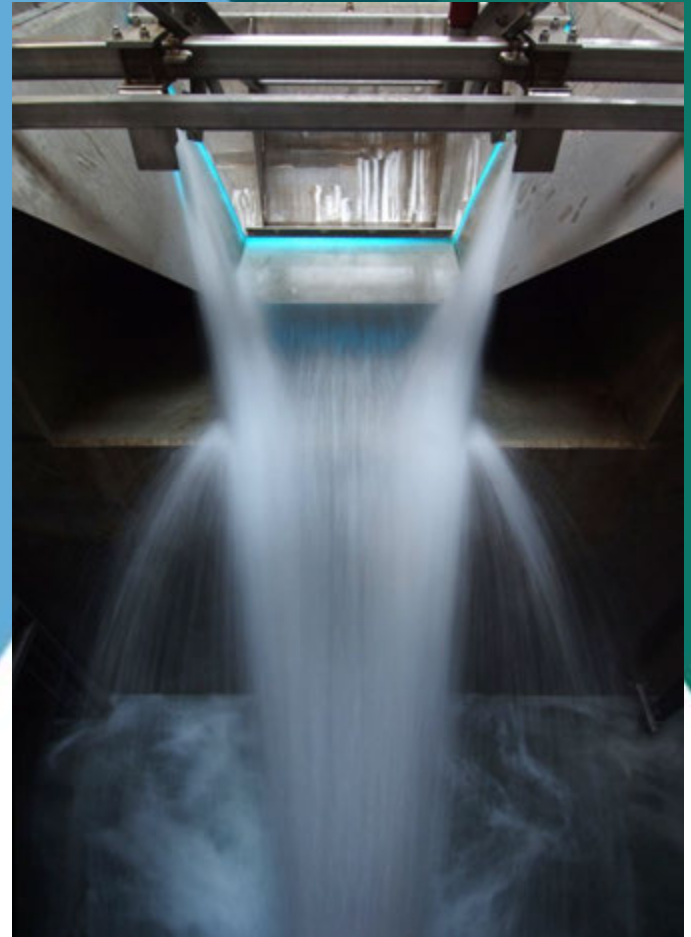


Source: Business and Community Services

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.

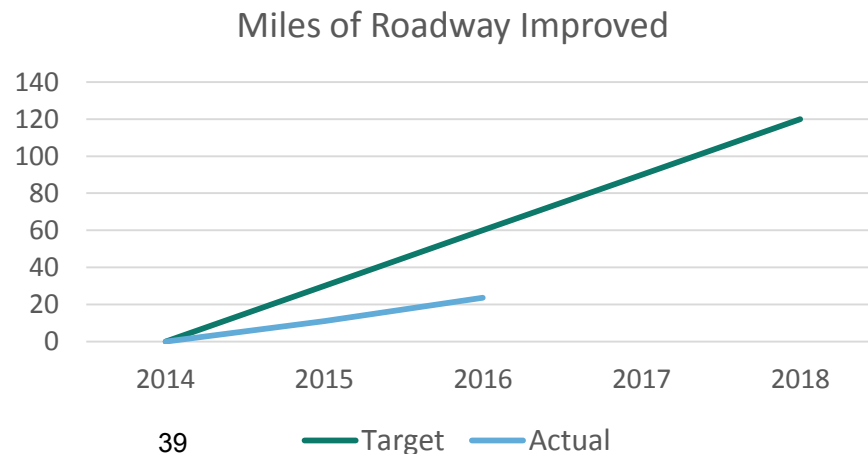
How much does the County influence this?

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

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.

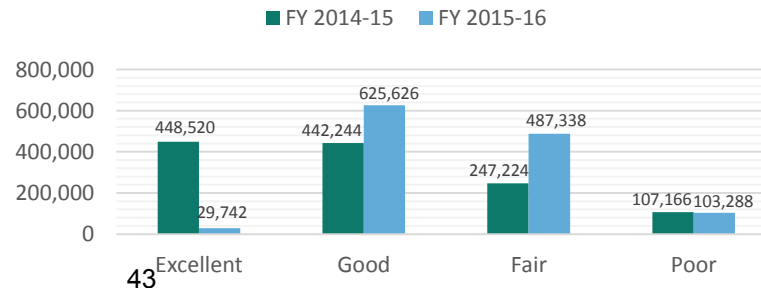
How much does the County influence this?

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:

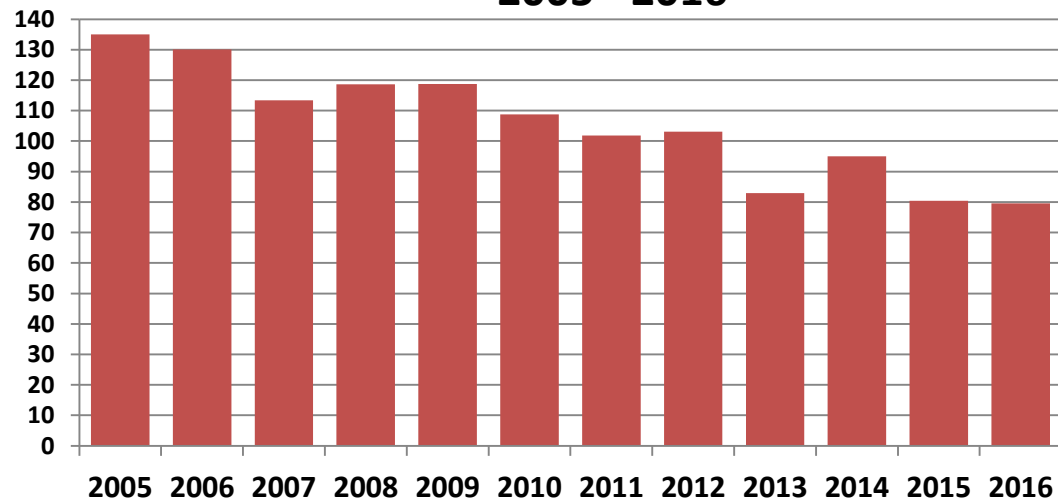
One of the most fundamental needs of an individual and society is to feel safe in their community. A safe community attracts families, businesses and fosters job growth.

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.

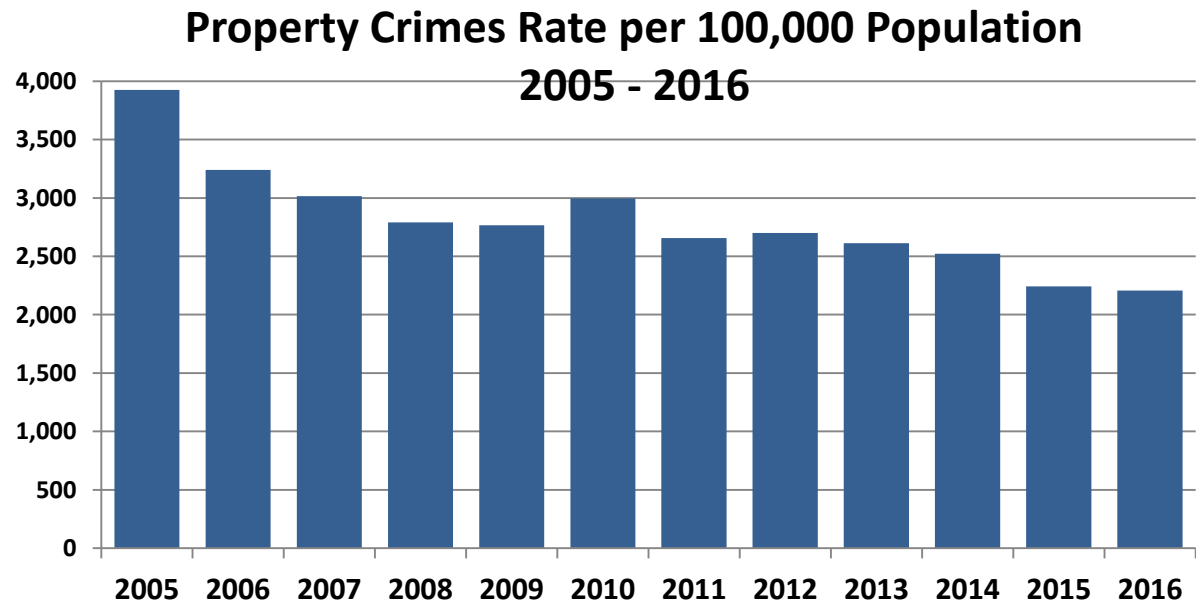
Why this is important:

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:

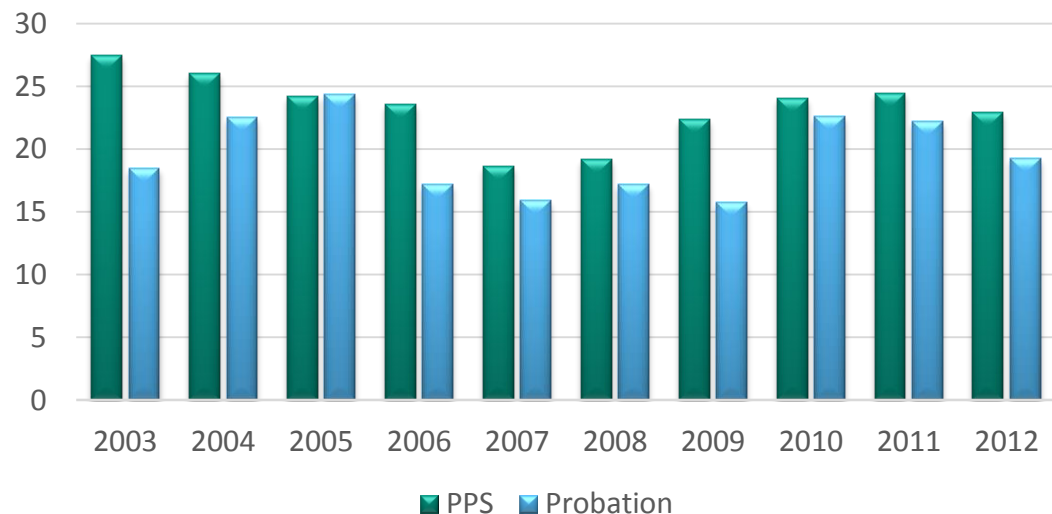
Tracking repeat offenders is a core measure of how well departments are maintaining community safety. The recidivism rate is a measure of overall program effectiveness. This measure was selected by the Commission in 2014. Recidivism may also be measured by arrests.

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:

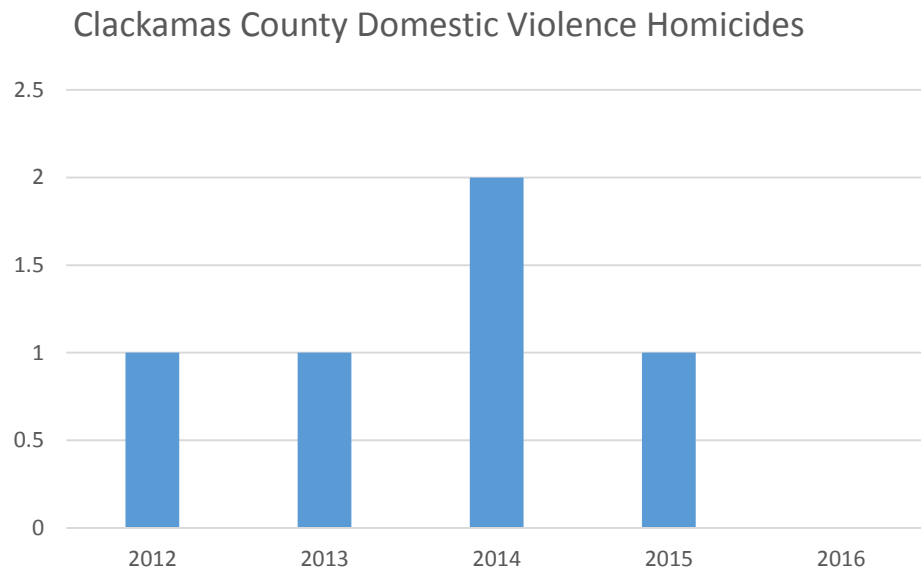
Domestic violence is a contributing factor in many societal problems: homelessness, mental health disorders, childhood development with the crime of homicide being the ultimate inhumanity.

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.

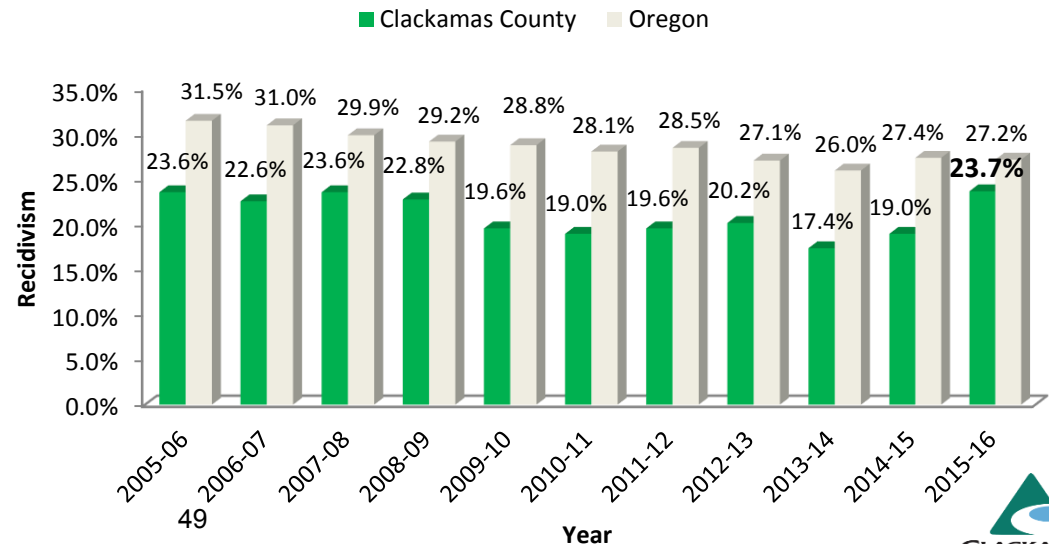
How much does the county influence this?

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.

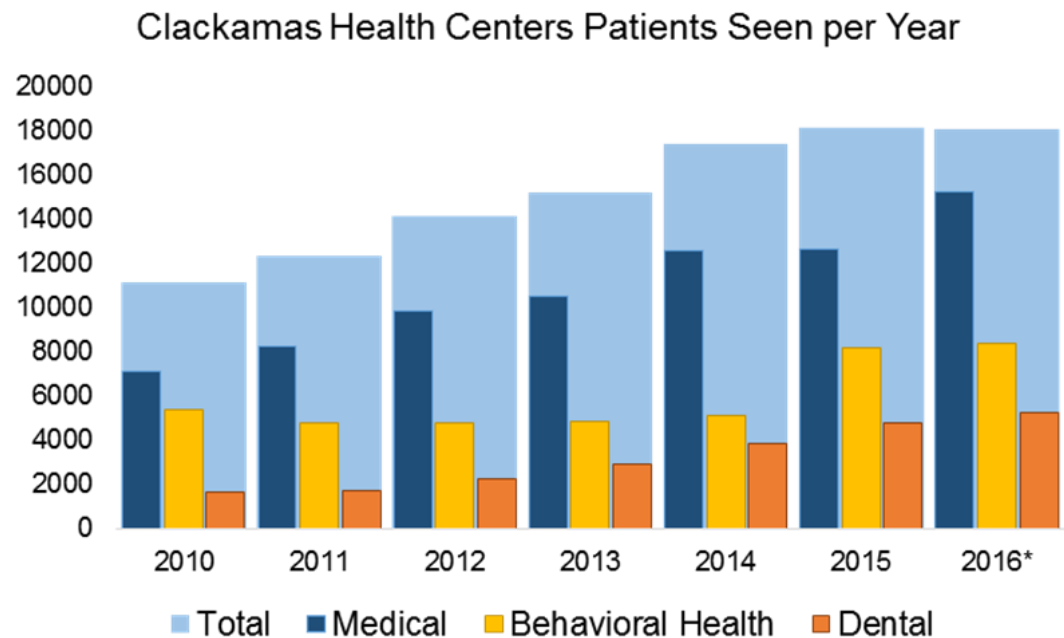
Why this is important:

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:



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.

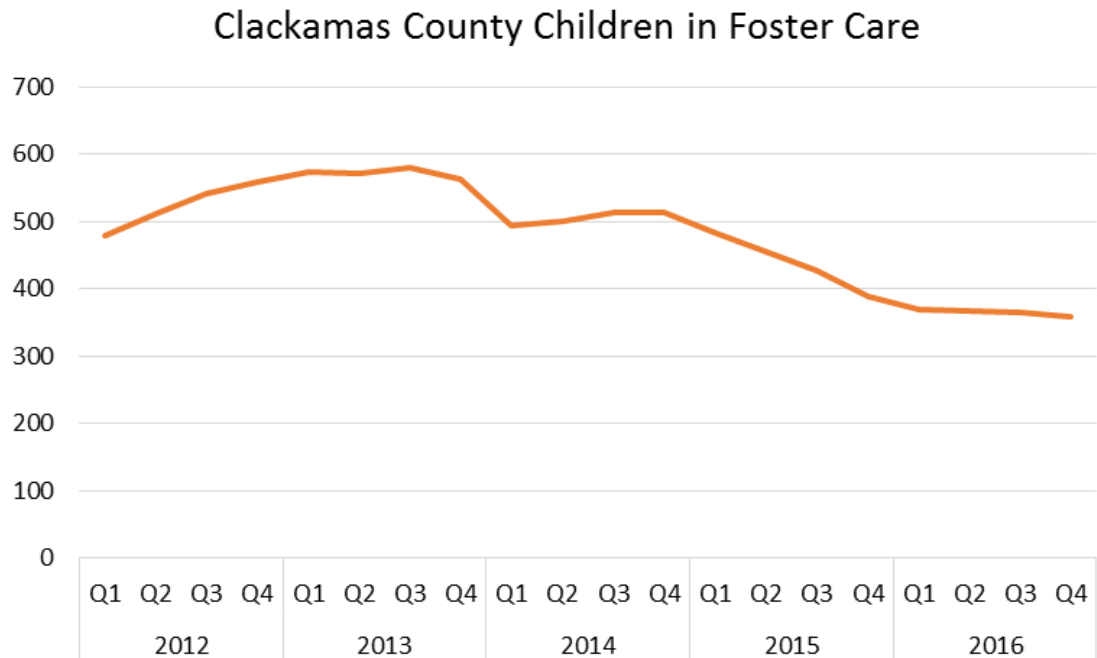
Why this is important:

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:



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:

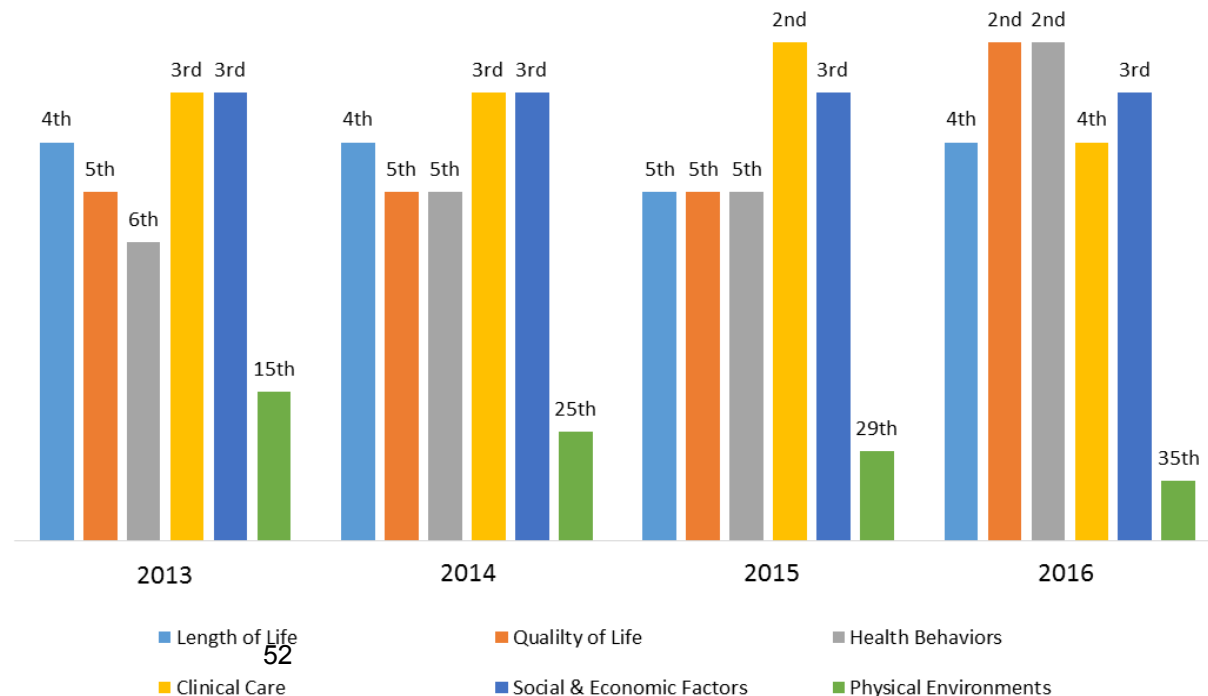
County Health rankings are based on a model of population health that emphasizes factors that, if improved, can make communities healthier places to live and increase years of life.

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:

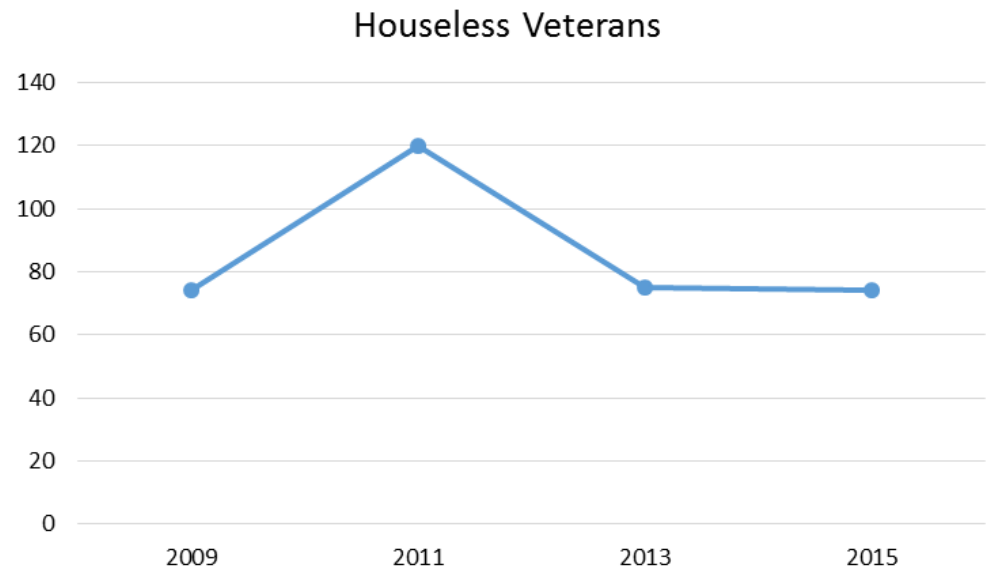
Houseless individuals are at severe risk of harm and disadvantage. Sheltering those who have served their country demonstrates our values of service and respect.

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:

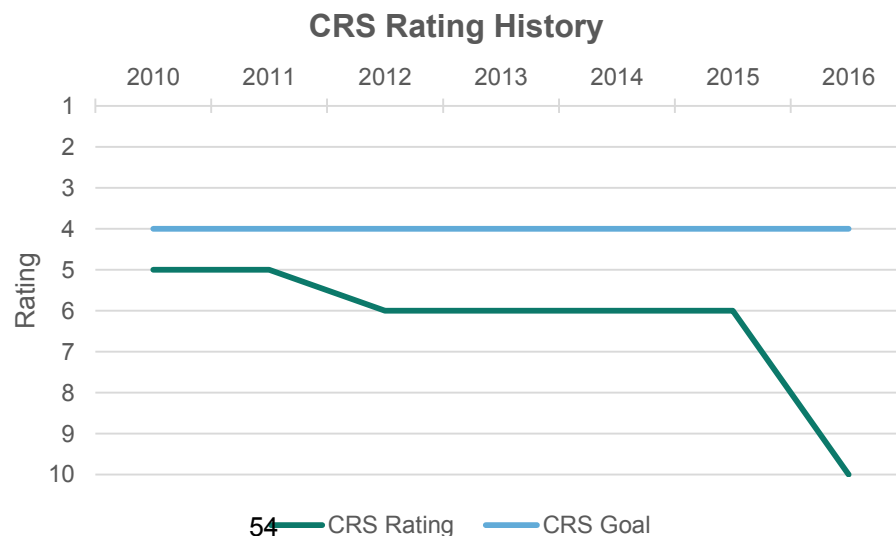
Clackamas County is susceptible to a variety of natural disasters, including floods. An improved CRS score is a sign that the County, its communities, its businesses and residents are better prepared to cope with and recover from this common threat.

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:

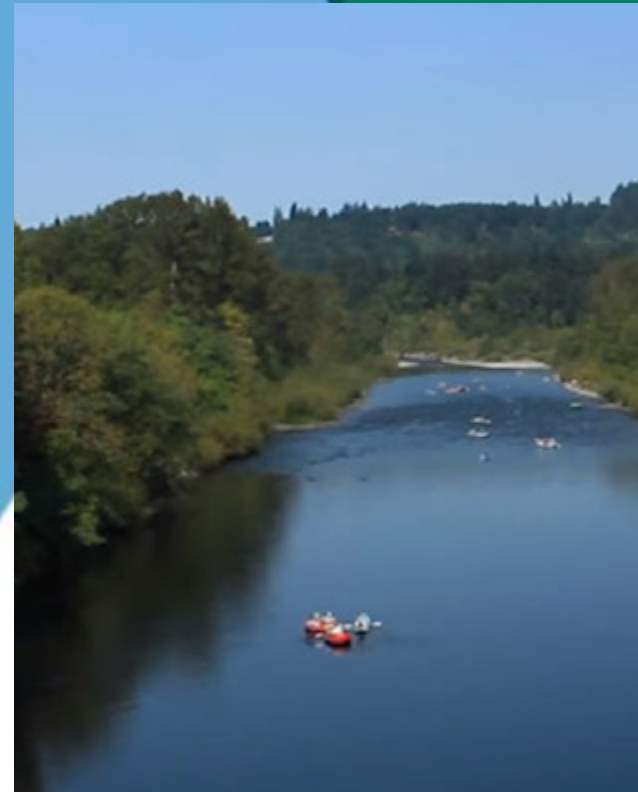
Clackamas County received an initial CRS rating of 5 in 2004 which it held until the rating was downgraded to 6 in 2012. We underwent a CRS review from March to December 2015. We also engaged a consultant who provided scope and cost information for future work needed to meet this goal. We did not receive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

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

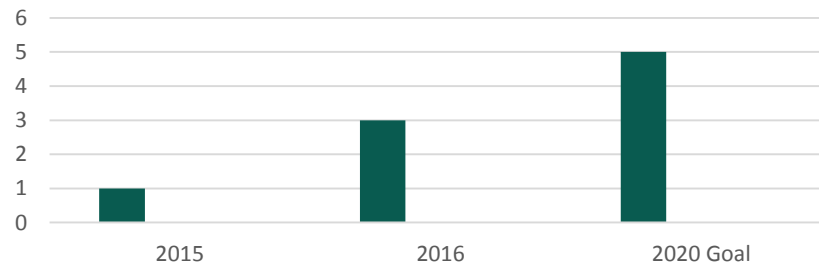
Moderately. The County can encourage processors to locate here and help identify appropriate sites, but the final decision is up to the processors.

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:

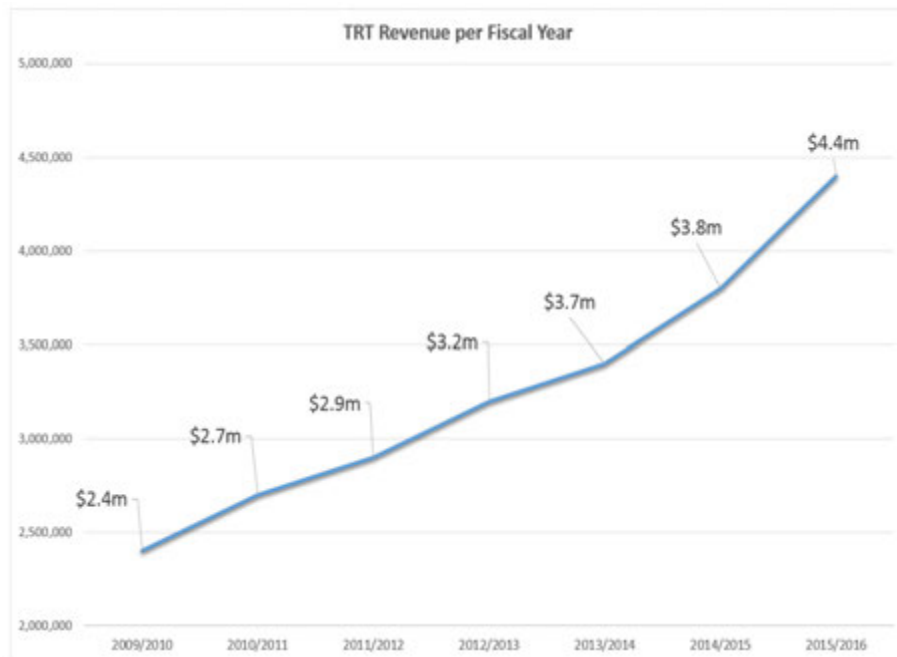
Tourism dollars bring “outside” money to the county’s economy, providing jobs and revenue. In addition, a vital tourism industry will help attract new industry to the county, as businesses seek locations that suit active lifestyles..

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

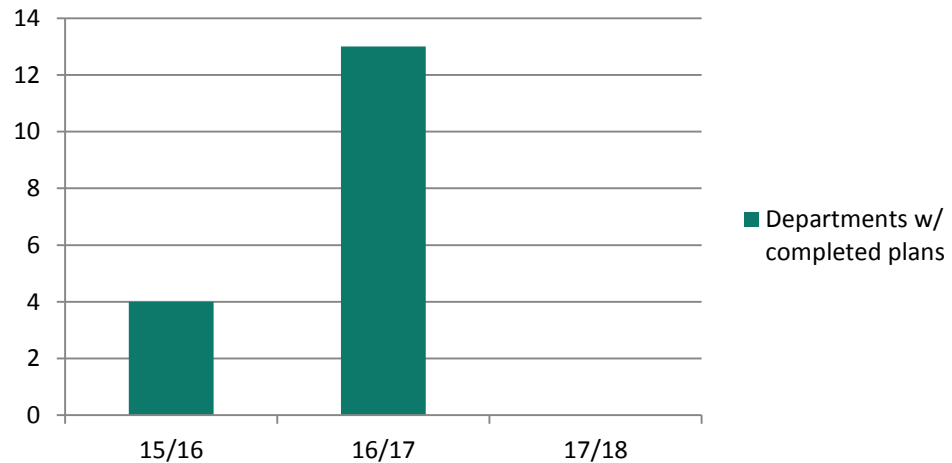
How much does the County influence this?

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.

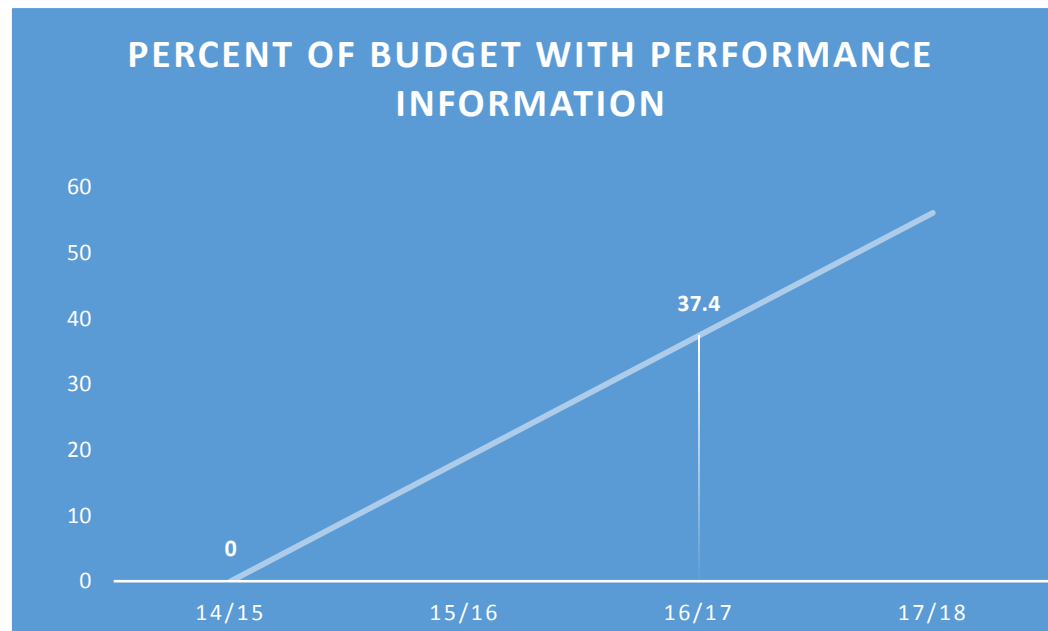
Why this is important:

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.

The logo for Clackamas County features a stylized mountain peak in a teal color. A white, curved shape, resembling a river or a path, flows from the base of the mountain towards the right.

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CLACKAMAS
C O U N T Y

BUDGET DOCUMENT

The 2017-18 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 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.

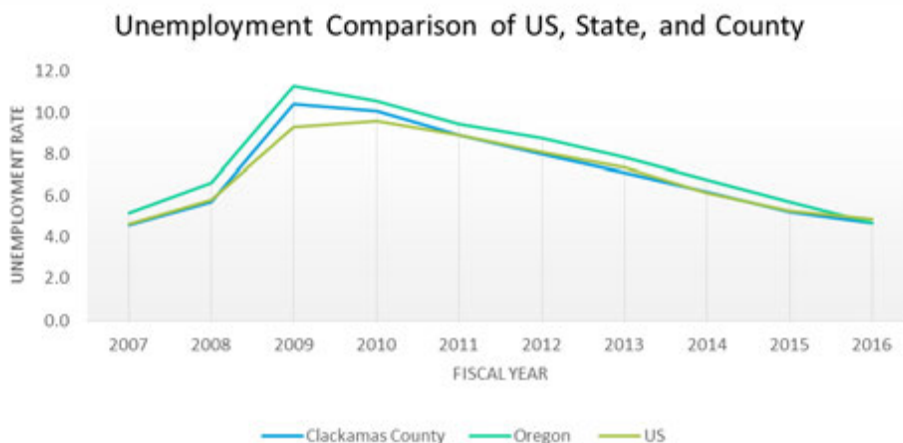
Also included in this report are the activities of the six other elected officials, who serve as department heads overseeing their respective functions. The Sheriff provides patrol, investigation, civil process, and corrections services; the District Attorney prosecutes criminal charges and maintains 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 was created. Justice of the Peace Karen Brisbin was appointed by the Governor and successfully ran for election in November 2014. 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.

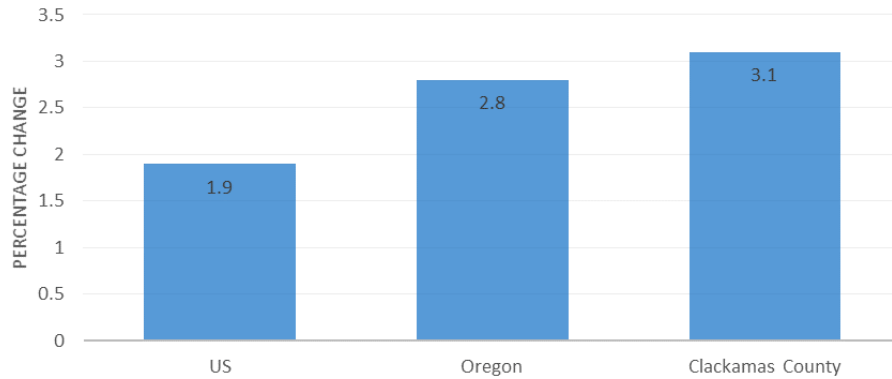
Compensation for elected officials is recommended by the Compensation Board for Elected Officials as part of the annual budget process. The Budget Committee takes into consideration the recommendation of the Compensation Board and approves a level of compensation to be included in the budget and documented 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

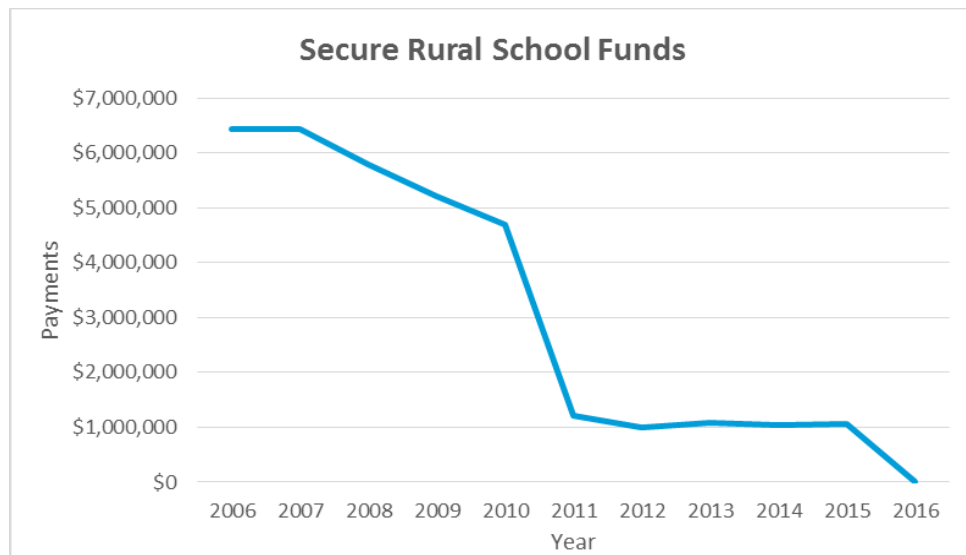
The December 2016 report from Oregon's State Office of Economic Analysis (OEA) calls for an economic slow-down as the State economy has reached full employment. The OEA reports, "Oregon to see above average gains when compared with the rest of the nation, however not quite as strong as in the past couple of years". As a measure of economic wellbeing, the OEA observed that recently released Census data shows that 2015 brought the largest increase in median household income in more than a decade. However, primarily rural counties are not sharing this exuberant growth as much as those with concentrations of population in cities. OEA has reported that only 17 of Oregon's 36 counties (representing 80% of Oregon's jobs) have fully regained their recessionary lost jobs and are at all-time highs for employments – Clackamas County being one of these.



Employment Growth From 2015 to 2016

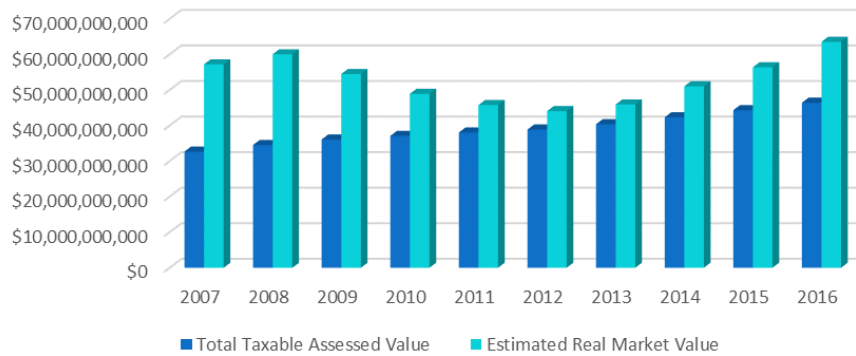


Current factors affecting Oregon's counties with federally owned stands of salable timber include the anticipated end of the extended payments from the federal government to offset the gradual decline of logging activities, which once provided very significant revenues (in excess of \$6 million to Clackamas County in peak years) supporting those counties. In some southern and coastal counties with small tax bases and low property tax rates, these changes have already had catastrophic effects on local government responsiveness and staffing. Clackamas County has fared better, owing in part to early recognition that these Secure Rural Schools federal dollars would cease to flow, giving time to prepare for the end of such payments. The General Fund made prior budgetary provisions for the reduction in Federal financial assistance referred to as 'timber dollars.' Unexpected extensions for 2015-16 and 2016-17, much smaller than the average over the life of the program, mark the likely end of this revenue stream



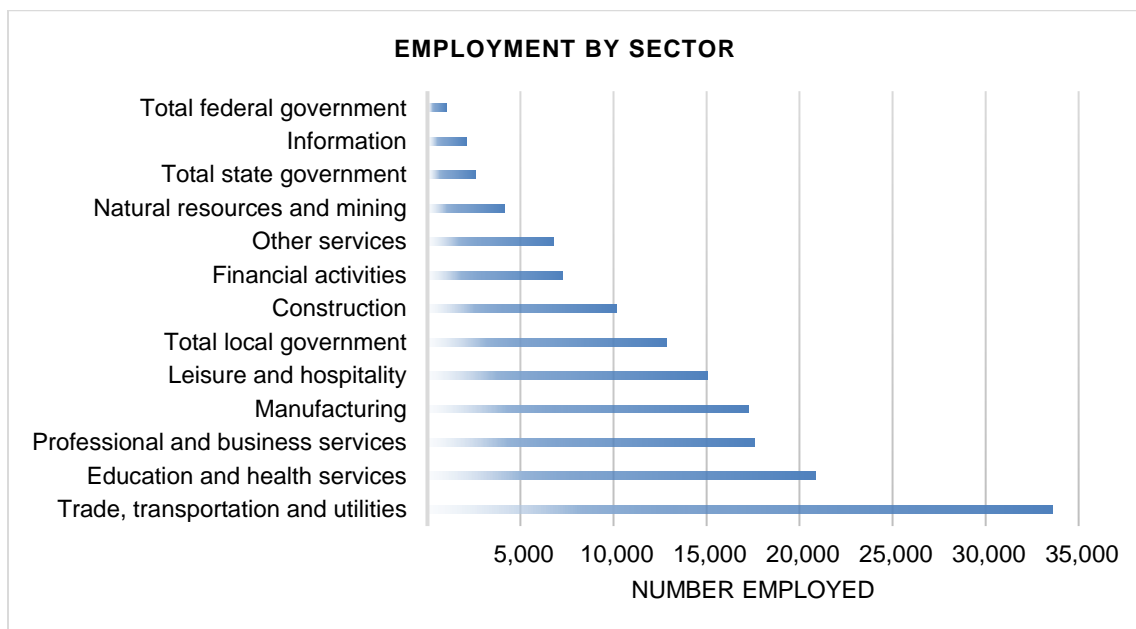
Clackamas County has passed through the end of the decade of intermittent growth followed by loss in population and development as the recession of 2008 played out. For ad valorem property taxation in the fiscal year beginning July 2016, taxable real estate assessed values (as calculated by County Assessor Bob Vroman) increased approximately 4.75 percent on a taxable property valuation of \$44 billion. Pent-up demand for housing has continued, keeping prices high; meanwhile rents sky rocket and affordable housing is becoming a crisis in the metro area. Growth is predicted to continue due to the high demand for housing.

Assessed and Real market Values of Taxable Property



Despite these encouraging conditions, Clackamas County continues to budget conservatively for the next fiscal period in 2017-18 and in forecasts for the years beyond. With a still healthy General Fund, with budgeted reserves and contingency amounts meeting levels prescribed by policy, and revenues expected to remain at acceptable levels next year, the County is proceeding cautiously.

The County's business base has changed over time from extractive industries to favor retail, warehousing, and tourism, with metals manufacturing, machinery and Christmas tree and berry agriculture continuing to hold an important place in the economic mix. The County's economic development efforts are yielding fruit, as new employers are being attracted to the County's industrial area and expanding urbanized areas.



Long Term Planning Efforts and Major Initiatives

In the summer of 2013, the County Commissioners followed through on the projected termination of the Clackamas Town Center Urban Renewal Area, which resulted in improvements which transformed a blighted area at the County's northeastern urban edge into a thriving commercial area with modern transportation infrastructure. Value once generating tax increment funding will now be placed on the general tax rolls, benefiting general government, schools and public safety going forward.

Clackamas County embarked on a large scale strategic business planning effort as calendar year 2014 drew to a close, emphasizing the relationship between providing budget resources and measureable progress toward declared goals of the governing body, the Board of County Commissioners (BCC) and related customer satisfaction. In the first round of

budgeting for results, three initial participant departments in the program called Performance Clackamas modified their approach to budget development and tracking of outcomes, so that measurable progress toward BCC goals will be provided to County residents. The information gained in the initial three departments informed and refined the process. Eight more departments have now joined the roster of work units participating in Performance Clackamas which will further focus the application of budgetary resources on specific goal areas that the BCC and departments define, and place enhanced responsibility of departments to measure successful outcomes. The departments that have prepared their budgets in Performance Clackamas format are presented first in the Budget by Department section of this book.

On July 17, 2016, in a historic move, the City of Damascus rendered its charter to the County and officially disincorporated. This was the result of the voters' passage of Measure 3-93 on the May 17th ballot. The County will provide rural-type services to the Damascus area and assess property taxes at rural rates.

In November 2016, the Board of County Commissioners approved the creation of an ORS 190, called Water Environment Services, in order to merge the Tri-City Service District and Service District No. 1 into one entity. This will allow for better service delivery at lower cost to the existing and future rate payers.

The County issued approximately \$67 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 (an ORS 190) to reimburse the agency for their radio replacement project with the bond proceeds. The county will repay the general obligation debt through the associated tax levy.

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. Although these two listings are of critical importance, there remain other critical and unmet needs with regard to transportation funding.

Oregon law expressly prohibits using property taxes – the County's largest source of funding – for road maintenance. Similar restrictions apply to other sources of funds the County receives. The County has no local gas tax, vehicle registration fee or other local source of funds for road maintenance. Consequently it is not possible to reallocate funds intended for other services or programs to finance road maintenance. Funds are even more limited now in Clackamas County because, for more than two decades, the County received money from the federal government for formerly timber dependent communities. That funding is all but gone and has not been replaced. The gap between funds needed for appropriate maintenance and revenues available has widened. There is currently a \$17 million annual funding gap between funds available to the County and what the County needs to fix protect and preserve its roads. Reduced revenue and increasing costs have forced the County to:

- Defer maintenance on many roads
- All but eliminate paving on local roads and
- Stretch the number of years between services

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.

On Nov. 8, voters turned down a proposed countywide, seven-year fuel tax measure with 37% of people voting in favor of the measure and 63% voting in opposition. Therefore, the county continues to face a \$17 million annual shortfall for road maintenance, due to escalating costs and the loss of stable funding.

We will continue to manage our 1,400-mile road system with safety as the number one priority. The focus will be on using our limited funds for maintenance activities such as brushing, mowing, shoulder repair, signs, lane markings and other relatively low-cost measures that maintain good sight-lines and help keep drivers safe. <http://theroadahead.us>

Transportation planning and funding are discussed in much greater detail in an expanded Capital Projects section later in this book.

Cities and Towns

According to the Portland State University Population Research Center, the County now has an estimated population of 404,980, a gain of 7,595 since the same time in 2015 (and an approximate 6 percent 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 2016.

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

Canby is a thriving agricultural and residential community of 16,420. 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 3,155 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 11,660. 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 18,680 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 37,425 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 20,510 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 9,085 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 82nd 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

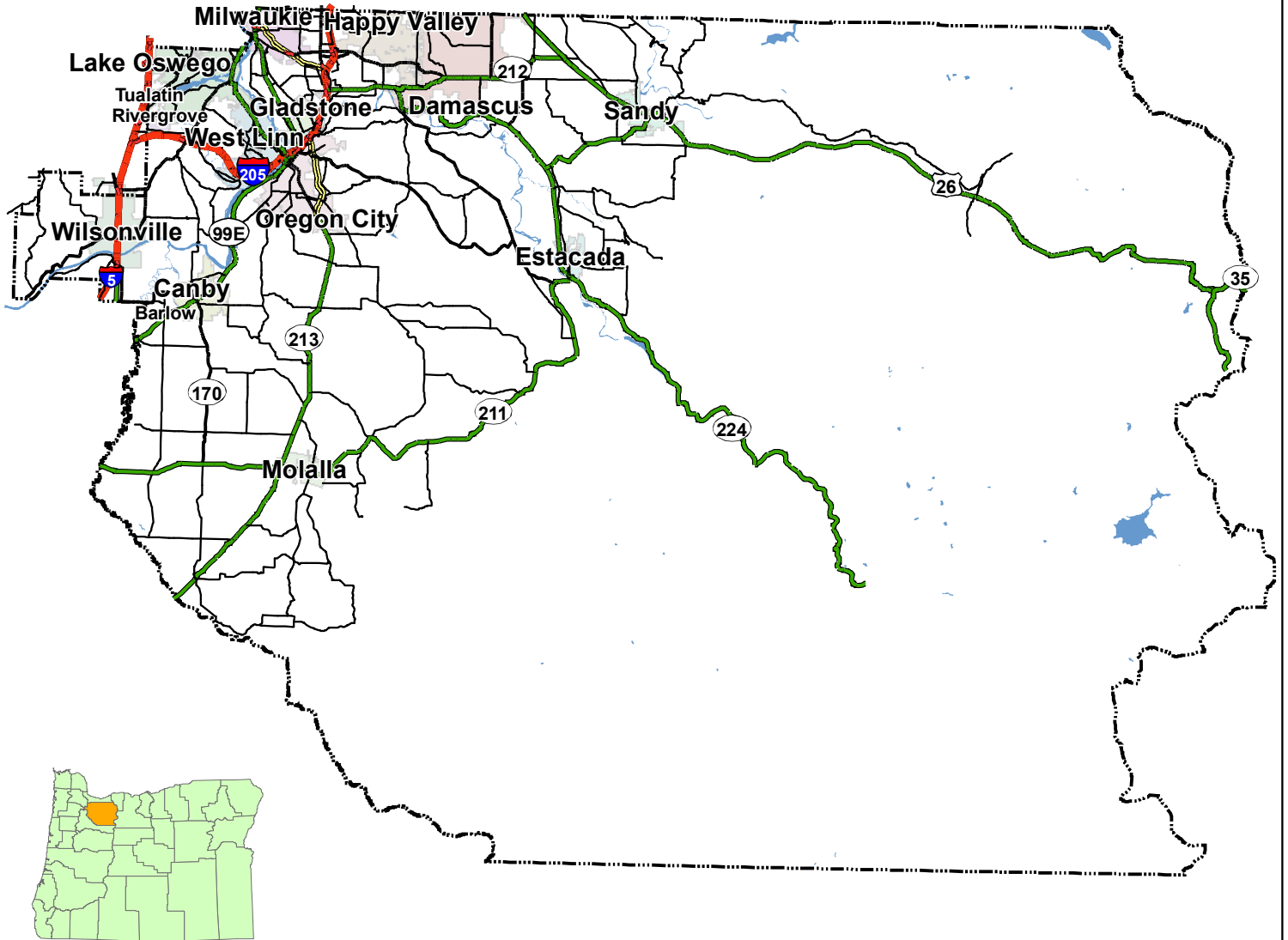
Falls Hospital. Residents number 34,240. Located at the confluence of the Willamette and Clackamas Rivers, the town is strategically situated near I-205 and State Highways 99E and 213.

Sandy is a small community of 10,655 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 25,615. 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 23,740 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
CLACKAMAS COUNTY
6700 SW 10TH AVE, SUITE 200
CLACKAMAS, OR 97015



0 5 10 15 Miles 72

The information on this map was derived from digital data from the Clackamas County GIS. Clackamas County is not responsible for any errors, omissions, or inaccuracies in the data, and therefore, makes no representation or warranty, expressed or implied, regarding the accuracy, reliability, or completeness of the information. Clackamas County is not responsible for any errors, omissions, or inaccuracies in the data, and therefore, makes no representation or warranty, expressed or implied, regarding the accuracy, reliability, or completeness of the information. Clackamas County is not responsible for any errors, omissions, or inaccuracies in the data, and therefore, makes no representation or warranty, expressed or implied, regarding the accuracy, reliability, or completeness of the information.

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 2017-18, 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

September	Quarterly Budget Committee planning session
November – December	Board of County Commissioners meets to discuss budget priorities and goals and establish budget calendar Quarterly Budget Committee planning session
January	Budget Office prepares revenue estimates, calculates department cost allocations and personnel costs
February	Budget workshop for departments
March - April	Quarterly Budget Committee planning session Budget reviews with departments, proposed budget finalized
May	Budget Committee holds public meetings and approves budget
June	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 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, 2016. 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. The County had no 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 \$563,483,220. The County had full faith and credit obligations of \$108,580,000 or 0.193% of the real market value of all taxable property, and revenue bond obligations of \$107,430,000 or 0.191% 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 2017-18 totals \$148,500,000 and includes the following obligations with a claim on the General Fund of the County.

There is currently one debt issue to finance local improvement district projects. It was issued in 2000 and has a current principal balance outstanding of \$1,400,000. Local Improvement Districts are formed at the request of citizens to finance a particular improvement in their area. The County then issues bonds, with the affected properties being assessed to finance bond repayment. This debt is scheduled to be paid by 2020.

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 \$16,465,000. With its final payment due in 2033, this issue has the longest term.

In fiscal year 2003-04 the County exercised its option to buy out its investment partners in the Stonecreek Golf Course and assume full ownership of this popular recreational facility. The initial debt amounted to \$6,355,000 but was defeased in November 2013.

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. They were financed through a \$49,990,000 issue, of which \$30,295,000 is currently outstanding. 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 \$24,305,000 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 \$17,035,000 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 will be repaid in 2031. Although this issue was too recent to be included in the debt limit calculation reported above, it is also in compliance with the legal debt margin requirements.

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>
2017-18	\$ 6,875,000	\$6,649,356	\$13,524,356
2018-19	\$ 8,445,000	\$5,336,969	\$13,781,969
2019-20	\$10,350,000	\$5,049,648	\$15,399,648
2020-21	\$ 9,515,000	\$4,622,121	\$14,137,121
2021-22	\$10,135,000	\$4,202,767	\$14,337,767
2022-23	\$10,750,000	\$3,754,476	\$14,504,476
2023-24	\$11,415,000	\$3,538,926	\$14,953,926
2024-25	\$11,735,000	\$2,816,623	\$14,551,623
2025-26	\$12,450,000	\$2,349,616	\$14,799,616
2026-27	\$13,195,000	\$1,812,781	\$15,007,781
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	\$ 1,405,000	\$ 43,906	\$1,448,906
Total	<u>\$148,500,000</u>	<u>\$43,244,696</u>	<u>\$191,744,696</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.



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CLACKAMAS
C O U N T Y

	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Budget	Percent Change
<u>Resources by Category</u>						
Beginning Fund Balance	102,644,949	127,810,526	140,707,838	140,440,663	187,258,413	33.08%
Current Revenues						
Prior Year Revenue	5,345,402	2,843,381	5,054,291	5,988,699	-	
Taxes	116,760,870	121,754,463	127,556,600	127,833,500	137,519,260	7.81%
Federal Revenue	24,627,235	19,226,582	32,646,375	30,163,109	24,376,739	-25.33%
State Revenue	88,419,027	98,805,831	100,947,646	96,413,773	88,770,630	-12.06%
Local Revenue	19,011,249	19,774,399	21,292,368	18,595,456	20,639,696	-3.07%
Licenses	15,084,478	21,566,911	15,363,213	16,843,423	15,045,542	-2.07%
Fees & Fines	109,680,016	118,723,288	120,405,127	120,456,772	120,680,020	0.23%
Other Revenue	54,905,617	60,595,562	146,592,966	135,383,638	67,846,617	-53.72%
Interfund Transfers	107,011,727	116,985,206	129,828,062	116,993,680	120,323,230	-7.32%
Subtotal Current Revenues	540,845,621	580,275,623	699,686,648	668,672,050	595,201,734	-14.93%
Total Resources	643,490,570	708,086,149	840,394,486	809,112,713	782,460,147	-6.89%
<u>Requirements by Category</u>						
Current Expenditures						
Personal Services	211,031,626	225,112,869	253,380,667	240,045,408	266,542,013	5.19%
Materials & Services	142,935,794	150,190,284	182,742,798	155,199,817	162,086,333	-11.30%
Allocated Costs	28,545,199	30,387,562	32,764,955	31,847,687	34,827,250	6.29%
Capital Outlay	12,938,038	21,215,681	45,280,795	35,078,893	27,341,953	-39.62%
Subtotal Current Expenditures	395,450,657	426,906,396	514,169,215	462,171,805	490,797,549	-4.55%
Debt Service	13,134,854	13,649,178	21,626,230	13,526,131	14,280,315	-33.97%
Special Payments	82,807	10,104,702	76,939,893	29,162,686	41,296,890	-46.33%
Interfund Transfers	107,011,727	116,985,206	129,828,062	116,993,678	120,323,230	-7.32%
Reserves	-	-	43,772,255	-	72,295,508	65.16%
Contingency	-	-	54,058,831	-	43,466,655	-19.59%
Ending Fund Balance	127,810,525	140,440,667	-	187,258,413	-	
Total Requirements	643,490,570	708,086,149	840,394,486	809,112,713	782,460,147	-6.89%
Full-Time Equivalents (FTE's)	1,947	2,013	2,067	2,067	2,054	-0.62%

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 2014-15 and 2015-16. For fiscal year 2016-17, both the amended budget and estimated actual resources and expenditures are shown. Finally the adopted budget for fiscal year 2017-18 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 2017-18 totals \$782,460,147 which amounts to a decrease of 6.89% or \$57.9 million from the 2016-17 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 2017-18, fund balance is \$187.3 million or 33% higher than was budgeted for 2016-17. The increase is due to the receipt of bond proceeds which will be spent over the next two years for emergency communication equipment.

Comparing budget to budget, Property Tax revenue increases almost \$10 million or 7.8% for 2017-18 due to strengthening property values, strong collections and the first 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%. Due to possible assessed value reductions from appeals, unknown changes in state industrial and utility value, and to account for properties where the real market value might fall below assessed value, the County elects to assume a lower rate of change on existing properties. During periods of robust construction, additional property tax revenue generated by new development adds 2% to 3% to growth.

Federal Revenue is expected to decrease \$8.3 million or 25%. This category has been negatively impacted in recent years by the reduction and termination of Secure Rural Schools and Community Self-Determination Act (timber) revenues. The increase in 2016-17 is due to federal reimbursement funding for the Pudding River bridge replacement.

State Revenue, an important but variable resource for the County, is expected to decrease \$12.2 million or 12% during 2017-18. The largest beneficiary of state support will be the Health, Housing and Human Services funds with a combined total of almost \$40 million and providing the largest source of operating revenue for Behavioral Health and Social Services. The Road Fund will receive \$26 million from motor vehicle and fuel tax and Community Corrections will collect \$8.4 million.

Local Revenue, a smaller but still important resource, is budgeted to decrease \$653,000 or 3%. 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 2017-18, these contracts are expected to total \$8.5 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 \$15 million in 2017-18 which is 2% less than was collected in 2016-17. 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 remain flat at \$120.7 million. 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.

Other Revenue, a category that includes proceeds of debt issues and payroll reimbursements to the general County from other Clackamas agencies, decreases almost 54% or \$78.7 million for 2017-18. Significant fluctuations in this category are generally explained by debt issuance or construction activity. Such was the case in 2016-17 when the county issued general obligation bonds.

Interfund Transfers are moneys sent from one County fund to another. This category decreases \$9.5 million or 7.3% for 2017-18. 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 \$13.2 million or 5.2%. The 2017-18 budget provides for 13 fewer full-time equivalent positions, primarily in Health, Housing and Human Services. 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 \$20.7 million or 11.3% compared to the previous year's budget which was a particularly high year. 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 2017-18 total allocated costs are increasing \$2.1 million or 6.3%.

The Capital Outlay budget is lower with expenditures anticipated to decrease \$17.9 million or 40% in 2017-18. 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 and provide much needed economic stimulus. The network is making affordable broadband access available to public entities including schools, hospitals and public safety operations.

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. Current Transportation and Development projects total \$8.8 million, a decrease of \$9.2 from the 2016-17 budget which was particularly high due to a major bridge project and carryover of unfinished work from 2015-16.

Debt Service is an expenditure category that declines \$7.3 million or 34% in 2017-18 primarily because \$7.6 million had been budgeted for 2016-17 to provide for a potential first year payment on general obligation bonds should that have been needed. The initial debt service on those bonds is being made in 2017-18. In recent years this category has reflected new issues to finance the Public Services and Development Services buildings at the Red Soils campus and improvements at the Brooks Building, jail and evidence processing facility.

Special Payments was a new budgetary category for the County in 2014-15. It is used primarily for payments to other organizations for which goods or services are not received in return. It was abnormally high in 2016-17 to accommodate reimbursements to local governments for their expenditure on emergency communications systems. This category also provides for the potential payment of \$3.1 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 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.

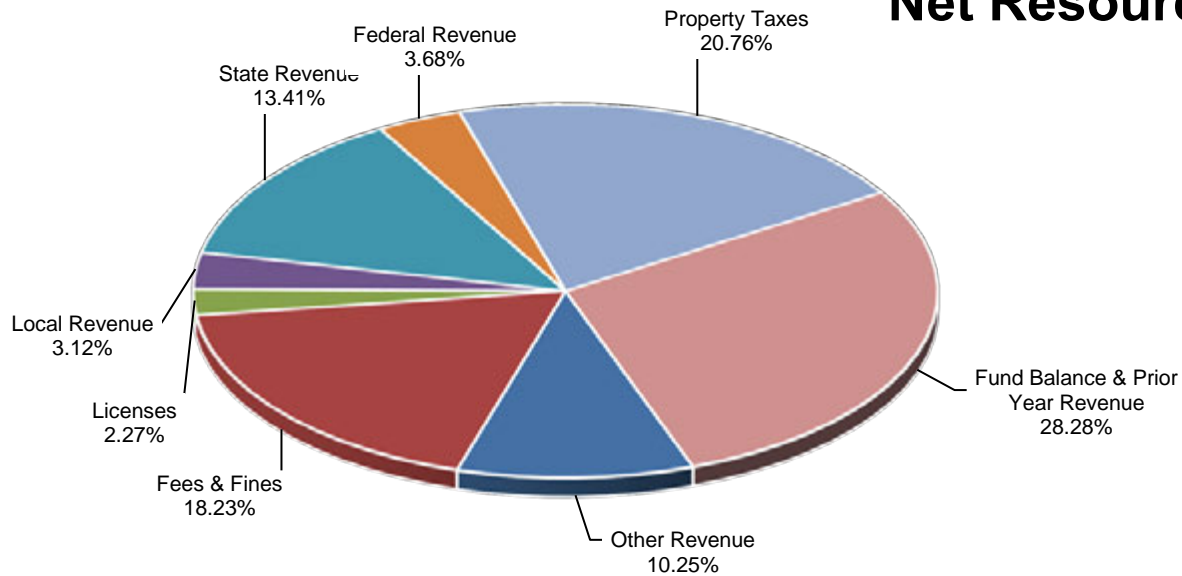
Reserves and Contingency are two requirement categories that do not appear in years for which actual expenditure data is available. They do appear in budgets however. Reserves are funds set aside for future use and not intended to be

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.

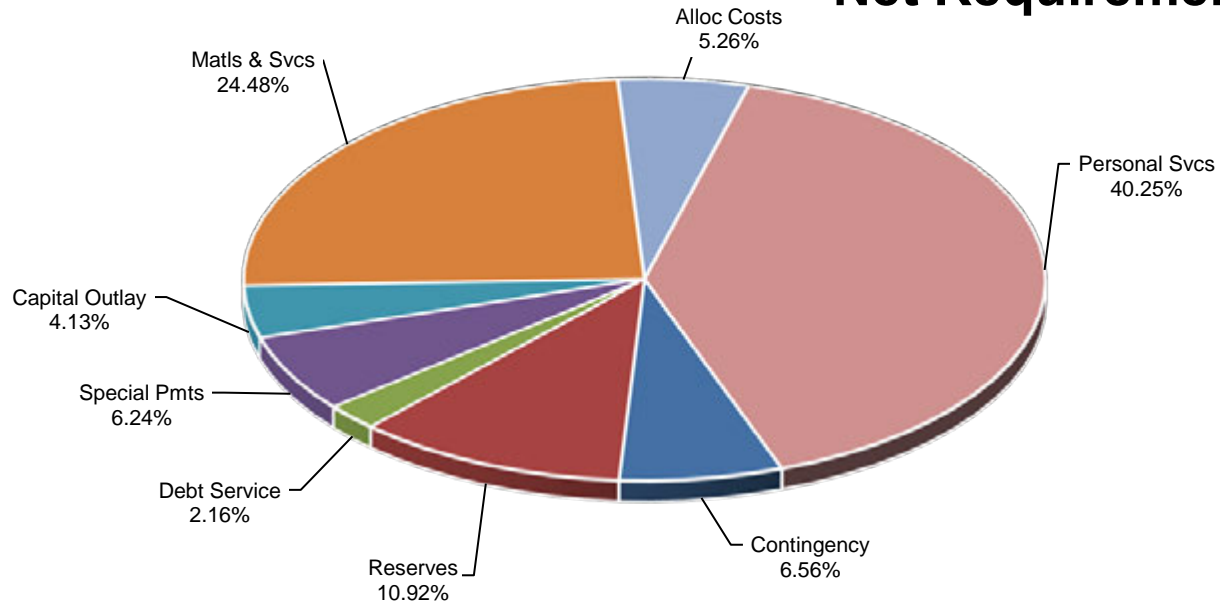
Countywide, Reserves are up \$28.5 million and Contingency down \$10.6 million for a combined increase of \$17.9 million. Although many individual funds fluctuated either up and down, the more significant adjustment occurs in the General Fund which is reserving \$22 million in bond proceeds which will not be required until 2018-19

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 - \$662,136,917

These pie charts show the major resource and requirement components of the Clackamas County budget excluding Interfund Transfers. Approximately \$120 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 2017-18 is \$662,136,917.

Resources by Fund and Category 2017-2018 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
General Fund										
General Fund	121,461,581	1,687,380	4,483,075	333,565	2,147,906	16,648,312	20,344,611	750,000	72,411,731	240,268,161
Sub-Total	121,461,581	1,687,380	4,483,075	333,565	2,147,906	16,648,312	20,344,611	750,000	72,411,731	240,268,161
Special Revenue Funds										
County Fair Fund	-	-	50,000	1,500	-	533,600	812,374	458,830	363,935	2,220,239
County School Fund	-	500	-	-	-	-	-	-	-	500
Building Codes Fund	-	-	-	-	6,474,525	333,500	91,245	-	5,481,823	12,381,093
Resolution Services Fund	-	-	87,000	12,000	25,000	772,336	150	587,869	68,374	1,552,729
Business & Economic Dev Fund	-	154,144	2,040,000	-	10,000	1,101,026	12,000	-	1,938,295	5,255,465
Disaster Management Fund	-	1,082,200	-	-	-	-	-	1,874,696	662,642	3,619,538
Law Library Fund	-	-	-	-	-	2,500	352,354	-	317,472	672,326
Library Services Fund	-	15,000	5,400	1,257,570	-	14,800	606,600	2,251,746	4,360,866	8,511,982
Parks Fund	-	1,350	906,437	-	-	902,791	84,800	825,259	790,489	3,511,126
Planning Fund	-	-	-	90,000	80,000	688,900	2,000	2,823,889	1,001,394	4,686,183
Road Fund	-	434,913	26,560,000	635,409	75,000	3,832,476	3,284,780	978,114	18,701,746	54,502,438
Sheriff Fund	11,500,000	1,033,679	164,500	8,465,783	480,700	3,380,315	6,827,694	57,492,885	2,792,785	92,138,341
Code Enforce, Resource Cons&Solid Waste	-	-	-	430,750	1,894,000	1,157,786	35,800	134,534	1,370,649	5,023,519
Property Resources Fund	-	-	-	-	-	672,711	677,711	-	1,355,125	2,705,547
Community Corrections Fund	-	-	8,409,466	100,000	-	837,445	168,587	4,546,938	2,245,110	16,307,546
District Attorney Fund	-	1,787,407	790,038	-	-	304,907	-	9,813,106	787,844	13,483,302
Justice Court Fund	-	-	-	-	-	3,507,800	12,800	-	238,089	3,758,689
Transportation SDC Fund	-	-	-	-	1,000,000	6,500	66,824	-	6,519,074	7,592,398
Public Land Corner Preserv Fund	-	-	-	-	-	755,000	10,000	-	1,560,189	1,560,189
Joint Transportation SDC Fund	-	-	-	-	650,000	1,000	33,500	-	4,942,894	5,627,394
Health, Housing & Human Svcs Admin Fund	-	-	-	-	-	912,096	-	613,522	733,591	2,259,209
Clack Behavioral Health Fund	-	1,236,662	19,972,892	611,182	-	1,286,105	119,909	1,024,482	3,032,496	27,283,728
Social Services Fund	-	5,151,630	11,828,327	841,037	-	2,007,667	105,000	2,845,252	2,012,460	24,791,373
Community Development Fund	-	4,900,453	-	700,000	-	210,000	550,000	149,640	603,190	7,113,283
Community Solutions for CC Fund	-	537,003	2,517,587	82,506	-	293,000	-	1,029,946	564,071	5,024,113
Children, Youth & Families Fund	-	216,700	3,048,898	146,000	-	359,375	570	1,467,599	92,979	5,332,121
Dog Services Fund	-	-	-	-	569,300	75,000	31,500	1,572,264	558,698	2,806,762
Public Health Fund	-	1,800,440	1,355,205	222,319	1,264,311	2,166,547	11,665	2,061,958	694,627	9,577,072
Clackamas Health Centers Fund	-	2,102,447	861,763	898,000	-	28,000,087	19,140	543,188	12,887,793	45,312,418
Employer Contribution Res Fund	-	-	-	-	-	-	18,000	-	2,684,716	2,702,716
Cty Safety Net Legislation Local Proj Fund	-	-	-	-	-	-	-	-	392,242	392,242
Transient Room Tax Fund	-	-	-	5,190,250	-	-	-	-	-	5,190,250
Juvenile Fund	-	318,008	1,454,216	134,450	-	322,714	3,500	7,924,463	1,850,000	12,007,351
Tourism Development Fund	-	-	-	388,825	-	-	9,500	4,926,890	587,898	5,913,113
Forest Mgmt Fund	-	79,000	-	-	-	1,000	1,025,000	75,000	3,518,661	4,698,661
Sub-Total	11,500,000	20,851,536	80,051,729	20,207,581	12,522,836	54,438,984	14,973,003	106,022,070	84,947,217	405,514,956
Internal Svc & Enterprise Funds										
Stone Creek Golf Course Fund	-	-	-	-	-	2,801,066	6,000	-	786,123	3,593,189
Clackamas Broadband Utility Fund	-	-	-	-	36,000	790,000	200	-	347,285	1,173,485
Records Management Fund	-	-	-	-	-	661,687	-	-	34,538	696,225
Facilities Management Fund	-	-	-	-	-	8,682,423	2,089,563	-	719,639	11,491,625
Telecommunication Svcs Fund	-	-	-	-	-	2,493,026	-	-	486,178	2,979,204
Technology Services Fund	-	-	35,000	-	-	12,129,806	205,556	35,000	1,200,766	13,606,128
Central Dispatch Fund	-	-	1,638,000	20,804	-	5,435,286	22,500	-	1,280,027	8,396,617
Self-Insurance Fund	-	-	-	-	-	2,313,600	29,354,272	-	3,169,273	34,837,145
Risk Management Claims Fund	-	-	-	-	-	5,900,361	154,560	-	9,105,564	15,160,485
Fleet Services Fund	-	-	-	-	-	4,105,867	45,500	1,700,675	391,797	6,243,839
Sub-Total	-	-	1,673,000	20,804	36,000	45,313,122	31,878,151	1,735,675	17,521,190	98,177,942
Debt Service Fund										
Debt Service Fund	-	-	-	-	-	3,039,602	18,672	5,922,119	497,940	9,478,333
General Obligation Bond Debt Service Fund	4,557,679	-	-	-	-	-	-	-	-	4,557,679
Sub-Total	4,557,679	-	-	-	-	3,039,602	18,672	5,922,119	497,940	14,036,012
Capital Project Funds										
DTD Capital Projects Fund	-	1,837,823	2,562,826	77,746	338,800	240,000	-	3,393,366	430,100	8,880,661
Capital Proj Reserve Fund	-	-	-	-	-	1,000,000	627,680	2,500,000	8,159,077	12,286,757
LID Construction Fund	-	-	-	-	-	-	4,500	-	541,158	545,658
Sub-Total	-	1,837,823	2,562,826	77,746	338,800	1,240,000	632,180	5,893,366	9,130,335	21,713,076
Trust & Agency Funds										
Damascus Successor Private Purpose Trust Fund	-	-	-	-	-	-	-	-	2,750,000	2,750,000
Sub-Total	-	-	-	-	-	-	-	-	2,750,000	2,750,000
Total All Funds	137,519,260	24,376,739	88,770,630	20,639,696	15,045,542	120,680,020	67,846,617	120,323,230	187,258,413	782,460,147

(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 2017-2018 Adopted Budget

FUNDS	Personnel Services	Materials & Services	Allocated Costs	Capital Outlay	Debt Service	Special Payments	Interfund Transfers	Reserves	Contingency	Ending Fund Bal	Adopted Budget
General Fund											
General Fund	43,732,935	7,975,517	8,880,022	181,000	244,303	27,016,203	107,801,177	36,063,866	8,373,138	-	240,268,161
Sub-Total	43,732,935	7,975,517	8,880,022	181,000	244,303	27,016,203	107,801,177	36,063,866	8,373,138	-	240,268,161
Special Revenue Funds											
County Fair Fund	556,700	1,246,689	-	141,341	-	5,000	-	-	270,509	-	2,220,239
County School Fund	-	-	-	-	-	500	-	-	-	-	500
Building Codes Fund	5,122,713	1,397,269	848,117	205,500	-	-	-	3,525,000	1,282,494	-	12,381,093
Resolution Services Fund	1,254,520	128,379	169,830	-	-	-	-	-	-	-	1,552,729
Business & Economic Dev Fund	1,779,008	2,830,164	173,708	-	-	25,000	63,000	-	384,585	-	5,255,465
Disaster Management Fund	1,659,532	768,509	248,907	35,000	-	621,200	-	-	286,390	-	3,619,538
Law Library Fund	229,664	127,669	64,625	-	-	-	-	50,000	200,368	-	672,326
Library Services Fund	1,987,343	1,905,517	215,811	274,596	-	3,100,000	-	953,213	75,502	-	8,511,982
Parks Fund	1,138,253	647,361	202,566	1,233,760	-	10,000	-	-	279,186	-	3,511,126
Planning Fund	2,567,078	691,192	436,684	75,000	-	-	320,000	394,347	201,882	-	4,686,183
Road Fund	18,429,560	16,287,858	2,340,309	3,884,000	-	500,000	2,743,366	8,500,000	1,817,345	-	54,502,438
Sheriff Fund	69,785,150	16,397,246	3,788,280	27,500	-	225,000	1,915,165	-	-	-	92,138,341
Code Enforce, Resource Cons&Solid Waste	2,392,724	927,776	356,825	91,000	-	-	75,000	617,522	562,672	-	5,023,519
Property Resources Fund	180,009	1,087,586	24,115	75,000	-	5,000	-	1,240,987	92,850	-	2,705,547
Community Corrections Fund	11,850,708	3,342,107	1,009,701	105,030	-	-	-	-	-	-	16,307,546
District Attorney Fund	10,662,034	1,874,122	867,146	-	-	80,000	-	-	-	-	13,483,302
Justice Court Fund	1,147,216	586,254	273,074	145,000	-	1,345,000	-	-	262,145	-	3,758,689
Transportation SDC Fund	-	83,127	20,804	-	-	-	650,000	2,500,000	4,338,467	-	7,592,398
Public Land Corner Preserv Fund	504,411	101,620	85,127	-	-	-	-	664,531	204,500	-	1,560,189
Joint Transportation SDC Fund	-	51,127	15,237	-	-	2,800,000	-	1,200,000	1,561,030	-	5,627,394
Hlth, Housing & Human Svcs Admin Fund	1,236,567	510,560	82,921	-	-	-	399,161	-	30,000	-	2,259,209
Behavioral Health Fund	8,971,041	12,168,831	2,127,340	-	-	1,225,222	-	-	2,791,294	-	27,283,728
Social Services Fund	10,374,053	9,850,951	3,000,282	-	-	953,152	-	-	612,935	-	24,791,373
Community Development Fund	1,143,885	5,244,735	224,663	100,000	-	400,000	-	-	-	-	7,113,283
Community Solutions for CC Fund	2,869,664	1,727,628	426,821	-	-	-	-	-	-	-	5,024,113
Children, Youth & Families Fund	1,228,733	2,032,107	304,961	-	-	1,766,320	-	-	-	-	5,332,121
Dog Services Fund	1,562,500	441,660	404,884	38,000	-	-	-	126,452	233,266	-	2,806,762
Public Health Fund	5,558,974	1,609,307	1,348,332	-	-	456,771	-	-	603,688	-	9,577,072
Clackamas Health Centers Fund	25,455,841	3,697,972	3,180,812	90,000	-	-	-	8,083,656	4,804,137	-	45,312,418
Employer Contribution Res Fund	-	-	-	-	-	-	650,000	-	2,052,716	-	2,702,716
Cty Safety Net Legislation Local Proj Fund	-	-	12,110	-	-	380,132	-	-	-	-	392,242
Transient Room Tax Fund	-	103,889	-	-	-	-	5,086,361	-	-	-	5,190,250
Juvenile Fund	6,320,437	4,889,829	647,085	-	-	-	-	-	150,000	-	12,007,351
Tourism Development Fund	1,614,228	3,796,885	-	-	-	52,000	-	-	450,000	-	5,913,113
Forest Mgmt Fund	479,317	280,684	54,685	1,071,000	-	5,000	320,000	2,365,772	122,203	-	4,698,661
Sub-Total	198,061,863	96,836,610	22,955,762	7,591,727	-	13,955,297	12,222,053	30,221,480	23,670,164	-	405,514,956
Internal Svcs & Enterprise Funds											
Stone Creek Golf Course Fund	-	2,451,715	7,107	100,000	-	5,000	300,000	409,720	319,647	-	3,593,189
Clackamas Broadband Utility Fund	323,843	402,873	79,477	331,292	-	36,000	-	-	-	-	1,173,485
Records Management Fund	447,024	107,502	141,699	-	-	-	-	-	-	-	696,225
Facilities Management Fund	5,180,120	5,251,737	356,736	515,000	-	-	-	-	188,032	-	11,491,625
Telecommunication Svcs Fund	812,864	1,505,164	186,656	474,520	-	-	-	-	-	-	2,979,204
Technology Services Fund	7,562,857	2,794,906	1,466,407	1,045,000	-	-	-	306,958	430,000	-	13,606,128
Central Dispatch Fund	6,736,141	392,605	332,997	20,000	-	284,390	-	430,484	200,000	-	8,396,617
Self-Insurance Fund	1,380,004	31,173,994	119,272	-	-	-	-	-	2,163,875	-	34,837,145
Risk Management Claims Fund	1,158,793	5,107,064	91,522	-	-	-	-	2,668,000	6,135,106	-	15,160,485
Fleet Services Fund	1,145,569	3,991,019	168,698	779,423	-	-	-	-	159,130	-	6,243,839
Sub-Total	24,747,215	53,178,579	2,950,571	3,265,235	-	325,390	300,000	3,815,162	9,595,790	-	98,177,942
Debt Service Fund											
Debt Service Fund					9,478,333						9,478,333
General Obligation Bond Debt Service Fund					4,557,679						4,557,679
Sub-Total	-	-	-	-	14,036,012	-	-	-	-	-	14,036,012
Capital Project Funds											
DTD Capital Projects Fund	-	-		8,800,905	-	-	-	-	79,756	-	8,880,661
Capital Proj Reserve Fund	-	1,145,627	40,895	7,503,086	-	-	-	2,195,000	1,402,149	-	12,286,757
LID Construction Fund	-	200,000	-	-	-	-	-	-	345,658	-	545,658
Sub-Total	-	1,345,627	40,895	16,303,991	-	-	-	2,195,000	1,827,563	-	21,713,076
Trust & Agency Funds											
Damascus Successor Private Purpose Trust Fund	-	2,750,000	-	-	-	-	-	-	-	-	2,750,000
Sub-Total	-	2,750,000	-	-	-	-	-	-	-	-	2,750,000
Total All Funds	266,542,013	162,086,333	34,827,250	27,341,953	14,280,315	41,296,890	120,323,230	72,295,508	43,466,655	-	782,460,147

Requirements by Fund and Department 2017-18 Adopted Budget

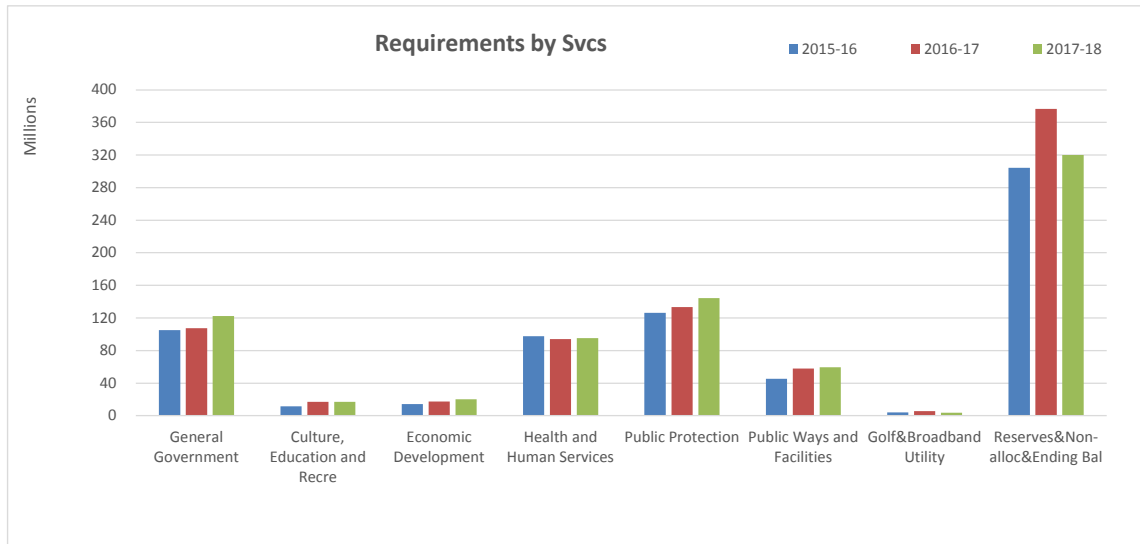
FUNDS	General Cty Admin	Assessor	Clerk	Treasurer	Sheriff	Dist Attorney	Justice Court	Juvenile	Counsel	Disaster Mgmt
General Fund										
General Fund	3,977,857	7,988,399	2,931,665	971,366	-	-	-	-	2,763,617	-
Sub-Total	3,977,857	7,988,399	2,931,665	971,366	-	-	-	-	2,763,617	-
Special Revenue Funds										
County Fair Fund	-	-	-	-	-	-	-	-	-	-
County School Fund	-	-	-	-	-	-	-	-	-	-
Building Codes Fund	-	-	-	-	-	-	-	-	-	-
Resolution Services Fund	-	-	-	-	-	-	-	-	-	-
Business & Economic Dev Fund	-	-	-	-	-	-	-	-	-	-
Disaster Mgmt Fund	-	-	-	-	-	-	-	-	-	3,619,538
Law Library Fund	-	-	-	-	-	-	-	-	-	-
Library Services Fund	-	-	-	-	-	-	-	-	-	-
Parks Fund	-	-	-	-	-	-	-	-	-	-
Planning Fund	-	-	-	-	-	-	-	-	-	-
Road Fund	-	-	-	-	-	-	-	-	-	-
Sheriff's Operations Fund	-	-	-	-	92,138,341	-	-	-	-	-
Code Enforce & Res Cons Fund	-	-	-	-	-	-	-	-	-	-
Property Resources Fund	-	-	-	-	-	-	-	-	-	-
Community Corrections Fund	-	-	-	-	16,307,546	-	-	-	-	-
District Attorney Fund	-	-	-	-	-	13,483,302	-	-	-	-
Justice Court Fund	-	-	-	-	-	-	3,758,689	-	-	-
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	-	-	-	-	-	-	-	12,007,351	-	-
Sub-Total	-	-	-	-	108,445,887	13,483,302	3,758,689	12,007,351	-	3,619,538
Internal Svcs & Enterprise Funds										
Stone Creek Golf Course Fund	-	-	-	-	-	-	-	-	-	-
CLACK Broadband Utility Fund	-	-	-	-	-	-	-	-	-	-
Records Management Fund	-	-	696,225	-	-	-	-	-	-	-
Facilities Management Fund	-	-	-	-	-	-	-	-	-	-
Telecommunication Svcs Fund	-	-	-	-	-	-	-	-	-	-
Technology Services Fund	-	-	-	-	-	-	-	-	-	-
Central Dispatch Fund	-	-	-	-	-	-	-	-	-	-
Self-Insurance Fund	-	-	-	-	-	-	-	-	-	-
Risk Management Claims Fund	-	-	-	-	-	-	-	-	-	-
Fleet Services Fund	-	-	-	-	-	-	-	-	-	-
Sub-Total	-	-	696,225	-	-	-	-	-	-	-
Debt Service Funds										
Debt Svcs Fund										
General Obligation Bond Debt Svcs Fur	-	-	-	-	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-	-	-	-	-
Capital Project Funds										
DTD Capital Projects Fund	-	-	-	-	-	-	-	-	-	-
Capital Proj Reserve Fund	-	-	-	-	-	-	-	-	-	-
LID Construction Fund	-	-	-	-	-	-	-	-	-	-
Sub-Total	-	-	-	-	-	-	-	-	-	-
Trust & Agency Funds										
Damascus Successor Private Purpose Trust f	-	-	-	-	-	-	-	-	-	-
Sub Total	-	-	-	-	-	-	-	-	-	-
Total All Funds	3,977,857	7,988,399	3,627,890	971,366	108,445,887	13,483,302	3,758,689	12,007,351	2,763,617	3,619,538

Requirements by Fund and Department 2017-18 Adopted Budget

FUNDS	Emerg Comm	Pub & Gov Affairs	HR Services	Finance	Technology Services	Transport & Developm't	Health, House & Human Svcs	Business & Comm Svcs	Tourism	Misc & Pass-Thr	Adopted Budget
General Fund											
General Fund	-	5,118,136	3,974,043	7,052,946	-	1,290,334	-	-	-	204,199,798	240,268,161
Sub-Total	-	5,118,136	3,974,043	7,052,946	-	1,290,334	-	-	-	204,199,798	240,268,161
Special Revenue Funds											
County Fair Fund	-	-	-	-	-	-	-	2,220,239	-	-	2,220,239
County School Fund	-	-	-	-	-	-	-	-	-	500	500
Building Codes Fund	-	-	-	-	-	12,381,093	-	-	-	-	12,381,093
Resolution Services Fund	-	-	-	-	-	-	-	-	-	1,552,729	1,552,729
Business & Economic Dev Fund	-	-	-	-	-	-	-	5,255,465	-	-	5,255,465
Disaster Mgmt Fund	-	-	-	-	-	-	-	-	-	-	3,619,538
Law Library Fund	-	-	-	-	-	-	-	-	-	672,326	672,326
Library Services Fund	-	-	-	-	-	-	-	8,511,982	-	-	8,511,982
Parks Fund	-	-	-	-	-	-	-	3,511,126	-	-	3,511,126
Planning Fund	-	-	-	-	-	4,686,183	-	-	-	-	4,686,183
Road Fund	-	-	-	-	-	54,502,438	-	-	-	-	54,502,438
Sheriff's Operations Fund	-	-	-	-	-	-	-	-	-	-	92,138,341
Code Enforce & Res Cons Fund	-	-	-	-	-	5,023,519	-	-	-	-	5,023,519
Property Resources Fund	-	-	-	-	-	-	-	2,705,547	-	-	2,705,547
Community Corrections Fund	-	-	-	-	-	-	-	-	-	-	16,307,546
District Attorney Fund	-	-	-	-	-	-	-	-	-	-	13,483,302
Justice Court Fund	-	-	-	-	-	-	-	-	-	-	3,758,689
Countywide Trans SDC Fund	-	-	-	-	-	7,592,398	-	-	-	-	7,592,398
Pub Land Corner Preserv Fund	-	-	-	-	-	1,560,189	-	-	-	-	1,560,189
HV /Clack Joint Trans Fund	-	-	-	-	-	5,627,394	-	-	-	-	5,627,394
H, H & Human Svcs Admin Fund	-	-	-	-	-	-	2,259,209	-	-	-	2,259,209
Clackamas Behavioral Health Fund	-	-	-	-	-	-	27,283,728	-	-	-	27,283,728
Social Services Fund	-	-	-	-	-	-	24,791,373	-	-	-	24,791,373
Community Development Fund	-	-	-	-	-	-	7,113,283	-	-	-	7,113,283
Comm Solutions Fund	-	-	-	-	-	-	5,024,113	-	-	-	5,024,113
Children, Youth & Families Fund	-	-	-	-	-	-	5,332,121	-	-	-	5,332,121
Dog Control Fund	-	-	-	-	-	2,806,762	-	-	-	-	2,806,762
Public Health Fund	-	-	-	-	-	-	9,577,072	-	-	-	9,577,072
Clack Health Ctrs Fund	-	-	-	-	-	-	45,312,418	-	-	-	45,312,418
Employer Con Res Fund	-	-	-	-	-	-	-	-	-	2,702,716	2,702,716
Cty Safety Net Local Proj Fund	-	-	-	-	-	-	-	-	-	392,242	392,242
Transient Room Tax Fund	-	-	-	-	-	-	-	-	-	5,190,250	5,190,250
Tourism Dev Council Fund	-	-	-	-	-	-	-	-	5,913,113	-	5,913,113
Forest Mgmt Fund	-	-	-	-	-	-	-	4,698,661	-	-	4,698,661
Juvenile Fund	-	-	-	-	-	-	-	-	-	-	12,007,351
Sub-Total	-	-	-	-	-	94,179,976	126,693,317	26,903,020	5,913,113	10,510,763	405,514,956
Internal Svcs & Enterprise Funds											
Stone Creek Golf Course Fund	-	-	-	-	-	-	-	3,593,189	-	-	3,593,189
CLACK Broadband Utility Fund	-	1,173,485	-	-	-	-	-	-	-	-	1,173,485
Records Management Fund	-	-	-	-	-	-	-	-	-	-	696,225
Facilities Management Fund	-	-	-	11,491,625	-	-	-	-	-	-	11,491,625
Telecommunication Svcs Fund	-	-	-	-	2,979,204	-	-	-	-	-	2,979,204
Technology Services Fund	-	-	-	-	13,606,128	-	-	-	-	-	13,606,128
Central Dispatch Fund	8,396,617	-	-	-	-	-	-	-	-	-	8,396,617
Self-Insurance Fund	-	-	34,837,145	-	-	-	-	-	-	-	34,837,145
Risk Management Claims Fund	-	-	15,160,485	-	-	-	-	-	-	-	15,160,485
Fleet Services Fund	-	-	-	6,243,839	-	-	-	-	-	-	6,243,839
Sub-Total	8,396,617	1,173,485	49,997,630	17,735,464	16,585,332	-	-	3,593,189	-	-	98,177,942
Debt Service Funds											
Debt Svcs Fund	-	-	-	-	-	-	-	-	-	9,478,333	9,478,333
General Obligation Bond Debt Svcs Fund	-	-	-	-	-	-	-	-	-	4,557,679	4,557,679
Sub-Total	-	-	-	-	-	-	-	-	-	14,036,012	14,036,012
Capital Project Funds											
DTD Capital Projects Fund	-	-	-	-	-	8,880,661	-	-	-	-	8,880,661
Capital Proj Reserve Fund	-	-	-	12,286,757	-	-	-	-	-	-	12,286,757
LID Construction Fund	-	-	-	-	-	-	-	-	-	545,658	545,658
Sub-Total	-	-	-	12,286,757	-	8,880,661	-	-	-	545,658	21,713,076
Trust & Agency Funds											
Damascus Successor Private Purpose Trust	-	-	-	-	-	-	-	-	-	2,750,000	2,750,000
Sub Total	-	-	-	-	-	-	-	-	-	2,750,000	2,750,000
Total All Funds	8,396,617	6,291,621	53,971,673	37,075,167	16,585,332	104,350,971	126,693,317	30,496,209	5,913,113	232,042,231	782,460,147

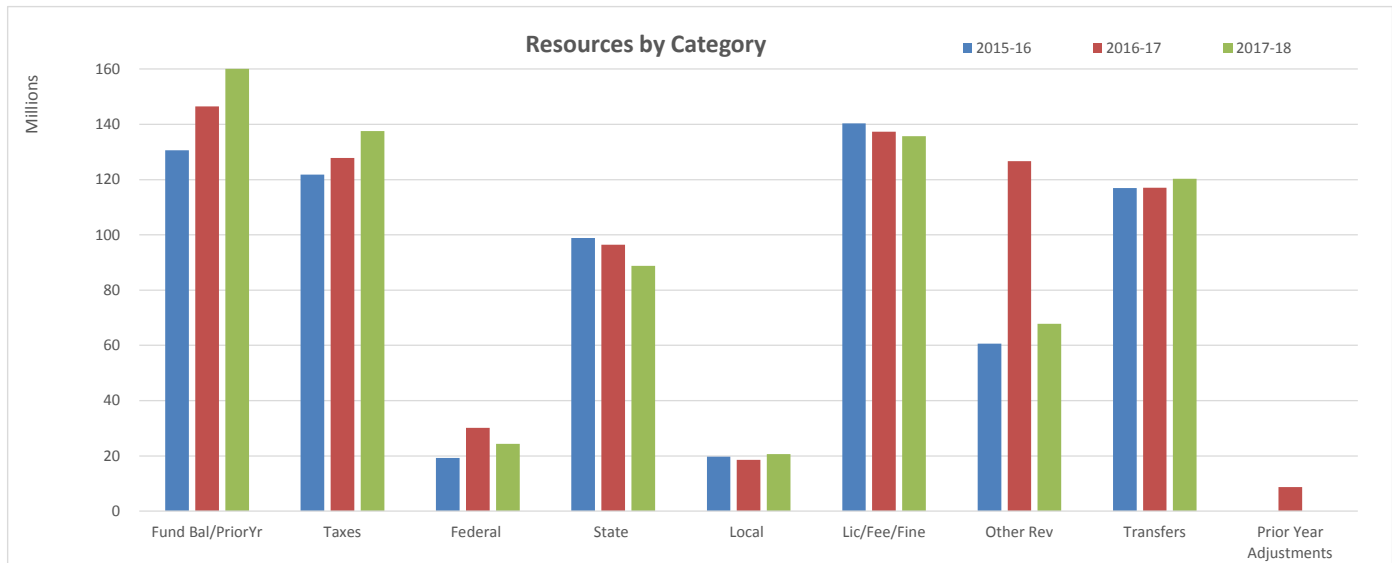
Resources and Requirements by Services for Major Funds

	General Fund			Community Development Fund		
	2015-16 Actual	2016-17 Est Actual	2017-18 Budget	2015-16 Actual	2016-17 Est Actual	2017-18 Budget
Resources by Category						
Beginning Fund Balance	27,247,687	24,756,082	72,411,731	585,034	583,190	603,190
Prior Year Revenue				35,000	605,782	
Current Revenues						
Taxes	111,269,171	116,821,000	121,461,581			
Federal Revenue	1,753,961	1,663,284	1,687,380	2,253,405	4,271,874	4,900,453
State Revenue	4,855,196	4,409,722	4,483,075			
Local Revenue	1,083	352,000	333,565	729,889	650,000	700,000
Licenses & Permits	1,951,318	2,090,660	2,147,906			
Fees & Fines	16,277,304	17,222,004	16,648,312	297,950	153,100	210,000
Other Revenue	17,640,487	84,471,459	20,344,611	840,987	533,060	550,000
Interfund Transfers	2,582,905	1,729,210	750,000	149,029	148,801	149,640
Prior Year Adjustments						
Subtotal Current Revenues	156,331,425	228,759,339	167,856,430	4,271,260	5,756,835	6,510,093
Total Resources	183,579,112	253,515,421	240,268,161	4,891,294	6,945,807	7,113,283
Requirements by Function						
General Government	30,096,077	33,663,401	35,263,273			
Culture, Education and Recre						
Economic Development				4,138,291	6,077,617	6,713,283
Health and Human Services						
Public Protection						
Public Ways and Facilities						
Golf Course						
Broadband Utility						
	30,096,077	33,663,401	35,263,273	4,138,291	6,077,617	6,713,283
Unappr Reserves & Non-alloc to Unit Org	128,726,953	147,440,289	205,004,888	169,813	265,000	400,000
Ending Fund Balance	24,756,082	72,411,731		583,190	603,190	
Total Requirements	183,579,112	253,515,421	240,268,161	4,891,294	6,945,807	7,113,283



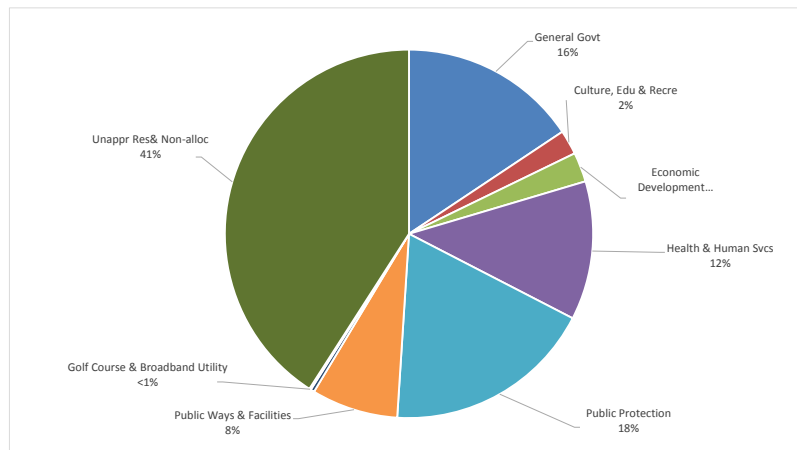
Resources and Requirements by Services for Major Funds

	Sheriff Fund			All Other Funds			Total		
	2015-16 Actual	2016-17 Est Actual	2017-18 Budget	2015-16 Actual	2016-17 Est Actual	2017-18 Budget	2015-16 Actual	2016-17 Est Actual	2017-18 Budget
Resources by Category									
Beginning Fund Balance	3,254,975	2,462,852	2,792,785	96,722,827	112,638,539	111,450,707	127,810,523	140,440,663	187,258,413
Prior Year Revenue				2,808,380	5,382,917		2,843,380	5,988,699	
Taxes			11,500,000	10,485,292	11,012,500	4,557,679	121,754,463	127,833,500	137,519,260
Federal Revenue	859,218	1,208,665	1,033,679	14,359,997	23,019,286	16,755,227	19,226,581	30,163,109	24,376,739
State Revenue	158,849	241,778	164,500	93,791,787	91,762,273	84,123,055	98,805,832	96,413,773	88,770,630
Local Revenue	8,590,076	7,927,795	8,465,783	10,453,352	9,665,661	11,140,348	19,774,400	18,595,456	20,639,696
Licenses & Permits	682,032	655,700	480,700	18,933,561	14,097,063	12,416,936	21,566,911	16,843,423	15,045,542
Fees & Fines	2,364,443	3,190,232	3,380,315	99,783,592	99,891,436	100,441,393	118,723,289	120,456,772	120,680,020
Other Revenue	5,704,291	5,883,848	6,827,694	36,409,798	35,795,271	40,124,312	60,595,563	126,683,638	67,846,617
Interfund Transfers	51,985,096	55,104,521	57,492,885	62,268,176	60,011,148	61,930,705	116,985,206	116,993,680	120,323,230
Prior Year Adjustments					8,700,000			8,700,000	
	70,344,005	74,212,539	89,345,556	346,485,555	353,954,638	331,489,655	577,432,245	662,683,351	595,201,734
Total Resources	73,598,980	76,675,391	92,138,341	446,016,762	471,976,094	442,940,362	708,086,148	809,112,713	782,460,147
Requirements by Function									
General Government				74,837,801	73,652,921	87,224,913	104,933,878	107,316,322	122,488,186
Culture, Education and Recre				11,358,505	17,003,412	16,846,736	11,358,505	17,003,412	16,846,736
Economic Development				10,079,351	11,185,165	13,576,947	14,217,642	17,262,782	20,290,230
Health and Human Services				97,713,667	94,051,064	95,276,629	97,713,667	94,051,064	95,276,629
Public Protection	69,574,921	72,638,018	89,998,176	56,717,937	60,801,973	54,335,392	126,292,858	133,439,991	144,333,568
Public Ways and Facilities				45,429,569	57,862,867	59,493,693	45,429,569	57,862,867	59,493,693
Golf Course				2,281,124	2,428,643	2,558,822	2,281,124	2,428,643	2,558,822
Broadband Utility				1,618,585	3,043,733	1,137,485	1,618,585	3,043,733	1,137,485
	69,574,921	72,638,018	89,998,176	300,036,539	320,029,778	330,450,617	403,845,828	432,408,814	462,425,349
Unappr Reserves & Non-alloc to Unit Org	1,561,206	1,296,316	2,140,165	33,341,685	40,443,881	112,489,745	163,799,657	189,445,486	320,034,798
Ending Fund Balance	2,462,853	2,741,057		112,638,538	111,502,435	0	140,440,663	187,258,413	
Total Requirements	73,598,980	76,675,391	92,138,341	446,016,762	471,976,094	442,940,362	708,086,148	809,112,713	782,460,147



Requirements by Service Category 2017-18 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	Non-allocated to Org Unit	
General Fund	35,263,273	-	-	-	-	-	-	-	205,004,888	240,268,161
County Fair Fund	-	1,944,730	-	-	-	-	-	-	275,509	2,220,239
County School Fund	-	-	-	-	-	-	-	-	500	500
Building Codes Fund	7,573,599	-	-	-	-	-	-	-	4,807,494	12,381,093
Resolution Services Fund	1,552,729	-	-	-	-	-	-	-	-	1,552,729
Business & Economic Dev Fund	-	-	4,782,880	-	-	-	-	-	472,585	5,255,465
Disaster Mgmt Fund	-	-	-	-	2,711,948	-	-	-	907,590	3,619,538
Law Library Fund	-	-	-	-	421,958	-	-	-	250,368	672,326
Library Services Fund	-	4,383,267	-	-	-	-	-	-	4,128,715	8,511,982
Parks Fund	-	3,221,940	-	-	-	-	-	-	289,186	3,511,126
Planning Fund	-	-	3,769,954	-	-	-	-	-	916,229	4,686,183
Road Fund	-	-	-	-	-	40,941,727	-	-	13,560,711	54,502,438
Sheriff's Operations Fund	-	-	-	-	89,998,176	-	-	-	2,140,165	92,138,341
Code Enforce & Res Cons Fund	3,768,325	-	-	-	-	-	-	-	1,255,194	5,023,519
Property Resources Fund	1,366,710	-	-	-	-	-	-	-	1,338,837	2,705,547
Community Corrections Fund	-	-	-	-	16,307,546	-	-	-	-	16,307,546
District Attorney Fund	-	-	-	-	13,403,302	-	-	-	80,000	13,483,302
Justice Court Fund	-	-	-	-	2,151,544	-	-	-	1,607,145	3,758,689
Countywide Trans SDC Fund	-	-	-	-	-	103,931	-	-	7,488,467	7,592,398
Pub Land Corner Preserv Fund	-	-	-	-	-	691,158	-	-	869,031	1,560,189
HV /Clack Joint Trans Fund	-	-	-	-	-	66,364	-	-	5,561,030	5,627,394
H, H & Human Svcs Admin Fund	-	-	-	1,830,048	-	-	-	-	429,161	2,259,209
Clackamas Behavioral Health Fund	-	-	-	23,267,212	-	-	-	-	4,016,516	27,283,728
Social Services Fund	-	-	-	23,225,286	-	-	-	-	1,566,087	24,791,373
Community Development Fund	-	-	6,713,283	-	-	-	-	-	400,000	7,113,283
Comm Solutions for CC Fund	-	-	5,024,113	-	-	-	-	-	-	5,024,113
Children, Youth & Families Fund	-	-	-	3,565,801	-	-	-	-	1,766,320	5,332,121
Dog Control Fund	-	-	-	2,447,044	-	-	-	-	359,718	2,806,762
Public Health Fund	-	-	-	8,516,613	-	-	-	-	1,060,459	9,577,072
Clack Health Ctrs Fund	-	-	-	32,424,625	-	-	-	-	12,887,793	45,312,418
Employer Con Res Fund	-	-	-	-	-	-	-	-	2,702,716	2,702,716
Cty Safety Net Local Proj Fund	-	-	-	-	-	-	-	-	392,242	392,242
Transient Room Tax Fund	-	-	-	-	-	-	-	-	5,190,250	5,190,250
Tourism Dev Council Fund	-	5,411,113	-	-	-	-	-	-	502,000	5,913,113
Forest Mgmt Fund	-	1,885,686	-	-	-	-	-	-	2,812,975	4,698,661
Juvenile Fund	-	-	-	-	11,857,351	-	-	-	150,000	12,007,351
Stone Creek Golf Course Fund	-	-	-	-	-	-	2,558,822	-	1,034,367	3,593,189
Records Management Fund	696,225	-	-	-	-	-	-	-	-	696,225
Facilities Management Fund	11,303,593	-	-	-	-	-	-	-	188,032	11,491,625
Telecommunication Svcs Fund	2,979,204	-	-	-	-	-	-	-	-	2,979,204
Technology Services Fund	12,869,170	-	-	-	-	-	-	-	736,958	13,606,128
Central Dispatch Fund	-	-	-	-	7,481,743	-	-	-	914,874	8,396,617
Self-Insurance Fund	32,673,270	-	-	-	-	-	-	-	2,163,875	34,837,145
Risk Management Claims Fund	6,357,379	-	-	-	-	-	-	-	8,803,106	15,160,485
Fleet Services Fund	6,084,709	-	-	-	-	-	-	-	159,130	6,243,839
Debt Service Fund	-	-	-	-	-	-	-	-	9,478,333	9,478,333
General Obligation Bond Debt Svcs Fund	-	-	-	-	-	-	-	-	4,557,679	4,557,679
DTD Capital Projects Fund	-	-	-	-	-	8,800,905	-	-	79,756	8,880,661
Capital Proj Reserve Fund	-	-	-	-	-	8,689,608	-	-	3,597,149	12,286,757
Broadband Innovation Initiative Fund	-	-	-	-	-	-	-	1,137,485	36,000	1,173,485
LID Construction Fund	-	-	-	-	-	200,000	-	-	345,658	545,658
Damascus Successor Private Purpose Trust Fund	-	-	-	-	-	-	-	-	2,750,000	2,750,000
	122,488,186	16,846,736	20,290,230	95,276,629	144,333,568	59,493,693	2,558,822	1,137,485	320,034,798	782,460,147



The fiscal year 2017-18 budget provides for 2054.00 full-time equivalent positions (FTE). This is an increase of 12.89 FTE from the staffing budgeted for 2016-17.

The largest employers are the Sheriff with 552.35 positions (27%), Health, Housing and Human Services with 495.76 positions (24%) and the Department of Transportation & Development with 266.64 positions (13%). Included in the Non-Departmental & Pass-Through classification are 145.95 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 512.35 FTE at the end of 2016-17. The effort continues as there are still 40 authorized but unfilled positions at the beginning of 2017-18.

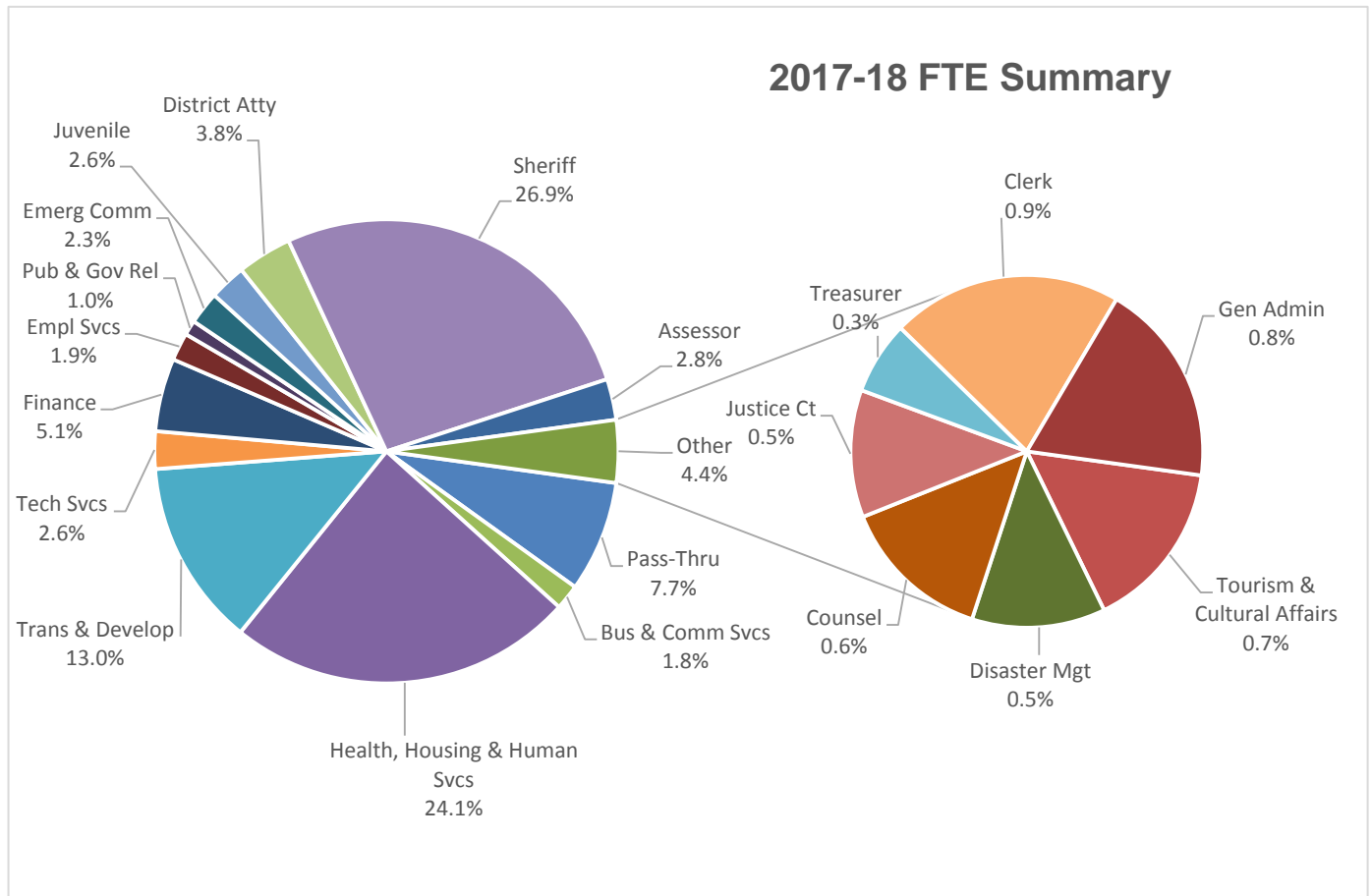
After having reduced staffing in FY 2014-15, Health, Housing and Human Services had been able to add back positions reflecting increased activity. With 511.36 FTE budgeted for 2016-17, this department had regained 45 allocated positions over two years, primarily in the Health Centers and Social Services. For 2017-18 however, there are 15.6 fewer positions budgeted department-wide mostly reflecting uncertain funding for the Health Centers.

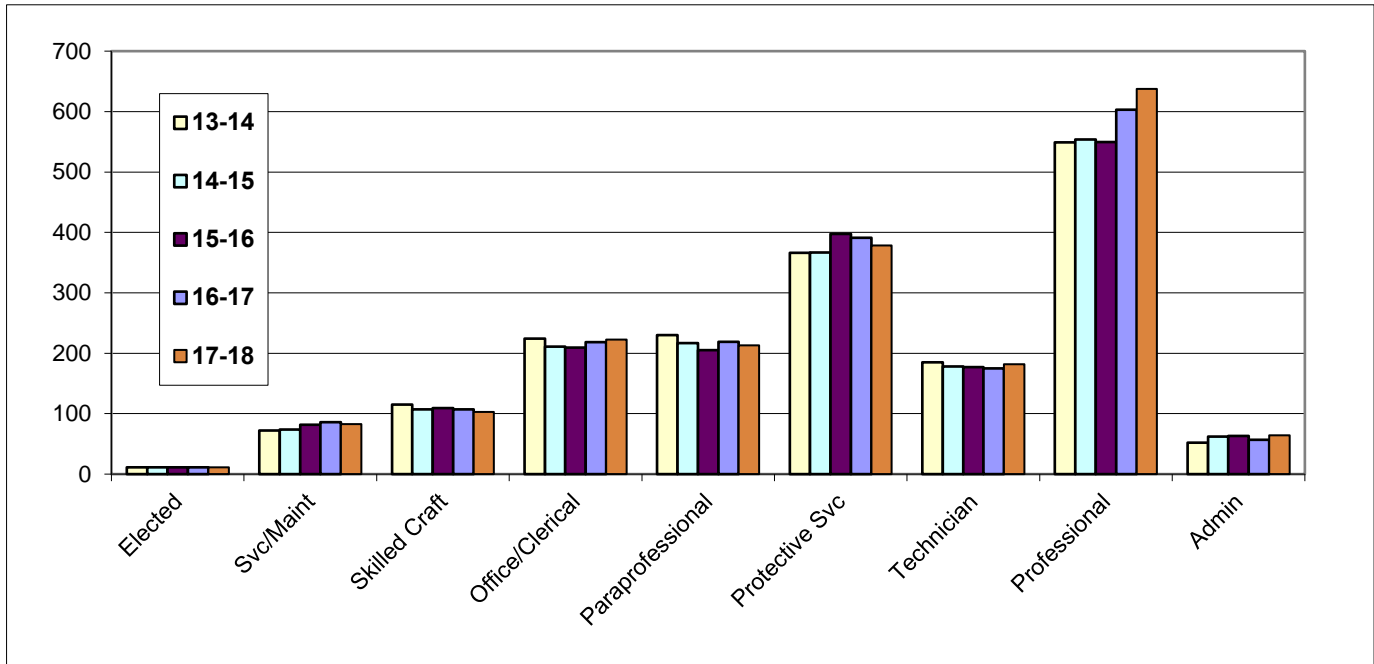
The Finance Department has added 19.5 positions since 2014-15, reflecting a significant increase in workload in Facilities Management to address a multitude of new remodeling and maintenance requests and in Finance to respond to ever more demanding grants management and auditing requirements.

The Department of Transportation and Development, after losing positions over many years, has finally been able to increase staffing beginning in 2014-15. As construction activity rebounded after the recession, Building Services added back staff as did Roads and Planning.

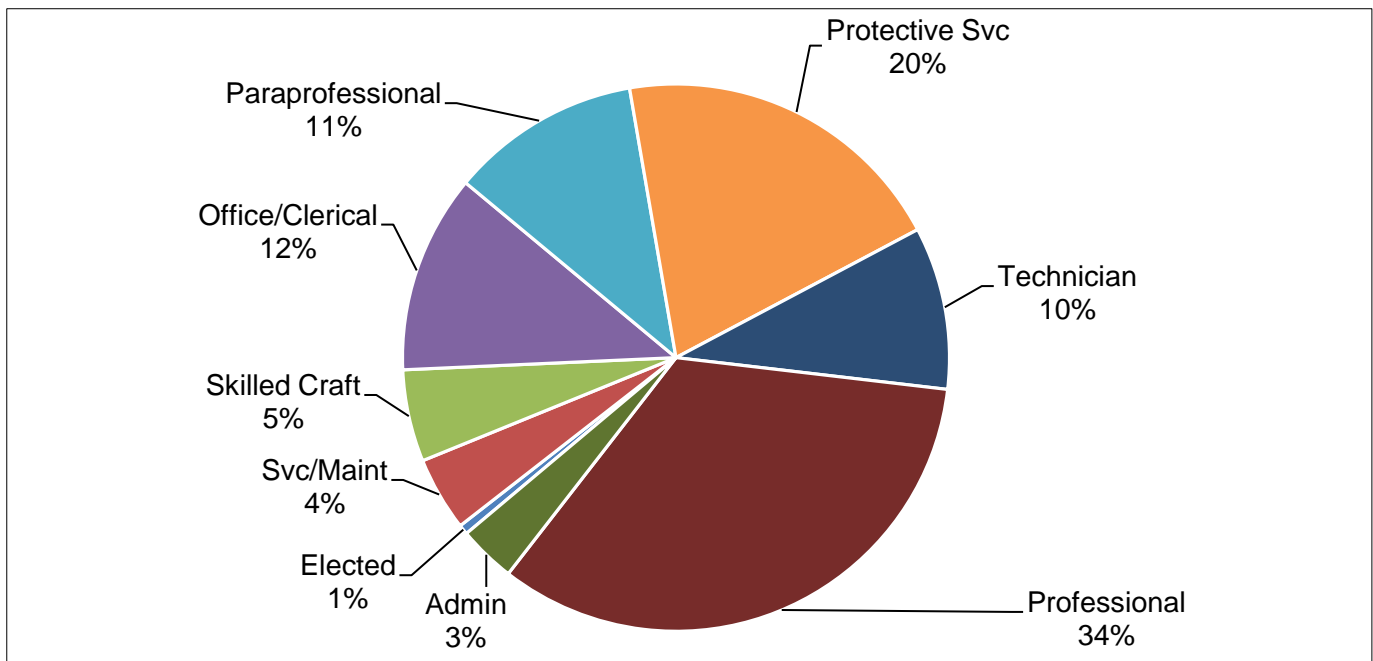
Business and Community Services, lost 7.0 FTE in 2015-16, primarily the result of transferring the Sunnyside Library to the City of Happy Valley.

Department	2014-15	2015-16	2016-17	2017-18
General County Administration	17.80	17.80	19.31	16.80
Assessor	57.50	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	536.50	548.00	555.35	552.35
District Attorney	74.30	78.30	78.30	78.30
Justice Court	10.50	10.50	10.50	10.50
Juvenile	51.00	54.00	54.00	52.00
County Counsel	11.50	12.50	12.50	12.50
Disaster Management	11.00	11.00	11.00	11.00
Emergency Communications	44.50	47.00	47.00	47.00
Public & Government Affairs	19.00	20.00	21.00	21.00
Human Resources	34.70	37.80	39.60	39.80
Finance	85.03	88.03	97.53	104.53
Technology Services	50.50	51.50	54.50	53.50
Transportation & Development	236.30	245.60	265.30	266.64
Health, Housing & Human Services	466.82	501.66	511.36	495.76
Business & Community Services	41.00	34.00	36.00	36.00
Tourism & Cultural Affairs	10.00	12.00	12.00	14.00
Miscellaneous & Pass-Through	164.01	159.39	158.14	158.82
Total Budgeted Full-Time Equivalents (FTE's)	1,946.96	2,012.58	2,066.89	2,054.00





Total employment has increased 5% since FY 13-14 with professional staff experiencing the most growth and paraprofessional staff decreasing. Protective service staffing is lowest in the first 2 years shown with a jump to a five year high in FY 15-16..



FY 17-18 professional and paraprofessional workers comprise 45% of total county employment. Protective services which contributes 20% is the next largest category followed by office/clerical at 12%. 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, 2018, based upon the current budget. These are moneys that should be available for the FY 2018-19 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 2016-17 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.

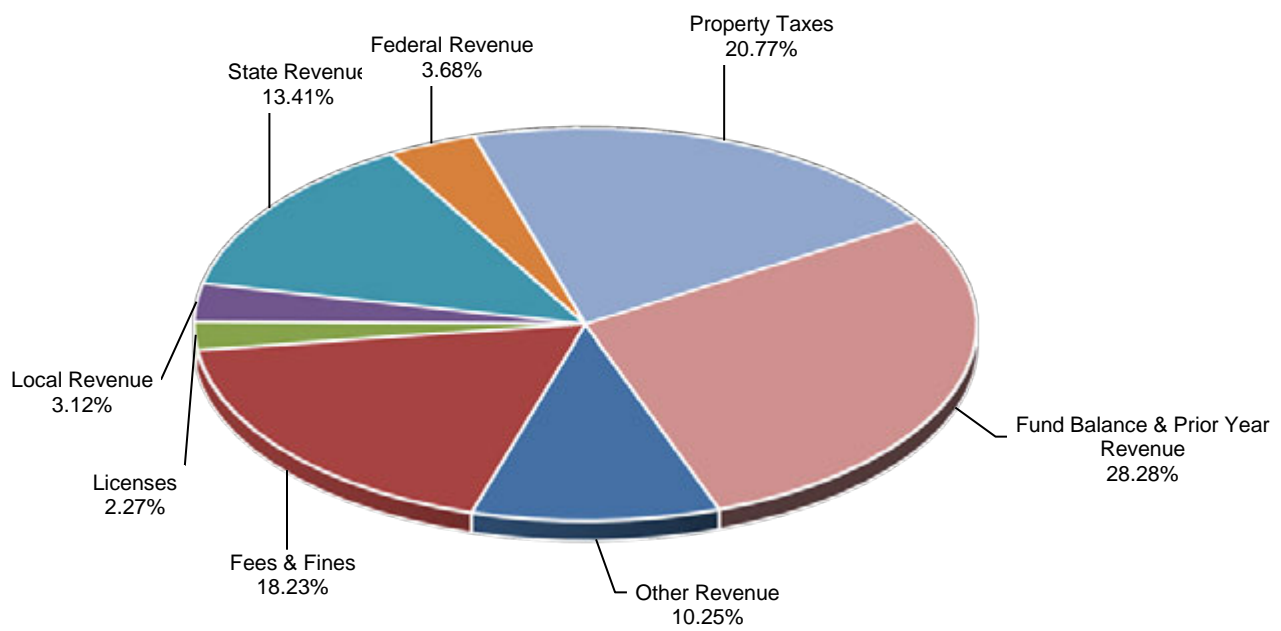
Per these assumptions, actual ending fund balances for FY 2017-18 should always exceed the projections obtained by applying the estimated actual and budgeted figures discussed above. The balances presented below should be viewed as minimums. The following table is a countywide summary. More complete information for each fund is available in the "Budget by Fund" section.

	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
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)

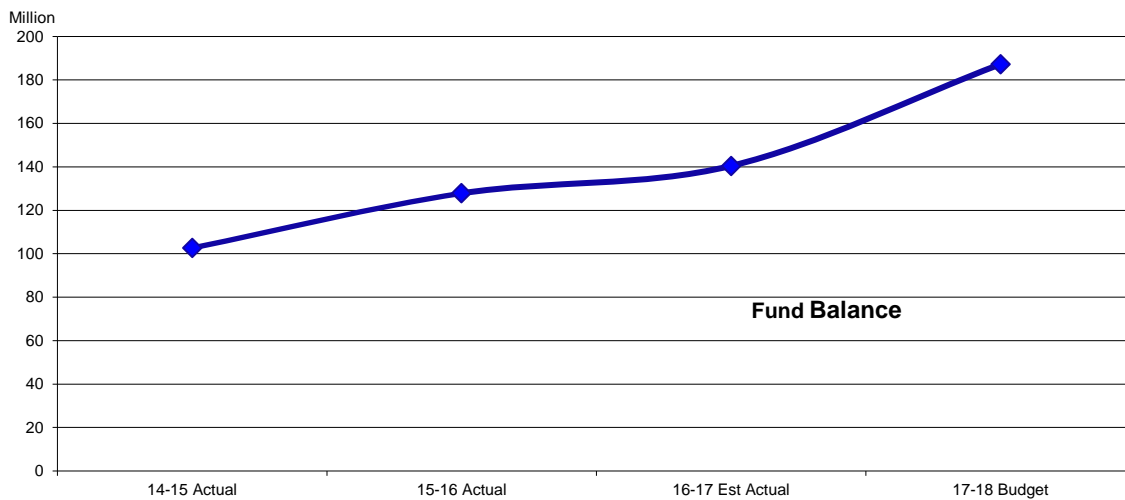


Beginning Fund Balance is money carried over from one year to the next. It represents the accumulation of revenues over expenditures throughout the life of the fund.

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 2017-18 it is increasing even more than usual due to the inclusion of the unspent balance of \$59 million in bond proceeds. This bump will smooth out over the next two years as those proceeds are employed to update the county's emergency communications system.

For 2017-18, Fund Balance is budgeted at \$187 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.

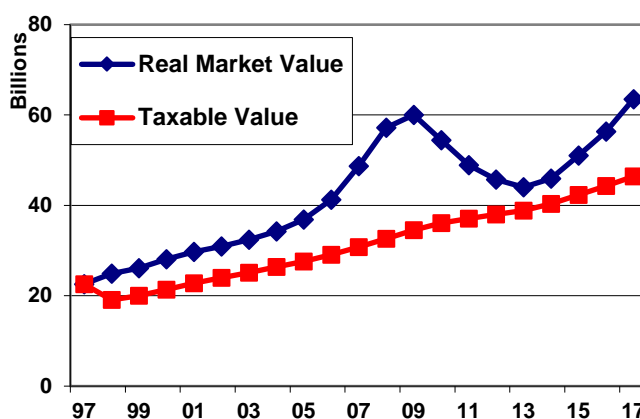
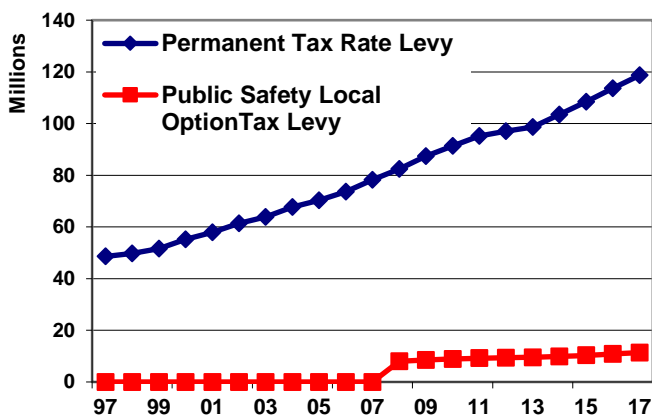
In November 2006, voters approved a five year public safety local option levy of \$0.2480 per \$1000 of assessed value to pay for staff to reopen 84 jail beds, add patrol positions and expand enforcement efforts to combat methamphetamine abuse, child abuse and other crimes. Voters renewed the levy at 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, 2016, the most recent valuation date available, the market value of property in Clackamas County was \$63.5 billion. This is the first year the total has exceeded the previous high of \$60 billion which was reached in 2008. Four years ago, market value was 27% below the 2008 high value so the market is improving and the county anticipates continued growth when 2017 market values are published by the Assessor this fall.

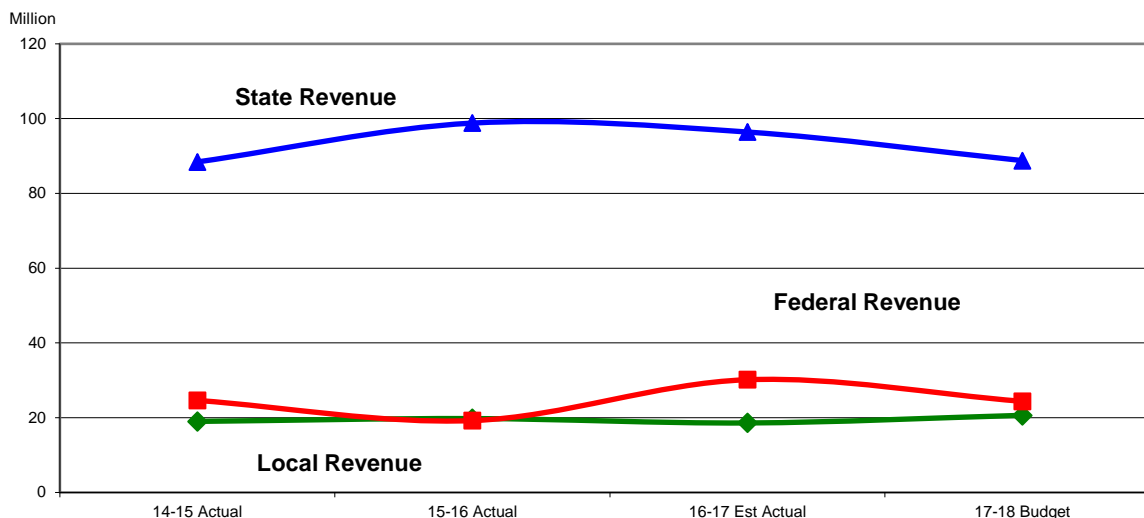
Taxes are calculated by multiplying the appropriate tax rates for a tax code area by the property's assessed value. Tax rates do not change from year to year unless voters approve temporary levies or general obligation bond issues, and since growth in assessed value for most properties is restricted,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

The average real market value of a single family home in Clackamas County is \$384,730 and the median value is \$331,110. The average taxable value is \$271,750. The assessed value of an average home is equal to about 71% of its real market value. The Assessor's value represents the property values as of the assessment date which is January 1, 2016 and reflects the change in value from January 1, 2015 to January 1, 2016.

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% 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 (13.4%) - 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 2017-18 revenues to decline \$7.6 million from what was received in 2016-17. State dollars will provide \$88.8 million to the County.

The revenue reduction is found in Transportation and Development which is budgeted to receive \$29 million in 2017-18 compared with \$36 million in 2016-17. There are two main components to this funding. The first is motor vehicle tax (primarily gasoline tax) which continues to provide about \$26 million to maintain County roads. The second component is project-specific transportation improvement funding which was budgeted at \$9.1 million in 2016-17 but only \$1.7 million for 2017-18. The reduction reflects substantial completion of work on the Tolbert Street overpass project.

Behavioral Health programs will receive almost \$20 million and Social Services estimates \$11.8 million in state support for developmental disabilities and other programs.

Community Corrections programs receive \$8.4 million to provide for supervision and services to felony offenders.

State shared revenue in the General Fund is budgeted to add \$4.5 million for 2017-18 including \$2.5 million in liquor and cigarette tax and \$1.4 million to support the County Assessor. In addition, the Business and Economic Development Fund receives \$1.8 million in video lottery money for economic development activities.

Federal Revenues (3.4%) - Moneys from federal sources are budgeted at \$24.4 million for FY 2017-18, a decrease of \$8.3 million from 2016-17. This can be generally attributed to the cessation of federal reimbursement revenue for the Pudding River (Whiskey Hill Road) bridge replacement project which was completed in early 2017

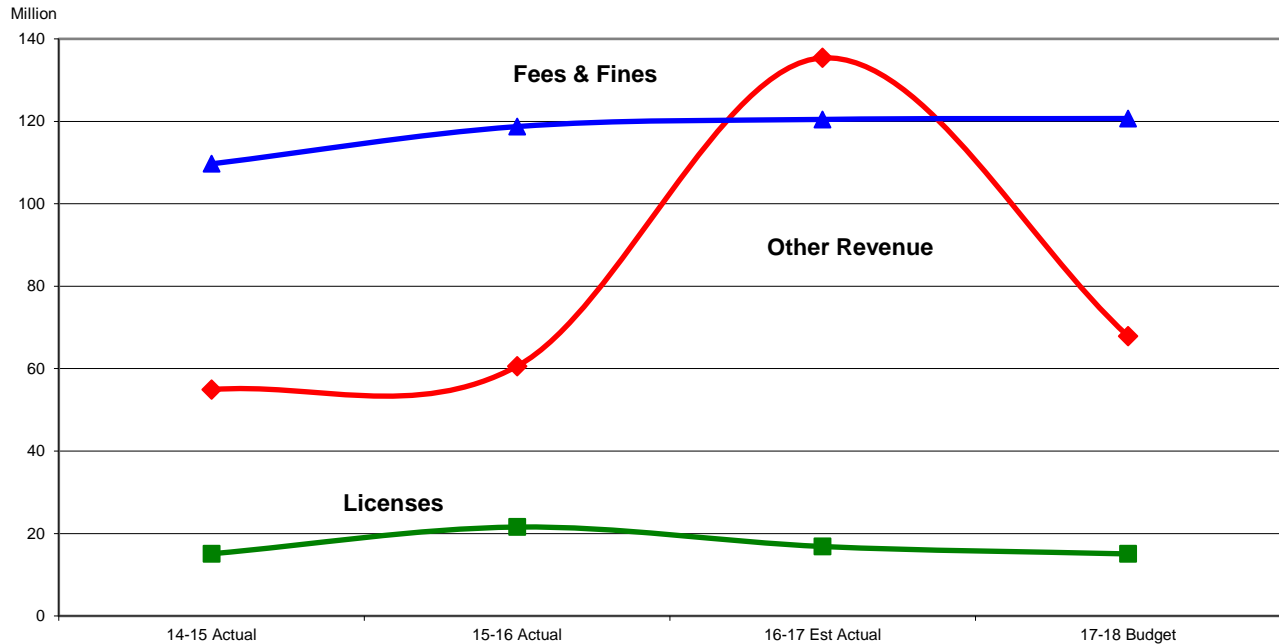
Continuing federal funding is provided to Community Development which has been allocated \$4.9 million from Housing and Urban Development (HUD) to develop new housing for low and moderate-income people in the County, improve neighborhoods, public facilities and historic buildings and make home repair loans to individuals. Social Services programs receive \$5.2 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 \$5.1 million for health and dental care clinics, services to women, infants and children and other outreach programs.

In years past the Secure Rural Schools and Community Self-Determination Act of 2000 had been a historically important but declining source of revenue derived from federal lands. The General Fund, Road Fund and County Schools Fund in particular depended upon this revenue which once amounted to over \$10 million per year. This legislation has sunset and the funding formula has reverted to prior legislation which is expected to provide about \$1.4 million in 2017-18.

Local Revenues (3.1%) - Local Revenue refers to funds that are provided by cities, counties and regional agencies. These sources combined add \$20.6 million in revenue to Clackamas County. The Sheriff receives \$6.9 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. The Library Services Fund receives \$1.3 million from the Library District for the operation of the Oak Lodge Library. Finally, Clackamas Health Centers programs receive \$898,000 from a variety of contracts to support clinics.

These revenues come from payments for services and support the units that provide those services. As a group, they provide 30.7% of Clackamas County's resources net Interfund Transfers.



Fees and Fines (18.2%) – 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 \$3.5 million during 2017-18. Fees and fines together will bring in about \$120.7 million to the County this year, similar to what was received in 2016-17.

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 \$12.4 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 \$3.5 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. However, the real estate market has now rebounded strongly and recording fees are expected to increase by about \$800,000 in 2017-18.

Outside the General Fund are other internal service providers that also generate fees. Technology Services is budgeted to receive \$12.1 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 \$5.1 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 \$28 million to the total, most of it from Medicaid. The Road Fund earns \$3.8 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 million which is applied toward debt service on those facilities.

Other Revenue (10.2%) – 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 \$67.8 million to total County revenues for FY 2017-18. About \$20 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 \$6.8 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 \$29.4 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.

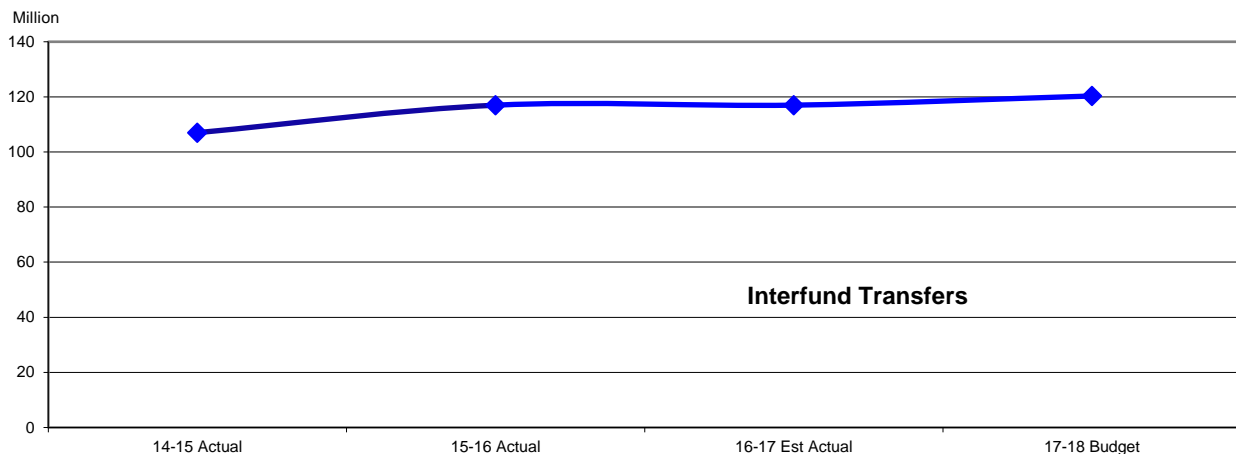
Licenses and Permits (2.3%) – These represent the granting of authority to do something such as build a house or provide cable or garbage hauling service within the County's jurisdiction. Countywide, this source is budgeted at \$15 million for FY 2017-18. Construction related fees are recorded in the Building Codes Fund which anticipates collecting \$6.5 million in various licenses. Among the more significant sources are electrical permits (\$1.8 million), building permits (\$1.7 million), plan check permits (\$1.3 million). The Transportation System Development Charge Fund and Joint Transportation SDC Fund together are budgeted to receive \$1.7 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 \$1.9 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 \$107.8 million for 2017-18.

Another significant source of Interfund transfer revenue is funding provided to capital project funds to pay for transportation and facilities improvements. Transfers related to transportation capital projects budgeted for 2017-18 total \$3.4 million and those for facilities improvements total \$2.5 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 \$5.4 million for 2017-18.



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.

Making its debut in the Fiscal Year 2015-16 budget was Performance Clackamas, a new 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.**

Nine 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, County Counsel, and Clerk. These will be the departments presented first in this section. All departments under the oversight of the Board of Commissioners will have completed strategic business plans by June 30, 2017.

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.

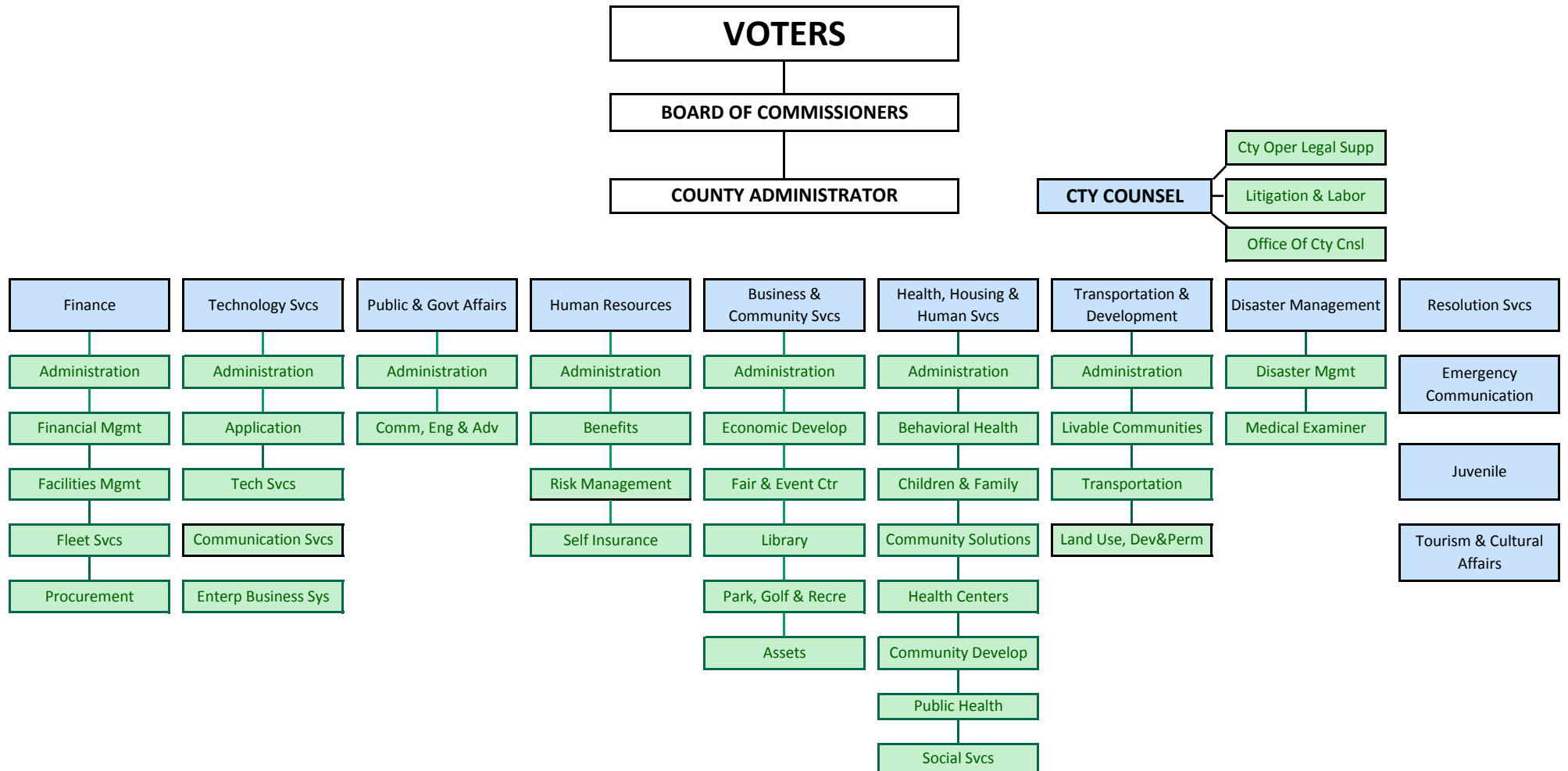
Work is divided into broader Lines of Business and more specific Programs for sets of services that have a common purpose or result. The Program is the building block of Performance Based Budgeting. It is here that performance, revenues and expenses, staffing and General Fund support are detailed. Since we budgeted by Program for the first time in 2015-16, we have limited year to year comparisons in the new format. 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.



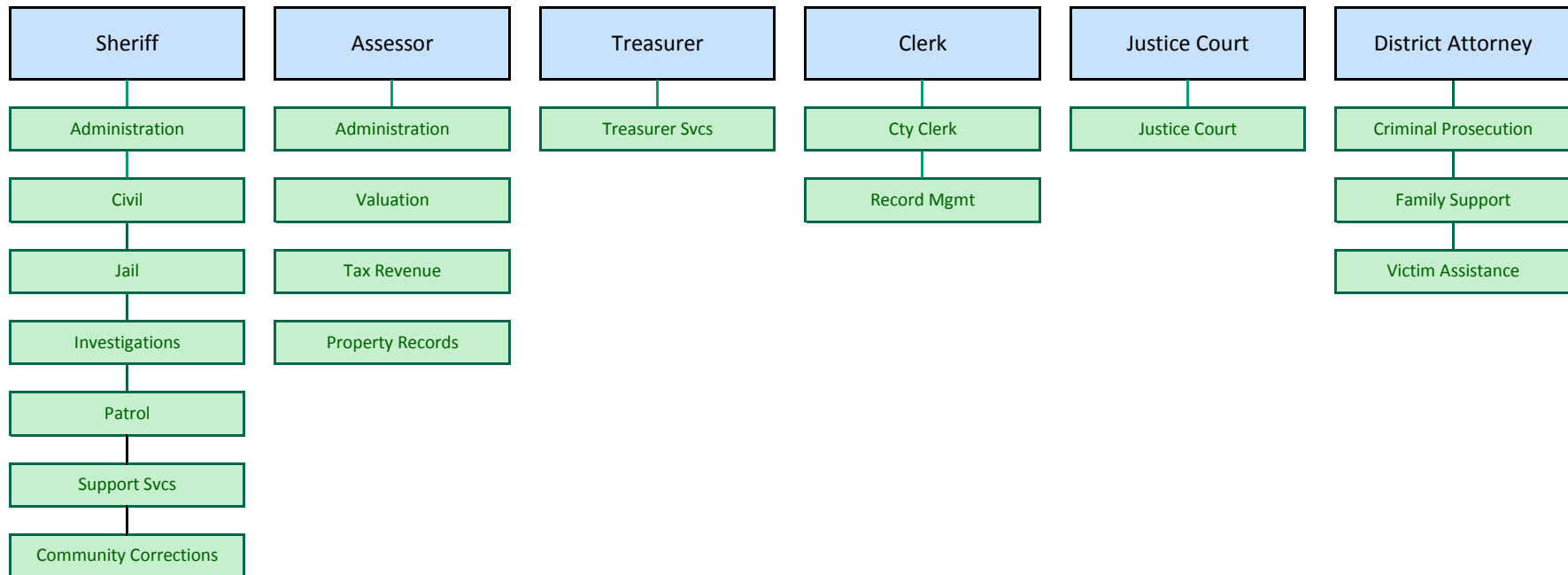
Departments that have not yet developed their strategic plans will be presented as in previous years. Each section will begin with a one page summary of the department's expenditures by category and by fund over the last four years. Each department head will then discuss its mission, provide an overview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

Clackamas County Departments



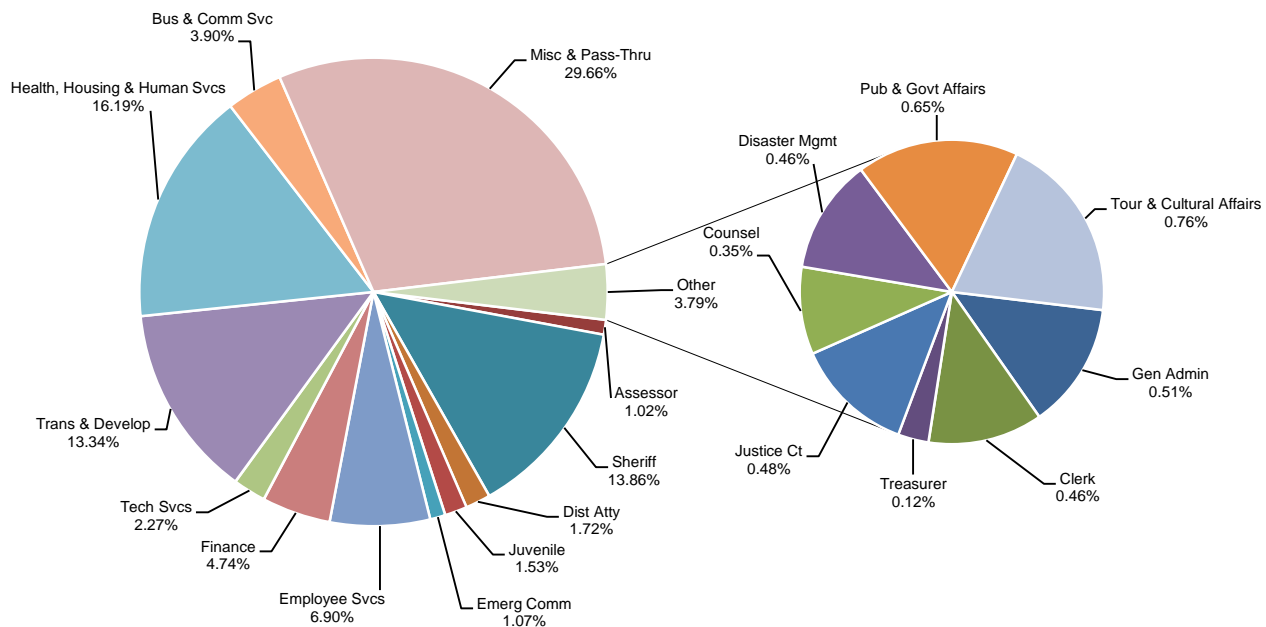
Clackamas County Departments

VOTERS



	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Requirements by Department					
General County Administration	3,421,034	3,627,812	4,021,354	3,875,812	3,977,857
Assessor	6,707,590	7,091,371	7,590,668	7,481,391	7,988,399
Clerk	2,686,548	3,175,926	3,589,226	2,933,105	3,627,890
Treasurer	664,653	815,869	846,887	843,763	971,366
Sheriff	89,084,726	96,647,772	106,048,872	100,860,708	108,445,887
District Attorney	11,102,661	11,246,354	13,292,676	12,183,038	13,483,302
Justice Court	3,088,183	3,787,048	4,882,663	4,846,284	3,758,689
Juvenile	9,182,133	9,785,577	12,530,753	10,266,728	12,007,351
County Counsel	2,027,029	2,067,267	2,459,929	2,353,522	2,763,617
Disaster Management	2,191,349	2,189,837	3,515,756	2,606,530	3,619,538
Emerg Communications	6,101,259	6,403,069	8,226,933	7,011,450	8,396,617
Public & Gov Affairs	3,185,590	3,451,254	5,526,034	4,322,649	5,118,136
Employee Services	27,701,745	40,179,558	56,842,489	38,057,945	53,971,673
Finance	21,237,664	24,801,619	34,477,182	22,283,809	37,075,167
Technology Services	14,044,779	15,026,890	20,647,969	18,757,595	17,758,817
Transportation & Development	54,571,280	62,278,525	122,382,166	79,408,503	104,350,971
Health, Housing & Human Svcs	106,812,285	109,411,147	136,190,156	107,657,090	126,693,317
Business & Community Svcs	15,067,412	17,133,302	35,538,109	21,340,021	30,496,209
Tourism & Cultural Affairs	3,752,899	3,995,822	5,901,084	5,405,437	5,913,113
Miscellaneous & Pass-Thru Items	133,049,227	144,529,464	255,883,580	169,358,920	232,042,231
Total Requirements by Department	515,680,046	567,645,483	840,394,486	621,854,300	782,460,147

2017-2018 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 of 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.

Department of Finance Marc Gonzales - Director Christa Bosserman-Wolfe - Assistant Director FTE 100.53 Total Request \$ 24,788,410 General Fund Support \$ 2,388,890				
Administration Marc Gonzales - Director Total Request \$1,049,735 Gen Fund \$ 1,044,735	Procurement George Marlton - Div. Director Total Request \$2,300,656 Gen Fund \$ 638,338	Fleet Services John Stockham - Manager Total Request \$6,243,839 Gen Fund \$ -	Facilities Management Jeff Jorgensen - Manager Total Request \$11,491,625 Gen Fund \$ -	Financial Management Christa Bosserman-Wolfe Assistant Director Total Request \$3,702,555 Gen Fund \$ 705,817
Office of the Director FTE 4.80 Total Request \$1,049,735 Gen Fund \$ 1,044,735	Procurement FTE 8.70 Total Request \$1,439,340 Gen Fund \$ 630,681	Fleet Management FTE 1.20 Total Request \$3,991,175 Gen Fund \$ -	Facilities Maintenance FTE 17.00 Total Request \$3,357,953 Gen Fund \$ -	Payroll Vicky Anderson - Manager FTE 5.00 Total Request \$648,380 Gen Fund \$ 58,303
	Courier & Mail FTE 3.83 Total Request \$861,316 Gen Fund \$ 7,657	Vehicle Maintenance & Repair FTE 8.30 Total Request \$1,593,463 Gen Fund \$ -	Facilities Construction & Projects FTE 11.00 Total Request \$1,380,063 Gen Fund \$ -	Budget Support Diane Padilla - Manager FTE 4.00 Total Request \$566,524 Gen Fund \$ 149,892
		Motor Pool FTE .75 Total Request \$194,201 Gen Fund \$ -	Facility Support Services FTE 2.00 Total Request \$1,695,810 Gen Fund \$ -	Grants Financial Management Toni Hessevick - Manager FTE 7.00 Total Request \$1,070,990 Gen Fund \$ 286,542
		Permanent Rental Program FTE .75 Total Request \$465,000 Gen Fund \$ -	Utility Management FTE 1.00 Total Request \$2,183,987 Gen Fund \$ -	Financial Accounting David Bodway - Manager FTE 11.20 Total Request \$1,416,661 Gen Fund \$ 211,080
			Fire and Life Safety FTE 6.00 Total Request \$899,997 Gen Fund \$ -	
			Facilities Operations FTE 8.00 Total Request \$1,973,815 Gen Fund \$ -	



Finance Department

Department Budget Summary by Fund

Line of Business	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18
Program	FTE	General Fund	Fleet Services Fund	Facilities Management Fund			Total Adopted Budget	General Fund Subsidy Included in Proposed Budget**
Administration								
Office of the Director	4.80	1,049,735					1,049,735	1,044,735
Procurement								
Procurement	8.70	1,439,340					1,439,340	630,681
Courier and Mail	3.83	861,316					861,316	7,657
Fleet Services								
Fleet Management	1.20		3,991,175				3,991,175	
Vehicle Maintenance and Repair	8.30		1,593,463				1,593,463	
Motor Pool	0.75		194,201				194,201	
Permanent Rental Program	0.75		465,000				465,000	
Facilities Management								
Facilities Maintenance	17.00			3,357,953			3,357,953	
Facilities Construction and Projects	11.00			1,380,063			1,380,063	
Facilities Support Services	2.00			1,695,810			1,695,810	
Utility Management	1.00			2,183,987			2,183,987	
Fire and Life Safety	6.00			899,997			899,997	
Facilities Operations	8.00			1,973,815			1,973,815	
Financial Management								
Payroll	5.00	648,380					648,380	58,303
Budget Support	4.00	566,524					566,524	149,892
Grants Financial Management	7.00	1,070,990					1,070,990	286,542
Financial Accounting	11.20	1,416,661					1,416,661	211,080
TOTAL	100.53	7,052,946	6,243,839	11,491,625	0	0	24,788,410	2,388,890
FY 16/17 Budget	97.53	6,267,103	5,787,333	11,232,904			23,287,340	2,611,147
\$ Increase (Decrease)	3.00	785,843	456,506	258,721	0	0	1,501,070	-222,257
% Increase (Decrease)	3.08%	12.54%	7.89%	2.30%			6.45%	-8.51%

** 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

The logo for Clackamas County features a stylized mountain peak in a teal color. A white, curved shape, resembling a river or a stylized 'C', is positioned in front of the mountain. Below the graphic, the words "CLACKAMAS" and "COUNTY" are written in a bold, sans-serif font, with "CLACKAMAS" on the top line and "COUNTY" on the bottom line.

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CLACKAMAS
COUNTY



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, Assistant Director
FTE 100.53
Total Request \$ 24,788,410
General Fund Support \$ 2,388,890

Administration

Director
Total Request
\$1,049,735

Gen Fund \$ 1,044,735

Office of the Director

FTE 4.80
Total Request
\$1,049,735

Gen Fund \$ 1,044,735





Administration

Office of the Director

Performance Narrative Statement

The Office of the Director Program proposes a \$1,049,735 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	% Inventory of Department positions, identifying "key" positions that require workforce planning	100%	100%	100%	100%
 Result	% Key positions that have workforce planning in place currently	33%	90%	31%	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 Oversee the annual production of the County's required Budget and Comprehensive Annual Financial Report, as well as all other Lines of Business of the Department, which many are required by regulations



Administration

Office of the Director

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	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	-	2,143	15,000	6,000	5,000	(10,000)	-66.7%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	2,143	15,000	6,000	5,000	(10,000)	-66.7%
Total Rev - Including Beginning Bal	-	2,143	15,000	6,000	5,000	(10,000)	-66.7%
Personnel Services	-	567,383	736,071	653,555	790,191	54,120	7.4%
Materials & Services	-	47,472	217,477	57,668	204,791	(12,686)	-5.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	16,105	41,048	41,048	54,753	13,705	33.4%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	630,960	994,596	752,271	1,049,735	55,139	5.5%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	630,960	994,596	752,271	1,049,735	55,139	5.5%
General Fund Support (if applicable)	0	628,816	979,596	746,271	1,044,735	65,139	6.6%
Full Time Equiv Pos (FTE) Budgeted	0.00	6.00	5.60	5.60	4.80	-0.80	-14.3%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	5.00	5.60	4.60	4.80		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	1.00	0.00	1.00	0.00		

Significant Issues and Changes

1 FTE was added to this program for the Peoplesoft System Support Analyst that was approved through PLP in FY16-17, 1 Office Specialist 2 was transferred to the Procurement Line of Business, and a .20 FTE increase in Personnel is due to a reallocation of the Assistant Finance Director's time.



Procurement

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, Assistant Director
FTE 100.53
Total Request \$ 24,788,410
General Fund Support \$ 2,388,890

Procurement

George Marlton - Division
Director
Total Request
\$2,300,656

Gen Fund \$ 638,338

Procurement

FTE 8.70
Total Request
\$1,439,340

Gen Fund \$ 630,681

Courier & Mail

FTE 3.83
Total Request
\$861,316

Gen Fund \$ 7,657



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CLACKAMAS
C O U N T Y




Procurement

Procurement

Performance Narrative Statement

The Procurement Program proposes a \$1,439,340 budget. The proposed 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	95% successfully completed procurements	97%	97%	95%	97%

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



Procurement

Procurement

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	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	710,746	714,096	748,459	37,713	5.3%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	687	300	41,100	60,200	59,900	19966.7%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	635,148	711,046	755,196	808,659	97,613	13.7%
Total Rev - Including Beginning Bal	-	635,148	711,046	755,196	808,659	97,613	13.7%
Personnel Services	-	584,207	727,895	768,295	1,164,396	436,501	60.0%
Materials & Services	-	80,400	117,367	97,835	209,551	92,184	78.5%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	57,971	68,149	68,149	65,393	(2,756)	-4.0%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	722,578	913,411	934,279	1,439,340	525,929	57.6%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	722,578	913,411	934,279	1,439,340	525,929	57.6%
General Fund Support (if applicable)	0	87,430	202,365	179,083	630,681	428,316	211.7%
Full Time Equiv Pos (FTE) Budgeted	0.00	7.00	7.70	7.70	9.70	2.00	26.0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	5.00	7.70	7.70	9.70		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	2.00	0.00	0.00	0.00		

Significant Issues and Changes

An increase in Personnel Services is due to reclassifications of the Procurement staff to more accurately reflect their responsibilities and the requirements of their customers. An additional vacation payout for a retiring employee and a summer intern. Materials & Services has increased largely due to the necessity of a contracts management system; on-line bidding system; contracted services - internal training on procurement; software maintenance for the contracts & on-line bidding systems and training & staff development for procurement certifications and training. A new FTE, Procurement & Contract Assistant, for fiscal year 16-17 has been added to this program to help administer and run the County Procurement Card program. The annual County Procurement Card rebate will be used to offset any costs incurred from this position.



Procurement

Courier and Mail

Performance Narrative Statement

The Courier and Mail Program proposes a \$861,316 budget. The proposed budget reflects a realignment of resources realized through the Performance Clackamas process. The proposed 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	Ratio (TBD) of Clackamas County courier cost per stop to other jurisdictions' courier cost per stop	Less than/equal to 90%	Less than/equal to 90%	Less than/equal to 90%	Less than/equal to 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



Procurement

Courier and Mail

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	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	723,642	724,802	853,659	130,017	18.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	623,822	723,642	724,802	853,659	130,017	18.0%
Total Rev - Including Beginning Bal	-	623,822	723,642	724,802	853,659	130,017	18.0%
Personnel Services	-	374,636	302,866	296,128	303,283	417	0.1%
Materials & Services	-	415,510	504,082	488,527	506,872	2,790	0.6%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	41,613	44,651	44,651	51,161	6,510	14.6%
Capital Outlay	-	8,931	-	-	-	-	0%
Operating Expenditure	-	840,690	851,599	829,306	861,316	9,717	1.1%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	840,690	851,599	829,306	861,316	9,717	1.1%
General Fund Support (if applicable)	0	216,868	127,957	104,504	7,657	-120,300	-94.0%
Full Time Equiv Pos (FTE) Budgeted	0.00	3.53	3.83	3.83	3.83	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	3.53	3.83	3.83	3.83	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

Additional costs in budget for PSB and DSB mailroom rent.



Fleet Services

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.

Department of Finance

Marc Gonzales - Director

Christa Bosserman-Wolfe, Assistant Director

FTE 100.53

Total Request \$ 24,788,410

General Fund Support \$ 2,388,890

Fleet Services

John Stockham - Manager

Total Request

\$6,243,839

Gen Fund \$ -

Fleet Management

FTE 1.20

Total Request

\$3,991,175

Gen Fund \$ -

Vehicle Maintenance & Repair

FTE 8.30

Total Request

\$1,593,463

Gen Fund \$ -

Motor Pool

FTE 0.75

Total Request

\$194,201

Gen Fund \$ -

Permanent Rental Program

FTE 0.75

Total Request

\$465,000

Gen Fund \$ -



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CLACKAMAS
C O U N T Y




Fleet Services

Fleet Management

Performance Narrative Statement

The Fleet Management Program proposes a budget of \$3,991,175, a \$289,622 reduction from our current funding level for this program. These resources will allow us to serve the drivers of County vehicles with a fleet of 613 vehicles. The decrease in the number of vehicles since the beginning of the fiscal year has been as a result of Transportation Maintenance taking on servicing their own vehicles within the Truck Shop. We have continued to update the fleet by getting rid of older, underutilized vehicles and replacing them with newer vehicles. The reduction in funding for this program is the result of creating additional programs within the Fleet Services fund. While the instability of fuel prices continues 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	% Fuel gallons purchased by customers at 5 cents per gallon or greater savings compared to retail prices less taxes	90%	100%	100%	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



Fleet Services

Fleet Management

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	145,448	362,085	362,085	-	(362,085)	-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	-	1,773,016	2,581,157	1,838,000	2,245,000	(336,157)	-13.0%
Fines & Penalties	-	-	-	-	5,500	5,500	0%
Other Revenues	-	39,776	40,000	28,330	40,000	-	0%
Interfund Transfers	-	1,487,772	1,297,555	1,003,555	1,700,675	403,120	31.1%
Operating Revenue	-	3,300,564	3,918,712	2,869,885	3,991,175	72,463	1.8%
Total Rev - Including Beginning Bal	-	3,446,012	4,280,797	3,231,970	3,991,175	(289,622)	-6.8%
Personnel Services	-	256,026	268,066	258,066	157,619	(110,447)	-41.2%
Materials & Services	-	1,745,619	2,773,460	1,744,921	3,222,957	449,497	16.2%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	48,602	47,145	47,145	24,845	(22,300)	-47.3%
Capital Outlay	-	922,889	840,041	790,041	518,423	(321,618)	-38.3%
Operating Expenditure	-	2,973,136	3,928,712	2,840,173	3,923,844	(4,868)	-0.1%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	183,411	-	-	(183,411)	100.0%
Contingency	-	-	168,674	-	67,331	(101,343)	-60.1%
Total Exp - Including Special Categories	-	2,973,136	4,280,797	2,840,173	3,991,175	(289,622)	-6.8%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	2.40	2.80	2.80	1.20	-1.60	-57.1%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	2.40	2.80	2.80	1.20		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

There is a significant increase in fuel costs anticipated for FY17-18 which has increased the operating revenue and expenditures. FTE decreased due to allocating time to 2 new programs - Permanent Rental & Motorpool.




Fleet Services

Vehicle Maintenance and Repair

Performance Narrative Statement

The Vehicle Maintenance and Repair Program proposes a budget of \$1,593,463, a \$86,927 increase from our current funding level. 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 increase over current spending levels in this program it is substantially less than might be anticipated due to inflation as well as increased allocated costs. Having the proper equipment, facilities and staff, will 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	% Vehicle PMs completed and returned to service within one work day	80%	58%	65%	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



Fleet Services

Vehicle Maintenance and Repair

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	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	1,506,536	1,366,758	1,359,877	(146,659)	-9.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	885	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	1,319,881	1,506,536	1,366,758	1,359,877	(146,659)	-9.7%
Total Rev - Including Beginning Bal	-	1,319,881	1,506,536	1,366,758	1,593,463	86,927	5.8%
Personnel Services	-	762,852	788,112	786,260	853,944	65,832	8.4%
Materials & Services	-	558,868	597,857	459,931	607,552	9,695	1.6%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	108,952	120,567	120,567	131,967	11,400	9.5%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	1,430,672	1,506,536	1,366,758	1,593,463	86,927	5.8%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	1,430,672	1,506,536	1,366,758	1,593,463	86,927	5.8%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	7.00	8.20	8.20	8.30	0.10	1.2%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	7.00	8.20	8.20	8.30		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes




Fleet Services

Motor Pool

Performance Narrative Statement

The Motorpool Program proposes a budget of \$194,201. This is a new program created this fiscal year. 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Demand /Output	% of Motorpool vehicles requested and available	NA	100%	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 This is a new program that was previously included in the Fleet Management (7521) program.



Fleet Services

Motor Pool

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	158,211	158,211	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	35,990	100.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	-	-	35,990	35,990	100.0%
Total Rev - Including Beginning Bal	-	-	-	-	194,201	194,201	100.0%
Personnel Services	-	-	-	-	67,003	67,003	100.0%
Materials & Services	-	-	-	-	60,255	60,255	100.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	5,943	5,943	100.0%
Capital Outlay	-	-	-	-	61,000	61,000	100.0%
Operating Expenditure	-	-	-	-	194,201	194,201	100.0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	-	-	194,201	194,201	100.0%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	0.00	0.00	0.75	0.75	0.0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	0.00	0.00	0.75	0.75	0.0%
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

This is a new program that was previously included in the Fleet Management (7521) program.




Fleet Services

Permanent Rental Program

Performance Narrative Statement

The Permanent Rental Program proposes a budget of \$465,000. This is a new program created this fiscal year. 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	% Vehicles included in the Vehicle Replacement Fund	100%	49%	49%	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 This is a new program that was previously included in the Fleet Management (7521) program.



Fleet Services

Permanent Rental Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	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	465,000	100.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	-	-	465,000	465,000	100.0%
Total Rev - Including Beginning Bal	-	-	-	-	465,000	465,000	100.0%
Personnel Services	-	-	-	-	67,003	67,003	100.0%
Materials & Services	-	-	-	-	100,255	100,255	100.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	5,943	5,943	100.0%
Capital Outlay	-	-	-	-	200,000	200,000	100.0%
Operating Expenditure	-	-	-	-	373,201	373,201	100.0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	91,799	91,799	100.0%
Total Exp - Including Special Categories	-	-	-	-	465,000	465,000	100.0%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	0.00	0.00	0.75	0.75	0.0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	0.00	0.00	0.75	0.75	0.0%
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

This is a new program that was previously included in the Fleet Management (7521) program.



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.

Department of Finance

Marc Gonzales - Director
 Christa Bosserman-Wolfe, Assistant Director
 FTE 100.53
 Total Request \$ 24,788,410
 General Fund Support \$ 2,388,890

Facilities Management

Jeff Jorgensen - Manager
 Total Request
 \$11,491,625

Gen Fund \$ -

Facilities Maintenance

FTE 17.00
 Total Request
 \$3,357,953

Gen Fund \$ -

Facilities Construction & Projects

FTE 11.00
 Total Request
 \$1,380,063

Gen Fund \$ -

Facilities Support Services

FTE 2.00
 Total Request
 \$1,695,810

Gen Fund \$ -

Utility Management

FTE 1.00
 Total Request
 \$2,183,987

Gen Fund \$ -

Fire and Life Safety

FTE 6.00
 Total Request
 \$899,997

Gen Fund \$ -

Facilities Operations

FTE 8.00
 Total Request
 \$1,973,815

Gen Fund \$ -



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Facilities Management

Facilities Maintenance

Performance Narrative Statement

The Facilities Maintenance Program proposes a budget of \$3,357,953, an increase of our current funding level for additional staff. These resources will allow us to respond and complete work requests 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	% County facilities that are completely inventoried in an asset management program	50%	5%	25%	75%
 Result	% Facilities maintained in good to excellent condition	75%	55%	5%	25%
Efficiency	# Square feet maintained per maintenance technician	42,500 sq. ft.	65,011 sq. ft.	79,109 sq. ft.	54,127 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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	747,442	323,369	323,369	5,000	(318,369)	-98.5%
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	2,647,909	2,368,582	3,352,953	705,044	26.6%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	248	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	1,631,378	2,647,909	2,368,582	3,352,953	705,044	26.6%
Total Rev - Including Beginning Bal	-	2,378,820	2,971,278	2,691,951	3,357,953	386,675	13.0%
Personnel Services	-	1,245,746	1,407,361	1,381,207	1,976,261	568,900	40.4%
Materials & Services	-	1,001,497	1,541,971	1,262,644	1,286,532	(255,439)	-16.6%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	57,646	43,100	43,100	90,160	47,060	109.2%
Capital Outlay	-	-	94,234	-	5,000	(89,234)	-94.7%
Operating Expenditure	-	2,304,889	3,086,666	2,686,951	3,357,953	271,287	8.8%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	2,304,889	3,086,666	2,686,951	3,357,953	271,287	8.8%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	12.00	16.00	16.00	18.00	2.00	12.5%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	11.00	16.00	15.00	18.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	1.00	0.00	1.00	0.00		

Significant Issues and Changes

Increases to this program are a result of landscape services being moved from the 7533 - Services group to 7531 - Maintenance. This also includes the increase of 4 FTE. 2 of the FTE are created due to the reduction of the maintenance contract with Johnson Controls Inc. The third FTE is to be funded from projects and not allocations. The fourth FTE is an approved increase by County Administration.



Facilities Management

Facilities Construction and Projects

Performance Narrative Statement

The Facilities Construction and Projects Program proposes a \$1,380,063 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	% Construction projects completed within budget	97%	80%	95%	95%
Result	% Construction projects completed on-time	90%	72%	50%	75%

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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	116,338	140,790	140,790	50,000	(90,790)	-64.5%
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	1,082,388	1,132,144	1,330,063	247,675	22.9%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	238	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	961,962	1,082,388	1,132,144	1,330,063	247,675	22.9%
Total Rev - Including Beginning Bal	-	1,078,300	1,223,178	1,272,934	1,380,063	156,885	12.8%
Personnel Services	-	1,019,023	1,087,229	1,176,168	1,257,421	170,192	15.7%
Materials & Services	-	34,680	84,995	21,966	26,358	(58,637)	-69.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	24,800	24,800	96,284	71,484	100.0%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	1,053,703	1,197,024	1,222,934	1,380,063	183,039	15.3%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	1,053,703	1,197,024	1,222,934	1,380,063	183,039	15.3%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	12.00	11.00	11.00	13.00	2.00	18.2%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	12.00	11.00	11.00	13.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes



Facilities Management

Facility Support Services

Performance Narrative Statement

The Facilities Support Services program proposes a \$1,695,810 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	% Landscape inspections that "meet" or "exceed" maintenance and cleanliness standards.	100%	95%	100%	100%
Result	% Janitorial inspections that "meet" or "exceed" maintenance and cleanliness standards.	100%	25%	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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	75,825	75,825	-	(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	2,279,478	2,164,568	1,691,010	(588,468)	-25.8%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	6,432	4,800	2,835	4,800	-	0%
Interfund Transfers	-	140,403	-	-	-	-	0%
Operating Revenue	-	2,236,669	2,284,278	2,167,403	1,695,810	(588,468)	-25.8%
Total Rev - Including Beginning Bal	-	2,236,669	2,360,103	2,243,228	1,695,810	(664,293)	-28.1%
Personnel Services	-	287,036	389,913	294,770	219,308	(170,605)	-43.8%
Materials & Services	-	1,632,835	1,960,490	1,938,758	1,446,382	(514,108)	-26.2%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	9,700	9,700	30,120	20,420	100.0%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	1,919,871	2,360,103	2,243,228	1,695,810	(664,293)	-28.1%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	1,919,871	2,360,103	2,243,228	1,695,810	(664,293)	-28.1%
General Fund Support (if applicable)	0	140,403	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	2.00	3.00	3.00	2.00	-1.00	-33.3%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	1.00	3.00	2.00	2.00	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	1.00	0.00	1.00	0.00	-	-

Significant Issues and Changes

The reduction within this group is the transfer of the landscape maintenance to 7531 - Maintenance.



Facilities Management

Utility Management

Performance Narrative Statement

The Utility Management Program proposes a \$2,183,987 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 oversees 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	This is a new programs and there are currently no measures.				

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



Facilities Management

Utility Management

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	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	102,240	100.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	2,081,747	2,081,747	100.0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	-	-	2,183,987	2,183,987	100.0%
Total Rev - Including Beginning Bal	-	-	-	-	2,183,987	2,183,987	100.0%
Personnel Services	-	-	-	-	101,160	101,160	100.0%
Materials & Services	-	-	-	-	300	300	100.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	2,082,527	2,082,527	100.0%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	-	-	2,183,987	2,183,987	100.0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	-	-	2,183,987	2,183,987	100.0%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	0.00	0.00	1.00	1.00	100.0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	0.00	0.00	1.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

□



Facilities Management

Fire and Life Safety

Performance Narrative Statement

The Fire & Life Safety Program proposes a budget of \$899,997, 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	% Facilities where evacuation drills are conducted annually	100%	25%	75%	100%
Result	% Scheduled fire and life safety inspections completed annually	100%	5%	60%	85%
Efficiency	Ratio of special request to required evacuation drills	1-4	No requests	No requests	1-2

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 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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	21,174	21,174	-	(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	608,296	578,614	899,997	291,701	48.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	311	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	514,030	608,296	578,614	899,997	291,701	48.0%
Total Rev - Including Beginning Bal	-	514,030	629,470	599,788	899,997	270,527	43.0%
Personnel Services	-	294,821	402,640	395,351	621,650	219,010	54.4%
Materials & Services	-	182,547	216,180	193,787	245,398	29,218	13.5%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	10,650	10,650	27,949	17,299	162.4%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	477,368	629,470	599,788	894,997	265,527	42.2%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	5,000	5,000	100.0%
Total Exp - Including Special Categories	-	477,368	629,470	599,788	899,997	270,527	43.0%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	3.00	4.00	4.00	6.00	2.00	50.0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	3.00	4.00	3.00	6.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	1.00	0.00		

Significant Issues and Changes

The increase to this group is because of two new FTE. This positions are approved by County Administration due to the increase in requested work to be performed. The requested work includes additional building drills for 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.





Facilities Management

Facilities Operations

Performance Narrative Statement

The Facilities Operations Program proposes a \$1,973,815 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	Ratio of preventive maintenance to unplanned work orders	80% Preventive 20% Unplanned	50%	50%	60% Preventive 40% Unplanned
 Result	% of Facilities that meet or exceed health, safety, and comfort standards	75%	NA	NA - Survey being created	75%
Result	% of work orders completed to customer satisfaction	90%	NA	NA - Survey being created	90%
 Demand	% of facilities and properties listed in the County Asset Management Program	75%	75%	100%	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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	156,896	619,037	619,037	664,639	45,602	7.4%
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	1,355,598	1,317,135	1,306,160	(49,438)	-3.6%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	2,457,289	2,074,240	1,405,126	3,016	(2,071,224)	-99.9%
Interfund Transfers	-	200,000	-	-	-	-	0%
Operating Revenue	-	4,080,874	3,429,838	2,722,261	1,309,176	(2,120,662)	-61.8%
Total Rev - Including Beginning Bal	-	4,237,770	4,048,875	3,341,298	1,973,815	(2,075,060)	-51.3%
Personnel Services	-	624,064	966,397	-	1,004,320	37,923	3.9%
Materials & Services	-	2,634,155	2,276,299	1,980,480	164,240	(2,112,059)	-92.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	251,345	246,179	246,179	162,223	(83,956)	-34.1%
Capital Outlay	-	-	360,000	450,000	460,000	100,000	27.8%
Operating Expenditure	-	3,509,564	3,848,875	2,676,659	1,790,783	(2,058,092)	-53.5%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	110,766	-	183,032	72,266	65.2%
Total Exp - Including Special Categories	-	3,509,564	3,959,641	2,676,659	1,973,815	(1,985,826)	-50.2%
General Fund Support (if applicable)	0	200,000	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	6.50	8.00	8.00	8.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	5.00	8.00	8.00	8.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	1.50	0.00	0.00	0.00		

Significant Issues and Changes

The reason for the reduction in this group is the moving of the utilities to 7534 - Utility Management.



Financial Management

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, Assistant Director
FTE 100.53
Total Request \$ 24,788,410
General Fund Support \$ 2,388,890

Financial Management

Christa Bosserman-Wolfe,
Assistant Director
Total Request
\$3,702,555

Gen Fund \$ 705,817

Payroll

Vicky Anderson, Manager
FTE 5.00
Total Request
\$648,380

Gen Fund \$ 58,303

Budget Support

Diane Padilla, Manager
FTE 4.00
Total Request
\$566,524

Gen Fund \$ 149,892

Grants Financial Management

Toni Hessevick, Manager
FTE 7.00
Total Request
\$1,070,990

Gen Fund \$ 286,542

Financial Accounting

David Bodway, Manager
FTE 11.20
Total Request
\$1,416,661

Gen Fund \$ 211,080



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Financial Management

Payroll

Performance Narrative Statement

The Payroll Program proposes a \$648,380 budget, a continuation of our current funding level. These resources allow the program to serve County employees and departments, 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	% Employees per pay period paid correctly and on time	99%	99%	96%	99%

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 Wage and hour law



Financial Management

Payroll

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	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	582,043	599,686	590,077	8,034	1.4%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	580,322	582,043	599,686	590,077	8,034	1.4%
Total Rev - Including Beginning Bal	-	580,322	582,043	599,686	590,077	8,034	1.4%
Personnel Services	-	513,557	530,776	534,589	568,456	37,680	7.1%
Materials & Services	-	32,888	33,117	32,198	33,992	875	2.6%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	48,321	44,620	44,620	45,932	1,312	2.9%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	594,766	608,513	611,407	648,380	39,867	6.6%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	594,766	608,513	611,407	648,380	39,867	6.6%
General Fund Support (if applicable)	0	14,445	26,470	11,721	58,303	31,833	120.3%
Full Time Equiv Pos (FTE) Budgeted	0.00	5.00	5.00	5.00	5.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	5.00	5.00	5.00	5.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

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Financial Management

Budget Support

Performance Narrative Statement

The Budget Support Program proposes a budget of \$566,524, 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	% Budgets where expenditures do not exceed appropriations at end of fiscal year	83%	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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	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	456,851	456,851	416,632	(40,219)	-8.8%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	397,849	456,851	456,851	416,632	(40,219)	-8.8%
Total Rev - Including Beginning Bal	-	397,849	456,851	456,851	416,632	(40,219)	-8.8%
Personnel Services	-	374,524	471,464	383,315	505,356	33,892	7.2%
Materials & Services	-	18,446	28,037	27,349	27,044	(993)	-3.5%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	24,162	35,694	35,694	34,124	(1,570)	-4.4%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	417,132	535,195	446,358	566,524	31,329	5.9%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	417,132	535,195	446,358	566,524	31,329	5.9%
General Fund Support (if applicable)	0	19,283	78,344	(10,493)	149,892	71,548	91.3%
Full Time Equiv Pos (FTE) Budgeted	0.00	3.00	4.00	4.00	4.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	3.00	4.00	3.00	4.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	1.00	0.00		

Significant Issues and Changes




Financial Management

Grants Financial Management

Performance Narrative Statement

The Grants Financial Management Program proposes a budget of \$1,070,990, 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 grants, with targeted results of 98% without reported audit findings, at a cost of \$4,870 per award/grant. Achieving these targets allows the County departments to both retain existing funding and obtain new funding, whilst in good standing with grantors.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
	Result % Grants without audit findings	99%	98%	99%	98%

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 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.
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Financial Management

Grants Financial Management

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	1,338	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	458,251	516,811	516,810	784,448	267,637	51.8%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	459,589	516,811	516,810	784,448	267,637	51.8%
Total Rev - Including Beginning Bal	-	459,589	516,811	516,810	784,448	267,637	51.8%
Personnel Services	-	592,176	786,111	723,779	854,500	68,389	8.7%
Materials & Services	-	139,679	203,309	151,487	156,989	(46,320)	-22.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	48,321	55,325	55,325	59,501	4,176	7.5%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	780,176	1,044,745	930,591	1,070,990	26,245	2.5%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	780,176	1,044,745	930,591	1,070,990	26,245	2.5%
General Fund Support (if applicable)	0	320,587	527,934	413,781	286,542	(241,392)	-45.7%
Full Time Equiv Pos (FTE) Budgeted	0.00	6.00	7.20	7.20	7.00	-0.20	-2.8%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	6.00	7.20	7.20	7.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

There is a significant increase in cost allocation revenue because, under Performance Clackamas, this is the first year our allocation included the cost of the annual Single Audit, management salaries, and the full cost of a previous policy level proposal approved position for subrecipient monitoring. We also have an budgeted increase in Personnel Services costs for FY17-18 for the succession plan of the incumbant Grants Manager.





Financial Management

Financial Accounting

Performance Narrative Statement

The Financial Accounting Program proposes a budget of \$1,416,661, 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	Annual receipt of unmodified (clean) audit opinion	100%	100%	100%	100%
 Result	Bond rating maintained or improved	Aa2	Aa1	Aa1	Aa1

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

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	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	650,563	735,517	1,205,581	555,018	85.3%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	16	-	-	-	-	100.0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	609,260	650,563	735,517	1,205,581	555,018	85.3%
Total Rev - Including Beginning Bal	-	609,260	650,563	735,517	1,205,581	555,018	85.3%
Personnel Services	-	803,743	990,259	800,363	1,041,461	51,202	5.2%
Materials & Services	-	250,222	237,765	240,045	271,345	33,580	14.1%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	96,642	91,020	91,020	103,855	12,835	14.1%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	1,150,607	1,319,044	1,131,428	1,416,661	97,617	7.4%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	1,150,607	1,319,044	1,131,428	1,416,661	97,617	7.4%
General Fund Support (if applicable)	0	541,347	668,481	395,911	211,080	-457,401	-68.4%
Full Time Equiv Pos (FTE) Budgeted	0.00	11.00	11.20	11.20	11.20	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	10.00	11.20	10.20	11.20		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	1.00	0.00	1.00	0.00		

Significant Issues and Changes

There are two reasons for the significant change in the charges for service revenue category. The increases in wages and fringe benefits due to the reclassification of existing staff, management salaries and the annual audit fees now being allocated out to County departments. Currently, the Financial Accounting and Reporting program is recruiting for a Principal Accountant. This position was reclassified from a Senior Accountant to a Principal Accountant during the 16-17 fiscal year and has sat vacant for over a year. The Principal Accountant plays a critical role in the completion of the annual audits issued by the County.



Transportation & Development

Barbara Cartmill, Director

**150 Beavercreek Road
Oregon City, Oregon 97045
503-742-4400**

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



Transportation & Development Department

Department Mission

The mission of the Department of Transportation and Development is to provide transportation maintenance and construction, land use planning, permitting, materials management and dog services to residents, property owners, businesses and the traveling public so they and future generations can experience and invest in a safe, well-designed and livable community.

Transportation & Development Barbara Cartmill - Director FTE 268.64 (268.64 + 2.0 PGA Embedded Employees) Total Request \$ 104,350,971 General Fund Support \$ 5,887,885			
Administration Barbara Cartmill - Mgr. Total Request \$2,041,423 Gen Fund \$ -	Livable Communities Dan Johnson - Mgr. Mike Bezner - Mgr. Total Request \$6,632,140 Gen Fund \$ 1,706,798	Transportation Mike Bezner - Mgr. Total Request \$71,458,276 Gen Fund \$ 258,114	Land Use, Development & Permitting Dan Johnson - Mgr. Total Request \$24,219,132 Gen Fund \$ 3,922,973
Office of the Director Barbara Cartmill - Mgr. FTE 10.45 + 2.0 PGA Total Request \$2,041,423 Gen Fund \$ -	Resource Conservation & Solid Waste Eben Polk - Mgr. FTE 7.75 Total Request \$2,763,875 Gen Fund \$ -	Transportation Construction Joel Howie - Mgr. FTE 17.8 Total Request \$27,770,376 Gen Fund \$ -	Land Use & Permitting Dan Johnson - Mgr. FTE 76.5 Total Request \$19,904,993 Gen Fund \$ 2,823,889
	Code Enforcement Scott Caufield - Mgr. FTE 5.64 Total Request \$1,061,503 Gen Fund \$ 134,534	Transportation Maintenance Randy Harmon - Mgr. FTE 101.5 Total Request \$37,318,421 Gen Fund \$ -	Long Range Planning Karen Buehrig - Mgr. FTE 5.7 Total Request \$1,463,616 Gen Fund \$ 500,000
	Dog Sheltering Tamara Moxon - Mgr. FTE 10.3 Total Request \$1,540,354 Gen Fund \$ 1,415,038	Damascus Roads Randy Harmon - Mgr. FTE 0 Total Request \$3,915,339 Gen Fund \$ -	Public Land Corner Ray Griffin - Mgr. FTE 4 Total Request \$1,560,189 Gen Fund \$ -
	Dog Protection & Enforcement Kristine Wallace - Mgr. FTE 8 Total Request \$1,266,408 Gen Fund \$ 157,226	Transportation Safety Joe Marek - Mgr. FTE 10 Total Request \$2,454,140 Gen Fund \$ 258,114	County Surveyor Ray Griffin - Mgr. FTE 9 Total Request \$1,290,334 Gen Fund \$ 599,084



Transportation and Development Department

Department Budget Summary by Fund

Line of Business	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18
Program	FTE	General Fund	Building Codes	Planning	Road	Code Enf / RC&SW / SOWP	Countwide TSDC	Public Land Corner	Happy Valley Joint TSDC	Dog Services	Capital Projects	Total Adopted Budget	General Fund Subsidy Included in Adopted Budget**	
Administration														
Office of the Director	10.45				2,041,423							2,041,423	-	
Livable Communities													-	
Code Enforcement	5.64					1,061,503						1,061,503	134,534	
Resource Conservation & Solid Waste	7.75					2,763,875						2,763,875		
Dog Sheltering	10.30									1,540,354		1,540,354	1,415,038	
Dog Protection & Enforcement	8.00									1,266,408		1,266,408	157,226	
Transportation													-	
Transportation Construction	17.80				5,669,923		7,592,398		5,627,394		8,660,661	27,770,376	-	
Transportation Maintenance	101.50				37,318,421							37,318,421	-	
Damascus Roads	0.00				3,915,339							3,915,339	-	
Transportation Safety	10.00				2,454,140							2,454,140	258,114	
Land Use, Development & Permitting													-	
Land Use & Permitting	76.50		12,381,093	4,090,171	2,235,588	1,198,141						19,904,993	2,823,889	
Long Range Planning	5.70			596,012	867,604							1,463,616	500,000	
Public Land Corner	4.00							1,560,189				1,560,189		
County Surveyor	9.00	1,290,334										1,290,334	599,084	
													-	
TOTAL	266.64	1,290,334	12,381,093	4,686,183	54,502,438	5,023,519	7,592,398	1,560,189	5,627,394	2,806,762	8,660,661	104,350,971	5,887,885	
FY 16/17 Budget	264.30	1,228,394	11,356,001	4,269,966	55,674,739	4,862,869	7,594,315	1,532,159	8,585,033	2,669,272	21,109,418	118,882,166	5,423,809	
\$ Increase (Decrease)	2.34	61,940	1,025,092	416,217	(1,172,301)	160,650	(1,917)	28,030	(2,957,639)	137,490	(12,448,757)	(14,531,195)	464,076	
% Increase (Decrease)	0.89%	5.04%	9.03%	9.75%	-2.11%	3.30%	-0.03%	1.83%	-34.45%	5.15%	-58.97%	-12.22%	8.56%	

** 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

The purpose of the DTD Administration line of business is to provide leadership, supervision, financial, communications and emergency support services to department and county employees, other county departments, policy-makers, decision-makers, other jurisdictions and the public, so they can provide effective, well-managed services to people who live, work, play and do business in Clackamas County safely and successfully.

Transportation & Development

Barbara Cartmill - Director

FTE 268.64

(266.64 + 2.0 PGA Embedded Employees)

Total Request \$ 104,350,971

General Fund Support \$ 5,887,885

Administration

Barbara Cartmill - Mgr.

Total Request

\$2,041,423

Gen Fund \$ -

Office of the Director

Barbara Cartmill - Mgr.

FTE 10.45 + 2.0 PGA

Total Request

\$2,041,423

Gen Fund \$ -



Administration Line of Business






Office of the Director Program

Performance Narrative Statement

The Office of the Director Program proposes a budget of \$2,041,423, which demonstrates an increase of current funding levels. Department-centric emergency management functions have been centralized in the Office of the Director. In support of this transition, the Office of the Director has included the purchase of thirty five radios to ensure communication in the event of a disaster. The office of the Director will also be purchasing ready-kits and emergency response bags to be stored off-site to aid in recovery efforts in the event of an emergency.

- Disaster debris planning is ongoing. While the plan is substantially complete, work remains on temporary debris site selection and contracting, the most complicated components of the plan. Additional analysis is needed to ensure a favorable review by FEMA ensuring the plan meets the necessary reimbursement requirements. We remain dedicated to completing the plan and will continue working with Emergency Management to identify the FEMA reimbursement criteria.
- We continue to make progress on the response plan for our roads and bridges and have assigned inspection teams focused on centralized geographic areas that will not be influenced by the failure of a bridge or other connection in the event of an emergency.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	100% of DTD MFR programs with a completed Title VI plan by 2017 ¹	N/A	80%	95%	100%
 Output	100% of Disaster Debris Management Plan completed by 2017, including Meeting FEMA requirements for reimbursement ²	50%	80%	80%	90%
 Result	% of roads and bridges with a fully developed response plan and inspection team assigned by 2017	50%	100%	75%	90%
 Output	# DTD website inquiry responses coordinated	581	300	550	550
 Output	# response drills coordinated	2	2	2	2

¹ New measure in FY 2015-16 as a result of the DTD Reorganization and plan update.

² Adjustment made to anticipated performance in FY 2016-17 that reflects staffing levels and unanticipated recruitment process.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation



Administration Line of Business

Office of the Director Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
State Revenues *	-	-	431,810	401,145	408,347	(23,463)	-5.43%
Local Government & Other Agencies	-	6,705	-	-	-	-	0%
Charges for Services	-	2,052,012	1,327,820	1,367,820	1,533,076	205,256	15.46%
Miscellaneous Revenue	-	491	-	460	-	-	0%
Interfund Transfers	-	-	-	-	100,000	100,000	0%
Operating Revenue	-	2,059,208	1,759,630	1,769,425	2,041,423	281,793	16.01%
Total Rev - Including Beginning Bal	-	2,059,208	1,759,630	1,769,425	2,041,423	281,793	16.01%
<i>* Office of the Director, which is housed in Fund 215, allocates actual costs to the department the following year.</i>							
Personnel Services	-	1,056,608	1,242,084	1,253,584	1,362,643	120,559	9.71%
Materials & Services	-	320,018	437,346	435,641	586,766	149,420	34.17%
Indirect Costs (Internal Dept Chgs)	-	3,239	-	-	-	-	0%
Cost Allocation Charges	-	183,664	80,200	80,200	92,014	11,814	14.73%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	1,563,529	1,759,630	1,769,425	2,041,423	281,793	16.01%
Total Exp - Including Special Categories	-	1,563,529	1,759,630	1,769,425	2,041,423	281,793	16.01%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Road Fund Support - Fund 215	-	(495,678)	431,810	401,145	408,347		
Full Time Equiv Pos (FTE) Budgeted	0.00	10.05	11.05	11.05	10.45	-0.60	-5%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	9.05	11.05	9.05	10.45		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	1.00	0.00	2.00	0.00		

Significant Issues and Changes

Managing for Results goals set by internal service departments have placed additional requirements on this program as their efforts to implement these goals trigger mandates for our department, such as added requirements for data collection and reporting. For example, over the last year, there has been an increasing demand for grant related work products. We approached Finance with a job-share request and have retained coverage in our budget to cover this assistance if we are able to identify a mutually beneficial agreement.

We were able to take advantage of an internship advertised through finance to provide basic accounting support during for the audit and ongoing monitoring of the department financial transactions. We will continue this effort in coming years because we were able to save the department money through this temporary seasonal approach to our workload.



Line of Business Purpose Statement

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

Transportation & Development

Barbara Cartmill - Director

FTE 268.64

(268.64 + 2.0 PGA Embedded Employees)

Total Request \$ 104,350,971

General Fund Support \$ 5,887,885

Livable Communities

Dan Johnson - Mgr.

Mike Bezner - Mgr.

Total Request

\$6,632,140

Gen Fund \$ 1,706,798

Resource Conservation & Solid Waste

Eben Polk - Mgr.

FTE 7.75

Total Request

\$2,763,875

Gen Fund \$ -

Code Enforcement

Scott Caufield - Mgr.

FTE 5.64

Total Request

\$1,061,503

Gen Fund \$ 134,534

Dog Sheltering

Tamara Moxon - Mgr.

FTE 10.3

Total Request

\$1,540,354

Gen Fund \$ 1,415,038

Dog Protection &

Kristine Wallace - Mgr.

FTE 8

Total Request

\$1,266,408

Gen Fund \$ 157,226



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CLACKAMAS
C O U N T Y



Livable Communities Line of Business






Resource Conservation & Solid Waste Program

Performance Narrative Statement

The Resource Conservation & Solid Waste Program (RC&SW) proposes a budget of \$2,763,875. As a result of these resources:

- More than 52,000 residential and business customers will receive continued administration, oversight, and customer service for garbage and recycling services, and an estimated 6.7 million pickups of garbage, recycling, and yard debris.
- An estimated 800 businesses, 150 schools, 100 multifamily communities and 60 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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 DTD Strategic Result	By 2017, 50% of businesses participating in an in-depth consultation will adopt one or more key waste reduction or sustainability practices within 6 months. ¹	74%	50%	No Data	Discontinue
 Result	By July 2018, there will be a 20% increase, to 77 businesses, in the number of food generating businesses that initiate or significantly improve food waste reduction and recovery. ²	N/A	N/A	N/A	20%
 Result	By FY 2017-2018, updated customer service tool(s) / database(s) will be in place to track customer inquiries and satisfaction, and technical assistance. ³	N/A	100%	100%	Discontinue
 Output	Business consultations provided	1167	900	940	800
 Output	# garbage and recycling pick-ups provided. ²	N/A	N/A	6,736,740	6,740,000

¹ This metric relied on a customer database provided by Metro which was eliminated in FY 2016-17 after the budget metrics were established. A new database will be in place before the end of the current fiscal year. Continuity with FY 2015-16 suggests we have met this target, though the data is not available. The department is kicking off a strategic plan review and update in July and August to set new strategic goals and review existing performance targets.

² New measure in budget for FY 2017-18.

³ Discontinue this metric after new system is implemented in FY 2016-17.

Program includes:

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

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 same 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 RC&SW program also administers the garbage and recycling franchises on behalf of Happy Valley and Barlow.



Livable Communities Line of Business

Resource Conservation & Solid Waste Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	655,067	984,818	984,818	829,375	(155,443)	-15.78%
Licenses & Permits	-	1,493,566	1,304,800	1,385,000	1,464,000	159,200	12.20%
Federal Grants & Revenues	-	1,036	-	-	-	-	0%
Local Government & Other Agencies	-	305,042	421,147	418,847	428,500	7,353	1.75%
Charges for Service	-	-	97,511	97,676	-	(97,511)	-100.00%
Fines & Penalties	-	29,727	10,000	10,000	10,000	-	0%
Miscellaneous Revenue	-	47,814	30,750	51,850	32,000	1,250	4.07%
Operating Revenue	-	1,877,185	1,864,208	1,963,373	1,934,500	70,292	3.77%
Total Rev - Including Beginning Bal	-	2,532,252	2,849,026	2,948,191	2,763,875	(85,151)	-2.99%
Personnel Services	-	803,559	1,049,387	1,045,387	1,007,973	(41,414)	-3.95%
Materials & Services	-	498,635	616,562	603,112	720,006	103,444	16.78%
Indirect Costs	-	76,519	37,376	37,376	44,519	7,143	19.11%
Cost Allocation Charges	-	120,959	122,941	122,941	125,765	2,824	2.30%
Capital Outlay	-	5,900	210,000	210,000	91,000	(119,000)	-56.67%
Operating Expenditure	-	1,505,572	2,036,266	2,018,816	1,989,263	(47,003)	-2.31%
Special Payments	-	41,862	100,000	100,000	-	(100,000)	-100.00%
Interfund Transfers	-	-	-	-	75,000	75,000	0%
Reserve for Future Expenditures	-	-	401,522	-	405,522	4,000	1.00%
Contingency	-	-	311,238	-	294,090	(17,148)	-5.51%
Total Exp - Including Special Categories	-	1,547,434	2,849,026	2,118,816	2,763,875	(85,151)	-2.99%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	6.75	8.75	8.75	7.75	-1.00	-11.43%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	4.75	8.75	7.75	7.75		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	2.00	0.00	1.00	0.00		

Significant Issues and Changes

In FY 2017-2018 a priority continues to be the development of commercial food scraps collection service. We will also undertake a review and modernization of franchise administrative rules and if the Board confirms interest, explore community bulky waste collection service.

A previous period of decline in the program's Fund was addressed through cost-cutting, closure of vacant positions, and aggressive efforts to close the Code Enforcement funding deficit. Stability and the maintenance of an operational buffer is a current priority, particularly since the Resource Conservation & Solid Waste Program does not receive a contribution from the General Fund.

To that end, reserve funds are targeted for:

- An operational reserve representing just under two months of costs.
- A proposed PERS reserve to address forecasted increases.
- A building improvements reserve to reinvest program income from the solar array on the Development Services Building (a federal grant) in energy efficiency and clean power projects for county operations. This supports the County's Strategic Energy Management framework and Energy Policy.
- Contingencies such as potential investment in emerging priorities such as infrastructure for food donation or food scrap collection, assessment of enhanced commercial plastics collection (film plastics), and bulky waste.







Livable Communities Line of Business

Code Enforcement Program

Performance Narrative Statement

The Code Enforcement Program proposes a budget of \$1,061,503. The Code Enforcement Program serves as the enforcement agency for the County's building codes, land use, and solid waste programs where these codes and rules have been violated.

This program will process more than 1,000 enforcement cases in the coming year with an operating budget of \$919,586 to maintain the same levels of service as 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	75% of code violations resolved within 120 days of initial complaint (building/solid waste/zoning) ¹	28%	75%	85%	75%
 Result	By 2017, public education and outreach will result in a 15% reduction of occupied travel trailer (RV) code violations ²	N/A	15%	5%	15%
 Output	# of verified enforceable code violations by type (building/solid waste/zoning/marijuana-related) ³	716	650	1,080	1,026
 Demand	# of marijuana-related code enforcement complaints ³	N/A	75	51	60

¹ FY 2015-16 was measuring 90-day resolution window. This timeframe did not align with the enforcement process and was adjusted.

² New measure in FY 2016-17 budget. Measure clarified to reflect occupied travel trailers versus all accessory dwelling units.

³ Marijuana regulations and enforcement actions were new for FY 2016-17 and not included in prior performance.

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☐ No

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 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.



Livable Communities Line of Business

Code Enforcement Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	83,219	70,673	70,673	131,433	60,760	85.97%
Licenses & Permits	-	619	-	-	-	-	0%
Local Government & Other Agencies	-	52	15,000	1,025	2,250	(12,750)	-85.00%
Charges for Services	-	696,904	695,359	669,350	789,786	94,427	13.58%
Fines & Penalties	-	75	500	-	-	(500)	-100.00%
Miscellaneous Revenue	-	130	250	29,671	3,500	3,250	1300.00%
Other Financing Sources	-	(619)	-	-	-	-	0%
Interfund Transfers	-	112,558	112,503	112,503	134,534	22,031	19.6%
Operating Revenue	-	809,719	823,612	812,549	930,070	106,458	12.9%
Total Rev - Including Beginning Bal	-	892,938	894,285	883,222	1,061,503	167,218	18.7%
Personnel Services	-	580,379	591,027	567,382	725,099	134,072	22.7%
Materials & Services	-	116,095	90,167	88,798	84,500	(5,667)	-6.3%
Indirect Costs	-	63,625	29,660	29,660	26,125	(3,535)	-11.9%
Cost Allocation Charges	-	62,166	65,949	65,949	83,862	17,913	27.2%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	822,265	776,803	751,789	919,586	142,783	18.4%
Reserve for Future Expenditures	-	-	52,000	-	52,000	-	0%
Contingency	-	-	65,482	-	89,917	24,435	37.3%
Total Exp - Including Special Categories	-	822,265	894,285	751,789	1,061,503	167,218	18.7%
General Fund Support (if applicable)	-	112,558	112,503	112,503	134,534	22,031	20%
Full Time Equiv Pos (FTE) Budgeted	0.00	8.00	5.00	5.00	5.64	0.64	13%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	8.00	5.00	4.00	5.64		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	1.00	0.00		

Significant Issues and Changes

The Code Enforcement Program developed a workplan to collect on past due accounts; we sent letters to 18 of our oldest case files on March 8, providing a 30-day notice on the past due balance. County Counsel received four phone calls and one of the accounts was paid in full. Code Enforcement will retain 10% of the collections to cover administration of the file and the remaining balance will be distributed to the appropriate workgroup, based on the type of violation. We are hopeful that these collections will help build an ending fund balance to help sustain the efforts of this workprogram.

Code Enforcement has programmed the addition of one code enforcement officer to respond to marijuana violations; these violations can be a building code violation, zoning violation or a combination of the two. Should funding become available from local marijuana tax proceeds, this position will be filled. This is shown in the charges for services as reimbursement revenue.







Livable Communities Line of Business

Dog Sheltering Program

Performance Narrative Statement

The Dog Sheltering Program proposes a budget of \$1,540,354. These resources will serve 1,100 dogs coming into the shelter for care, of which 87% will be saved.

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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	% dogs saved (return to owner, adopted or rescued) ¹	86%	87%	86%	87%
 Result	% of survey respondents said they were satisfied with the level of customer service received	96%	90%	95%	90%
 Output	# of dogs returned to owners	623	580	580	600
 Demand	# phone calls ²	N/A	27,500	27,500	27,500

¹ 90% is the regional standard. Shelter is housing fewer dogs due to the spay/neuter program, which influences this result.

² New measure FY 2016-17; was published in the Dog Protection and Enforcement Program, but this is a Dog Sheltering outcome.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation

Grant Funding:

The Dog Sheltering Program anticipates receiving \$20,000 in grant funding from the Clackamas Dogs Foundation. This grant opportunity does not have a length or deadline and does not require any match.



Livable Communities Line of Business

Dog Sheltering Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	204,350	254,659	254,659	22,516	(232,143)	-91.2%
Licenses & Permits	-	33,665	35,500	24,500	24,300	(11,200)	-31.5%
Charges for Services	-	652	1,000	1,000	2,000	1,000	100.0%
Fines & Penalties	-	67,495	45,000	50,000	50,000	5,000	11.1%
Miscellaneous Revenue	-	35,005	20,500	21,500	21,500	1,000	4.9%
Miscellaneous Sales	-	10,715	5,000	5,000	5,000	-	0%
Interfund Transfers	-	1,073,605	1,142,160	1,142,160	1,415,038	272,878	23.9%
Operating Revenue	-	1,221,137	1,249,160	1,244,160	1,517,838	268,678	21.5%
Total Rev - Including Beginning Bal	-	1,425,487	1,503,819	1,498,819	1,540,354	36,535	2.4%
Personnel Services	-	775,019	939,303	928,003	873,169	(66,134)	-7.0%
Materials & Services	-	199,858	295,111	273,861	252,288	(42,823)	-14.5%
Indirect Costs	-	51,145	52,692	52,692	55,887	3,195	6.1%
Cost Allocation Charges	-	144,805	221,747	221,747	215,883	(5,864)	-2.6%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	1,170,827	1,508,853	1,476,303	1,397,227	(111,626)	-7.4%
Reserve for Future Expenditures	-	-	67,500	-	68,112	612	0.9%
Contingency	-	-	-	-	75,015	75,015	0%
Total Exp - Including Special Categories	-	1,170,827	1,576,353	1,476,303	1,540,354	(35,999)	-2.3%
General Fund Support (if applicable)	-	1,073,605	1,142,160	1,142,160	1,415,038	272,878	23.9%
<i>* The increase to General Fund reflects a reallocation between the shelter and the protection and enforcement programs.</i>							
Full Time Equiv Pos (FTE) Budgeted	0.00	10.10	11.30	11.30	10.30	-1.00	-9%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	9.10	11.30	8.80	10.30		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	1.00	0.00	2.50	0.00		

Significant Issues and Changes

The Dog Sheltering Program has a gap between its General Fund revenue and the net cost to provide its current services. Efforts are being made to improve processes and increase efficiencies program wide, but this program is not sustainable under the current model.

In order to simplify the process and increase funding we eliminated the microchip and the Canine Good Citizen discounts. We recognize the benefits of these two programs, so staff identified non-monetary incentives to encourage participation in these programs:

- The shelter now offers a 'golden tag' program for dogs who have successfully passed the Canine Good Citizen program and earned a certificate.

- On the 3rd Saturday of each month, licensed dogs may be brought to the Animal Shelter to receive a free micro-chip. 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.





Livable Communities Line of Business

Dog Protection & Enforcement Program

Performance Narrative Statement

The Dog Protection & Enforcement Program proposes a budget of \$1,266,408. From these resources the public will experience 29,000 licensed dogs resulting from the development of targeted licensing advertisements and an updated computer system (the benefit will show more in FY 2017-18 due to lag in implementation of updated system). This will lead to a dog population free of rabies, a decrease in the number of phone calls received, and response and resolution to 4,000 dog related complaints including loose, aggressive, barking and neglected dog reports. The public will be kept safe and their neighborhoods will be more livable.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	By 2017, 29,000 dogs will be licensed	27,800	29,000	27,800	29,000
 Demand	# dog complaints / cases ¹	3,985	4,000	1,800	4,000

¹ Includes failure to license complaints, based on rabies information received for dogs without a license. Once complete, the software migration will improve the timeliness of the rabies certificate entry, allowing staff to follow-up on unlicensed dogs.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation

Mandated Services:

The Dog Protection & Enforcement 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).



Livable Communities Line of Business

Dog Protection & Enforcement Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	230,936	349,289	349,289	536,182	186,893	53.51%
Licenses & Permits	-	493,290	450,000	545,000	545,000	95,000	21.11%
State Grants & Revenues	-	392	-	-	-	-	0%
Charges for Services	-	350	500	500	500	-	0%
Fines & Penalties	-	20,263	15,500	20,500	22,500	7,000	45.16%
Miscellaneous Revenue	-	25,675	-	4,500	5,000	5,000	0%
Miscellaneous Sales	-	(4,499)	-	-	-	-	0%
Interfund Transfers	-	369,326	350,164	350,164	157,226	(192,938)	-55.10%
Operating Revenue	-	904,797	816,164	920,664	730,226	(85,938)	-10.53%
Total Rev - Including Beginning Bal	-	1,135,733	1,165,453	1,269,953	1,266,408	100,955	8.66%
Personnel Services	-	481,315	604,165	487,916	689,331	85,166	14.10%
Materials & Services	-	132,905	162,661	169,823	189,372	26,711	16.42%
Indirect Costs	-	44,951	39,071	39,071	36,211	(2,860)	-7.32%
Cost Allocation Charges	-	127,273	36,961	36,961	96,903	59,942	162.18%
Capital Outlay	-	-	-	-	38,000	38,000	0%
Operating Expenditure	-	786,444	842,858	733,771	1,049,817	206,959	24.55%
Reserve for Future Expenditures	-	-	191,429	-	58,340	(133,089)	-69.52%
Contingency	-	-	58,632	-	158,251	99,619	169.91%
Total Exp - Including Special Categories	-	786,444	1,092,919	733,771	1,266,408	173,489	15.87%
General Fund Support (if applicable)	-	369,326	350,164	350,164	157,226	(192,938)	0%
<i>* The reduction to General Fund reflects a reallocation between the shelter and the protection and enforcement programs.</i>							
Full Time Equiv Pos (FTE) Budgeted	0.00	9.00	7.00	7.00	8.00	1.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	9.00	7.00	7.00	8.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

The new software program (Chameleon) is improving efficiencies and, once fully implemented, will help the program meet increasing licensing goals.

- Customers are experiencing timely renewals - the previous 4-6 week processing delay has been reduced to a typical turn around of one week.
- 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.



Transportation

Line of Business Purpose Statement

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

Transportation & Development

Barbara Cartmill - Director

FTE 268.64

(266.64 + 2.0 PGA Embedded Employees)

Total Request \$ 104,350,971

General Fund Support \$ 5,887,885

Transportation

Mike Bezner - Mgr.

Total Request

\$71,458,276

Gen Fund \$ 258,114

Transportation Construction

Joel Howie - Mgr.

FTE 17.8

Total Request

\$27,770,376

Gen Fund \$ -

Transportation Maintenance

Randy Harmon - Mgr.

FTE 101.5

Total Request

\$37,318,421

Gen Fund \$ -

Damascus Roads

Randy Harmon - Mgr.

FTE 0

Total Request

\$3,915,339

Gen Fund \$ -

Transportation Safety

Joe Marek - Mgr.

FTE 10

Total Request

\$2,454,140

Gen Fund \$ 258,114



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Transportation Line of Business

Transportation Construction Program






Performance Narrative Statement

The Transportation Construction Program proposes a budget of \$27,770,376. Revenues for the transportation construction program fluctuate based on projects. The resources from Transportation and Development will provide the public with the completion of 8 transportation projects, which is 21.6% of the 5-year Capital Improvement Plan adopted by the Board of County Commissioners. The resources also provide projects in various stages of design, right of way acquisition and construction of 25 transportation projects, which includes:

- 1 ADA Improvement Projects- Title VI
- 8 Road Projects
- 5 Bike/Pedestrian Projects
- 3 Safety Projects
- 8 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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	% of funded capital projects on schedule	71%	90%	85%	85%
 Result	% of funded capital projects within budget	86%	90%	85%	85%
 Result	% of projects completed in 5-year Capital Improvement Plan	11.0%	21.6%	18.9%	21.6%
 Output	# projects managed	28	26	25	25
 Output	# of projects completed in 20-year Capital Improvement Plan ¹	N/A	8 of 300	7 of 300	8 of 300

¹ This was a new budget measure in FY 2016-17.

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☒ 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 Line of Business

Transportation Construction Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	8,881,460	12,694,705	12,694,705	12,289,214	(405,491)	-3.2%
Prior Year Revenue	-	2,351	-	282,787	-	-	0%
Licenses & Permits *	-	8,395,270	2,825,000	3,752,392	2,063,800	(761,200)	-26.9%
Federal Revenues	-	872,670	7,966,354	7,492,492	1,837,823	(6,128,531)	-76.9%
State Revenues *	-	7,030,281	13,779,120	13,715,587	6,694,103	(7,085,017)	-51.4%
Local Government & Other Agencies	-	(76,152)	350,000	30,000	77,746	(272,254)	0.0%
Charges for Services	-	1,269,975	1,068,050	906,630	1,312,000	243,950	22.8%
Miscellaneous Revenue	-	381,069	93,900	696,284	100,324	6,424	6.8%
Other Financing Sources	-	235,070	277,350	265,146	2,000	(275,350)	-99.3%
Interfund Transfers	-	3,584,606	7,578,084	3,152,523	3,393,366	(4,184,718)	-55.2%
Operating Revenue	-	21,695,140	33,937,858	30,293,841	15,481,162	(18,456,696)	-54.4%
Total Rev - Including Beginning Bal	-	30,576,600	46,632,563	42,988,546	27,770,376	(18,862,187)	-40.4%
<i>* Transportation Construction program includes Road Fund support, including a FILO Pedestrian Fee Carryforward.</i>							
Personnel Services	-	2,243,004	2,369,273	2,369,325	2,416,394	47,121	2.0%
Materials & Services	-	482,249	4,042,001	564,481	483,828	(3,558,173)	-88.0%
Indirect Costs	-	119,787	112,637	112,637	107,887	(4,750)	-4.2%
Cost Allocation Charges	-	219,447	288,229	288,229	276,743	(11,486)	-4.0%
Capital Outlay	-	9,420,779	21,176,918	19,990,137	8,832,905	(12,344,013)	-58.3%
Operating Expenditure	-	12,485,266	27,989,058	23,324,809	12,117,757	(15,871,301)	-56.7%
Debt Service	-	4,365,753	4,222,000	4,222,000	-	(4,222,000)	-100.0%
Special Payments	-	-	-	-	2,800,000	2,800,000	0.0%
Interfund Transfers	-	3,577,306	4,078,084	3,152,523	3,173,366	(904,718)	-22.2%
Reserve for Future Expenditures	-	-	-	-	3,700,000	3,700,000	0.0%
Contingency	-	-	10,343,421	-	5,979,253	(4,364,168)	-42.2%
Total Exp - Including Special Categories	-	20,428,325	46,632,563	30,699,332	27,770,376	(18,862,187)	-40.4%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Road Fund - Fund 215	-	2,224,285	4,406,101	3,926,619	3,764,229		
Full Time Equiv Pos (FTE) Budgeted	0.00	20.00	18.00	18.00	17.80	-0.20	-1%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	18.00	18.00	17.00	17.80		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	2.00	0.00	1.00	0.00		

Significant Issues and Changes

The requested budget will provide the necessary resources for:

- \$8.6M in capital outlay (project planning, design, right of way acquisition and construction).
- All Oregon Transportation Infrastructure Bank (OTIB) loans have been paid in full.
- \$9.7M in contingency and reserves between the two Transportation System Development Charge Funds. This revenue is earmarked for eligible capital projects. The County and City of Happy Valley are currently working on an update to the System Development Charge methodology, which will generate a new project list and define the priorities for these System Development Charge revenues in the future. At the end of the update, the City and County will no longer share a Joint District area.
- This budget includes revenues for project management services to manage the Clackamas County Development Agency capital projects.



Transportation Line of Business

Transportation Maintenance Program

Performance Narrative Statement






The Transportation Maintenance Program proposes a budget of \$37,318,421, a continuation of current funding levels. The majority of the funding comes from:

- Stable revenues from the Oregon State Highway Fund (includes money from state gas tax, truck weight mile fees, and vehicle registration fees).
- The fourth year of an ongoing General Fund policy level budget of \$500,000 that offsets program costs previously funded by Road Fund, which will allow for additional paving on county roads.

This revenue will provide the resources needed to perform paving and other surface treatments on 20.71 miles of county roads during FY 17/18. 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 2,300 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	% of County roads with adequately visible paving markings	77%	80%	92%	95%
 Result	% of arterial and collector County road miles in good or excellent condition ¹	67%	67%	No Data	Discontinue
 Result	% of local County road miles in good or excellent condition ¹	22%	22%	No Data	Discontinue
 Output	# road miles paved	11.89	17.43	17.43	20.71
 Output	# incident responses provided (e.g., high water, downed trees, potholes, dead deer, etc.) ²	N/A	N/A	800	800

¹ Please see narrative regarding migration to Pavement Condition Index (PCI) under "Significant Issues & Changes" on Budget Summary page.

² This is a new budget measure for 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 East Barlow Trail Road - Permanent Restoration project 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 this location was washed away leaving approximately 360 feet of the existing roadway vulnerable to erosion and damage in the next significant storm event. The Emergency Relief Program will provide 89.73% of the funding for this project with the remaining funds coming from the Road Fund.



Transportation Line of Business

Transportation Maintenance Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	13,701,238	18,403,087	18,403,087	14,851,473	(3,551,614)	-19.3%
Federal Revenues	-	938,479	906,732	1,298,670	292,913	(613,819)	-67.7%
State Revenues *	-	26,236,287	18,257,890	19,011,762	17,937,255	(320,635)	-1.8%
Local Government & Other Agencies	-	73,469	160,000	281,000	456,000	296,000	185.0%
Charges for Services	-	636,565	526,000	620,358	618,000	92,000	17.5%
Miscellaneous Revenue	-	107,388	31,280	107,780	87,780	56,500	180.6%
Other Financing Sources	-	82,209	1,575,000	75,000	3,075,000	1,500,000	95.2%
Interfund Transfers	-	166,837	-	-	-	-	0%
Operating Revenue	-	28,241,234	21,456,902	21,394,570	22,466,948	1,010,046	4.7%
Total Rev - Including Beginning Bal	-	41,942,472	39,859,989	39,797,657	37,318,421	(2,541,568)	-6.4%
<i>* Transportation Maintenance program includes Road Fund support.</i>							
Personnel Services	-	8,844,599	9,962,095	9,613,417	11,010,384	1,048,289	10.5%
Materials & Services	-	8,335,228	14,133,926	11,644,303	13,812,773	(321,153)	-2.3%
Indirect Costs	-	579,976	354,648	354,648	359,005	4,357	1.2%
Cost Allocation Charges	-	881,697	991,816	991,816	1,017,041	25,225	2.5%
Capital Outlay	-	1,026,757	2,807,000	1,842,000	3,280,000	473,000	16.9%
Operating Expenditure	-	19,668,257	28,249,485	24,446,184	29,479,203	1,229,718	4.4%
Special Payments	-	-	500,000	500,000	500,000	-	0.0%
Interfund Transfers	-	-	3,500,000	-	-	(3,500,000)	-100.0%
Reserve for Future Expenditures	-	-	5,700,000	-	5,750,000	50,000	0.9%
Contingency	-	-	1,910,504	-	1,589,218	(321,286)	-16.8%
Total Exp - Including Special Categories	-	19,668,257	39,859,989	24,946,184	37,318,421	(2,541,568)	-6.4%
General Fund Support (if applicable*)	-	166,837	-	-	-	-	0%
<i>*One-time Policy Level Proposal to cover workers compensation/casualty insurance increases FY 2015-16.</i>							
Road Fund - Fund 215	-	21,334,261	17,257,890	19,011,762	18,055,361		
<i>* Trans Construction, Trans Safety, Land Use & Permitting, Long Range Planning and Office of the Director include Road Fund support.</i>							
Full Time Equiv Pos (FTE) Budgeted	0.00	72.50	98.50	98.50	101.50	3.00	3.0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	57.50	98.50	85.50	101.50		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	15.00	0.00	13.00	0.00		

Significant Issues and Changes

DTD receives an ongoing General Fund policy level budget of \$500,000 (FY 17/18 will mark the fourth year of the ongoing PLP). This revenue offsets other program costs typically paid for by the Road Fund (these funds have helped offset the costs of DTD Shared Allocations, Engineering Development Review, Long Range Transportation Planning); these investments will help slow the rate of deterioration on county roads. The General Fund support shown in the FY 2015-16 represents a one-time policy level proposal to offset Risk/Casualty cost increases to various county departments.

County administration requested that Transportation Maintenance transition away from Pavement Quality Index (PQI) to use the regional standard Pavement Condition Index (PCI). The PCI rates the visual condition of the road surface, while the PQI that we used historically rates the pavement condition, ride quality and the condition of the road base. We are currently collecting condition data on the entire road network as the final step in the migration to our new pavement management system. The department is kicking off a strategic plan review and update in July and August to set new strategic goals and review existing performance targets. Setting new goals that align with the new Pavement Condition Index (PCI) will be part of this process.

The ability to impact results will continue to be limited unless the County is able to secure additional funding to support the Transportation Maintenance program. Upon successful completion of these paving programs, the road fund ending fund balance will provide just enough coverage for emergency response in the event of a weather event. The road funding outlook relies on the support of business owners, property owners, residents and drivers.



Transportation Line of Business



Damascus Roads Program

Performance Narrative Statement

The Damascus Roads Program proposes a budget of \$3,915,339. 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.

County staff will be identifying projects in the prior City limits and will perform outreach with citizens in the area before moving forward with a specific program. The FY 2017-18 budget provides placeholders for a program that is yet undefined. We will put together a work program and present it to the Board of County Commissioners once projects are identified.

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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Output	# road miles paved	N/A	N/A	N/A	TBD
 Output	# incident responses provided (e.g., high water, downed trees, potholes, dead deer, etc.) ²	N/A	N/A	N/A	TBD

Program includes:

Mandated Services

Shared Services

Grant Funding

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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	3,380,339	3,380,339	0%
State Revenues *	-	-	511,000	511,000	510,000	(1,000)	-0.2%
Charges for Service	-	-	2,854,339	2,854,339	-	(2,854,339)	-100.0%
Miscellaneous Revenue	-	-	25,000	25,000	25,000	-	0%
Operating Revenue	-	-	3,390,339	3,390,339	535,000	(2,855,339)	0%
Total Rev - Including Beginning Bal	-	-	3,390,339	3,390,339	3,915,339	525,000	0%
Materials & Services	-	-	10,000	10,000	510,000	500,000	5000.0%
Capital Outlay	-	-	-	-	500,000	500,000	0%
Operating Expenditure	-	-	10,000	10,000	1,010,000	1,000,000	0%
Reserve for Future Expenditures	-	-	3,250,000	-	2,750,000	(500,000)	-15.4%
Contingency	-	-	130,339	-	155,339	25,000	19.2%
Total Exp - Including Special Categories	-	-	3,390,339	10,000	3,915,339	525,000	0%
General Fund Support (if applicable)	-	-	-	-	-	-	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		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

Revenues from the Oregon State Highway Fund (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.

The ability to impact results countywide will continue to be limited unless the County is able to secure additional funding to support the Transportation Maintenance program. The road funding outlook relies on the support of business owners, property owners, residents and drivers.



Transportation Line of Business

Transportation Safety Program





Performance Narrative Statement

The Transportation Safety Program proposes a budget of \$2,454,140. We have included Road Fund support for two safety projects:

- All-way stop conversion at the intersection of Orient and Compton.
- Central Point | New Era Intersection Enhancement.

These resources will provide 4,000 safety education presentations to students, inspection of 600 heavy vehicles, and response to 250 citizen safety concerns. These services all contribute to providing a safe transportation system and work toward our Department Strategic Goal of reducing fatal crashes in Clackamas County by 50% by the year 2022.

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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	Reduce three-year average number of fatalities resulting from crashes in Clackamas County from 24 in 2012 to 12 in 2022. ¹	28	21	33	18
 Output	# of students receiving Drive to Zero safety presentations	7,550	3,000	4,000	4,000
 Output	# heavy vehicles inspected	70	800	200	600
 Output	# safety concerns addressed ²	N/A	250	250	250

¹ Measure was modified FY 2016-17 to reflect available data. Information on serious injuries resulting from crashes is not available in a timely manner. We will retain the long-term goal to reduce both serious injuries and fatalities, but will report on fatalities. Adjusted the timeline in FY 2017-18 to reflect the Transportation Safety Action Plans (TSAP) adopted goal.

² This was a new budget measure in FY 2016-17.

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☒ Yes

Explanation

Mandated Services:

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

Grant Funding:

- Transportation Safety Program grant funding includes construction project-specific grants from ODOT which terminate at project completion and require a 10.27% match, funded by County Road Fund.
- 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.
- A grant sponsored by State Farm Insurance has no defined length and no required match.



Transportation Line of Business

Transportation Safety Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	103,565	288,744	288,744	72,788	(215,956)	-74.8%
Federal Revenues	-	29,289	70,000	25,000	90,000	20,000	28.6%
State Revenues *	-	-	1,439,079	1,221,819	1,806,038	366,959	25.5%
Local Government & Other Agencies	-	334,564	65,000	50,000	50,000	(15,000)	-23.1%
Charges for Service	-	186,272	145,000	155,105	167,200	22,200	15.3%
Miscellaneous Revenue	-	113,765	15,000	15,000	10,000	(5,000)	-33.3%
Other Financing Sources	-	96	-	-	-	-	0%
Interfund Transfers	-	350,000	251,460	251,460	258,114	6,654	2.6%
Operating Revenue	-	1,013,986	1,985,539	1,718,384	2,381,352	395,813	19.9%
Total Rev - Including Beginning Bal	-	1,117,551	2,274,283	2,007,128	2,454,140	179,857	7.9%
<i>* Transportation Safety program includes Road Fund support.</i>							
Personnel Services	-	1,208,032	1,271,004	1,265,694	1,312,961	41,957	3.3%
Materials & Services	-	1,079,991	510,694	468,805	583,256	72,562	14.2%
Indirect Costs	-	56,766	89,647	89,647	45,559	(44,088)	-49.2%
Cost Allocation Charges	-	259,956	102,194	102,194	179,576	77,382	75.7%
Capital Outlay	-	7,998	12,000	8,000	40,000	28,000	233.3%
Operating Expenditure	-	2,612,743	1,985,539	1,934,340	2,161,352	175,813	8.9%
Interfund Transfers	-	7,300	-	-	220,000	220,000	0.0%
Contingency	-	-	288,744	-	72,788	(215,956)	-74.8%
Total Exp - Including Special Categories	-	2,620,043	2,274,283	1,934,340	2,454,140	179,857	7.9%
General Fund Support (if applicable)	-	350,000	251,460	251,460	258,114	6,654	2.6%
<i>* FY 15/16 GF support includes a one-time PLP of \$100,000.</i>							
Road Fund - Fund 215	-	1,502,493	1,439,079	1,221,819	1,806,038		
Full Time Equiv Pos (FTE) Budgeted	0.00	19.00	10.00	10.00	10.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	16.00	10.00	9.00	10.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	3.00	0.00	1.00	0.00		

Significant Issues and Changes

This budget includes two projects with a total estimated cost of \$220,000:

- The installation of all-way stop-control at the intersection of Orient/Compton will be completed by June 30, 2018. The estimated cost for this project is \$60,000.
- The intersection enhancement at the intersection of Central Point/New Era will be completed by June 30, 2018. The estimated cost for this project is \$160,000.

Both project efforts are in alignment with the goals of the adopted Transportation Safety Action Plan which identifies a 50 percent reduction in fatal and serious injury crashes by 2022 and an ultimate goal of Zero. This section of New Era Road has a history of crashes and this project can reduce the frequency and severity of crashes.

The Transportation Safety Program will receive \$258,114, continuing support from the General Fund through an allocation formula to support the Drive to Zero program.



Land Use, Development & Permitting

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.

Transportation & Development

Barbara Cartmill - Director

FTE 268.64

(268.64 + 2.0 PGA Embedded Employees)

Total Request \$ 104,350,971

General Fund Support \$ 5,887,885

Land Use, Development & Permitting

Dan Johnson - Mgr.

Total Request

\$24,219,132

Gen Fund \$ 3,922,973

Land Use & Permitting

Dan Johnson - Mgr.

FTE 76.5

Total Request

\$19,904,993

Gen Fund \$ 2,823,889

Long Range Planning

Karen Buehrig - Mgr.

FTE 5.7

Total Request

\$1,463,616

Gen Fund \$ 500,000

Public Land Corner

Ray Griffin - Mgr.

FTE 4

Total Request

\$1,560,189

Gen Fund \$ -

County Surveyor

Ray Griffin - Mgr.

FTE 9

Total Request

\$1,290,334

Gen Fund \$ 599,084



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CLACKAMAS
C O U N T Y



Land Use, Development & Permitting Line of Business






Land Use & Permitting Program

Performance Narrative Statement

The Land Use and Development program proposes a budget of \$19,904,993. These resources will provide the ability to respond to the 288,287 development inquiries from the development community, of whom 90% experienced a results-oriented, problem-solving approach to customer service.

- Building Codes Division makes up half of the total operating budget, which is funded by permit fees. Building Codes will issue approximately 23,000 permits and will perform approximately 44,700 inspections in the coming year.
- Building Codes and Transportation Development Review are working to implement an electronic plan review system to improve the customer experience and recognize efficiencies in the process.
- Technology Services and outside service providers are working with Land Use & Permitting to implement an online approval process to allow agency representatives to log on from remote locations to sign-off on permits.
- Accela continues to evolve as we work to implement additional methods for requesting inspections and getting updates on current projects.

Achieving these targets will meet the development needs of the community, with the orderly development of property and increase in private investment providing housing alternatives and an increase in jobs.

Key Performance Measures					
		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	By 2017, 75% of customers surveyed reporting they experienced a results-oriented, problem-solving approach to customer service	85%	75%	90%	90%
 Result	By 2017, 75% of new single-family dwelling building permits are issued within 60 calendar days of application submittal	67%	75%	69%	75%
 Result	By 2017, 90% of commercial, industrial, and multi-family land use decisions (design review) issued within 45 days of application submittal	86%	90%	90%	90%
 Output	# development related permits issued ¹	20,275	20,000	26,000	26,000
 Output	# development related interactions (inspections/inquiries) provided ¹	353,563	285,000	280,000	285,000

¹ The department had never tracked performance related to the total customer inquiries; so original estimates were lower than actual outputs. The Septic & Onsite Wastewater Program also influenced these outputs when they were moved to DTD in January 2016.

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; thus, administration and enforcement of these codes is mandatory. (ORS 215.197 & 455.020)

Shared Services:

The County also 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, Development & Permitting Line of Business

Land Use & Permitting Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	3,802,409	5,829,593	5,829,593	6,827,046	997,453	17.1%
Licenses & Permits	-	7,480,102	6,762,580	7,196,121	6,984,525	221,945	3.3%
Federal Grants & Revenues	-	1,745	-	-	-	-	0%
State Revenues *	-	-	954,498	715,149	1,084,888	130,390	13.7%
Local Government & Other Agencies	-	98,851	51,000	101,000	76,000	25,000	49.0%
Charges for Services	-	1,939,121	1,723,053	2,010,752	1,798,900	75,847	4.4%
Fines & Penalties	-	42,379	25,000	10,300	11,200	(13,800)	-55.2%
Miscellaneous Revenue	-	168,313	186,979	200,580	177,045	(9,934)	-5.3%
Other Financing Sources	-	(43,506)	1,500	1,525	1,500	-	0%
Interfund Transfers	-	2,643,012	2,775,534	2,775,534	2,943,889	168,355	6.1%
Operating Revenue	-	12,330,017	12,480,144	13,010,961	13,077,947	597,803	4.8%
Total Rev - Including Beginning Bal	-	16,132,426	18,309,737	18,840,554	19,904,993	1,595,256	8.7%
<i>* Land Use & Permitting program includes Road Fund support for the Development Review function.</i>							
Personnel Services	-	7,387,397	9,099,123	8,524,735	9,842,306	743,183	8.2%
Materials & Services	-	1,936,325	2,228,813	2,016,002	2,292,004	63,191	2.8%
Indirect Costs	-	763,766	459,807	459,807	607,245	147,438	32.1%
Cost Allocation Charges	-	544,579	767,964	767,964	906,221	138,257	18.0%
Capital Outlay	-	66,768	233,000	165,000	312,500	79,500	34.1%
Operating Expenditure	-	10,698,835	12,788,707	11,933,508	13,960,276	1,171,569	9.2%
Interfund Transfers	-	-	115,000	80,000	320,000	205,000	178.3%
Reserve for Future Expenditures	-	-	3,118,114	-	4,057,835	939,721	30.1%
Contingency	-	-	2,287,916	-	1,566,882	(721,034)	-31.5%
Total Exp - Including Special Categories	-	10,698,835	18,309,737	12,013,508	19,904,993	1,595,256	8.7%
General Fund Support (if applicable)	-	2,643,012	2,775,534	2,775,534	2,823,889	48,355	1.7%
Road Fund - Fund 215	-	-	954,498	715,149	1,084,888		
Full Time Equiv Pos (FTE) Budgeted	0.00	62.20	77.00	75.00	76.50	-0.50	-1%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	55.20	76.00	70.00	76.50		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	7.00	1.00	5.00	0.00		

Significant Issues and Changes

Over the last year, a number of changes were made to the Land Use and Permitting program to increase our customer satisfaction. Some of the primary changes include:

- Increasing revenues have provided the resources for the Septic & Onsite Wastewater Program to add a soils scientist and a permit specialist to manage the steady workload. 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.
- Land Use Planning has added a Planning Manager and a Permit Specialist to support supervisory, administrative and succession planning needs.
- This budget assumes increased staffing to meet the consistent demand of permit activity.



Land Use, Development & Permitting Line of Business

Long Range Planning Program




Performance Narrative Statement

The Long Range Planning Program proposes a budget of \$1,463,616, a slight 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 resulting in:

- A Zoning Development Ordinance that is consistent and easier to use.
- An updated floodplain ordinance to address FEMA mandates.
- Identification of safe travel routes, and the improvements needed to these routes that allow children to access their schools by walking or bicycling.
- A specific plan to improve and enhance the environment by identifying the specific facilities necessary for people to walk, bike and drive safely in the community.
- Coordination with partners about input into regional and state funding for local transportation projects so that we can compete for scarce resources.
- Engagement with community members to develop community plans and implementation measures.
- Implementation of Title VI of the Civil Rights Act and Title II of the Americans with Disabilities Act (ADA), which require equal access for all, to all government programs.

As a result of these experiences, residents, businesses, local, regional and state partners can plan and invest based on a coordinated set of goals and policies which guide future development in Clackamas County, which supports four of the Board's adopted Strategic Goals of growing a vibrant economy; building a strong infrastructure; honoring, utilizing, promoting and investing in our natural resources; and building public trust through good government.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 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	24%	20%	25%	20%
 Result	% of planning projects initiated in the last 5 years that have resulted in updates to plans and/or initiation of capital project investments	65%	80%	75%	80%
 Output	# local, state and regional planning group meetings (such as MTAC, JPACT, OTC, C4) at which Clackamas County is represented	102	100	125	125

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 RTO grants through METRO will require a 10.27% match. This requirement will be met using staff work as an in-kind match.



Land Use, Development & Permitting Line of Business

Long Range Planning Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	44,092	44,092	66,012	21,920	49.7%
Federal Revenues	-	55,374	18,111	10,000	52,000	33,889	187.1%
State Revenues *	-	13,000	537,142	623,712	682,195	145,053	27.0%
Local Government & Other Agencies	-	120,000	-	10,000	143,409	143,409	0%
Charges for Services	-	65,705	88,000	23,000	20,000	(68,000)	-77.3%
Miscellaneous Revenue	-	56	-	-	-	-	0%
Interfund Transfers	-	1,319,283	295,144	295,144	500,000	204,856	69.4%
Operating Revenue	-	1,573,418	938,397	961,856	1,397,604	459,207	48.9%
Total Rev - Including Beginning Bal	-	1,573,418	982,489	1,005,948	1,463,616	481,127	49.0%
<i>* Long Range Planning program includes Road Fund support for the Long Range Transportation Planning function.</i>							
Personnel Services	-	533,196	751,968	775,672	834,315	82,347	11.0%
Materials & Services	-	441,325	115,771	93,606	365,216	249,445	215.5%
Indirect Costs	-	64,508	32,121	32,121	35,641	3,520	11.0%
Cost Allocation Charges	-	111,431	38,537	38,537	110,773	72,236	187.4%
Operating Expenditure	-	1,150,460	938,397	939,936	1,345,945	407,548	43.4%
Special Payments	-	12,000	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	21,512	21,512	0%
Contingency	-	-	44,092	-	96,159	52,067	118.1%
Total Exp - Including Special Categories	-	1,162,460	982,489	939,936	1,463,616	481,127	49.0%
General Fund Support (if applicable)	-	1,319,283	295,144	295,144	500,000	204,856	69.4%
<i>* The increase to General Fund reflects a reallocation between the land use planning and the long range planning programs.</i>							
Road Fund - Fund 215	-	170,926	537,142	623,712	682,195		
Full Time Equiv Pos (FTE) Budgeted	0.00	5.00	5.70	5.70	5.70	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	5.00	5.70	5.70	5.70		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

The Long Range Planning Program budget for FY 2017-18 reflects an increase in program expenses. Beginning in FY 2017-18 land-use planning staff costs for the long range planning program will be captured in this program, previously these costs and administrative overhead were housed in land use planning, which resulted in a reallocation of the general fund support. The additional staffing for this program is not reflected in the FTE allocation, this will be captured through an increase to the contracted services expense line.



Land Use, Development & Permitting Line of Business




Public Land Corner Program

Performance Narrative Statement

The Public Land Corner (PLC) Program proposes a budget of \$1,560,189, a slight reduction of our current funding level. 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 4.0 FTE for the coming year.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	% of Public Land Corners assigned to staff that are completed with maps and have County Surveyor approval within 120 calendar days ¹	40%	50%	70%	75%
 Output	# US Public Land Corner restorations completed	53	35	45	60
 Output	# of Public Land Corner assigned to staff ¹	25	37	40	45

¹ This is a new budget measure in FY 2017-18.

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, Development & Permitting Line of Business

Public Land Corner Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	344,611	759,959	759,959	795,189	35,230	4.6%
Charges for Services	-	1,075,612	766,000	807,000	755,000	(11,000)	-1.4%
Miscellaneous Revenue	-	17,320	6,200	15,000	10,000	3,800	61.3%
Operating Revenue	-	1,092,932	772,200	822,000	765,000	(7,200)	-0.9%
Total Rev - Including Beginning Bal	-	1,437,543	1,532,159	1,581,959	1,560,189	28,030	0
Personnel Services	-	536,670	602,141	591,202	504,411	(97,730)	-16.2%
Materials & Services	-	73,176	93,272	91,125	101,620	8,348	9.0%
Indirect Costs (Internal Dept Chgs)	-	19,913	21,857	21,857	18,165	(3,692)	-16.9%
Cost Allocation Charges	-	47,826	49,208	49,208	66,962	17,754	36.1%
Capital Outlay	-	-	40,000	33,378	-	(40,000)	0.0%
Operating Expenditure	-	677,585	806,478	786,770	691,158	(115,320)	-14.3%
Reserve for Future Expenditures	-	-	60,000	-	664,531	604,531	1007.6%
Contingency	-	-	665,681	-	204,500	(461,181)	-69.3%
Total Exp - Including Special Categories	0	677,585	1,532,159	786,770	1,560,189	28,030	1.8%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	4.50	4.50	4.50	4.00	-0.50	-11.1%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	2.50	4.50	4.50	4.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	2.00	0.00	0.00	0.00		

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 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.

11 Counties, including Clackamas County have a pending lawsuit for \$50 million against MERS (Mortgage Electronic Registration System). The Suit was filed in November of 2016. 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.



Land Use, Development & Permitting Line of Business




County Surveyor Program

Performance Narrative Statement

The County Surveyor's Office is proposing a budget at the maintenance level of \$1,290,334.

This program has seen a significant increase in records of survey filings and partition plats that will add approximately 1,200 lots and tracts supporting development in Clackamas County over the next fiscal year.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	% of people surveyed who say they received or were able to research the information they needed in a timely manner to make informed decisions ¹	94%	90%	95%	Discontinue
 Result	% of first review comments issued to plat surveyor within 45 calendar days ²	98%	95%	98%	98%
 Demand	# Record of survey reviews/filings	364	385	402	400

¹ This result is being tracked through the survey question: % of customers surveyed reporting they were satisfied with the level of customer service received. Remove from County Surveyor results beginning FY 2017-18.

² This is a new budget measure in FY 2017-18.

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:

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, Development & Permitting Line of Business

County Surveyor Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Licenses & Permits	-	171,100	170,000	168,860	168,500	(1,500)	-0.9%
Charges for Services	-	541,211	442,250	476,125	416,250	(26,000)	-5.9%
Miscellaneous Revenue	-	7,914	4,300	6,500	6,500	2,200	51.2%
Interfund Transfers	-	-	115,000	80,000	100,000	(15,000)	-13.0%
Operating Revenue	-	720,225	731,550	731,485	691,250	(40,300)	-5.5%
Total Rev - Including Beginning Bal *	-	720,225	731,550	731,485	691,250	(40,300)	-5.5%
<i>* County Surveyor program includes General Fund support.</i>							
Personnel Services	-	769,375	852,046	858,346	969,810	117,764	13.8%
Materials & Services	-	203,910	189,635	183,765	140,891	(48,744)	-25.7%
Indirect Costs	-	55,692	38,966	38,966	41,258	2,292	5.9%
Cost Allocation Charges	-	103,544	117,747	117,747	138,375	20,628	17.5%
Capital Outlay	-	-	30,000	29,505	-	(30,000)	-100.0%
Operating Expenditure	-	1,132,521	1,228,394	1,228,329	1,290,334	61,940	5.0%
Total Exp - Including Special Categories	-	1,132,521	1,228,394	1,228,329	1,290,334	61,940	5.0%
General Fund Support (if applicable) *	-	412,295	496,844	496,844	599,084	102,240	20.6%
<i>*Includes General Fund support transferred over from Land Use Planning to cover succession planning expenses FY 2016-17 & 2017-18.</i>							
Full Time Equiv Pos (FTE) Budgeted	0.00	7.50	8.50	8.50	9.00	0.50	6%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	6.50	8.50	7.50	9.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	1.00	0.00	1.00	0.00		

Significant Issues and Changes

The County Surveyor program budget for FY 2017-18 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.



Business & Community Services

Gary Barth, Director

**150 Beavercreek Road
Oregon City, Oregon 97045
503-742-4344**

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



Business and Community Services

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.

Business and Community Services

Gary Barth - Director
Laura Zentner - Deputy Director

FTE 36.00

Total Request \$30,496,209

General Fund Support \$2,457,005

BCS Administration Gary Barth Director Laura Zentner Deputy Director Total Request \$1,334,792 Gen Fund \$ -	Fair & Event Center Gary Barth Director Laura Zentner Deputy Director Total Request \$2,220,239 Gen Fund \$ -	Economic Development Gary Barth Director Laura Zentner Deputy Director Total Request \$3,920,673 Gen Fund \$ -	Library Gary Barth Director Laura Zentner Deputy Director Total Request \$8,511,982 Gen Fund \$ 2,251,746	Parks, Golf & Recreation Gary Barth Director Laura Zentner Deputy Director Total Request \$7,104,315 Gen Fund \$ 205,259	Assets Gary Barth Director Laura Zentner Deputy Director Total Request \$7,404,208 Gen Fund \$ -
Office of the Director Gary Barth Director FTE 1.65 Total Request \$681,769 Gen Fund \$ -	County Fair & Rodeo Laurie Bothwell Manager FTE 0.00 Total Request \$1,505,907 Gen Fund \$ -	Economic Development Catherine Grubowski-Johnson Manager FTE 5.00 Total Request \$1,501,465 Gen Fund \$ -	Library Systems Greg Williams Manager FTE 5.50 Total Request \$5,243,844 Gen Fund \$ 1,346,182	Stone Creek Golf Course Gordon Tolbert Manager FTE 0.00 Total Request \$3,593,189 Gen Fund \$ -	Forest & Timber Management Rick Gruen Manager FTE 2.76 Total Request \$4,698,661 Gen Fund \$ -
Budgeting, Financial Mgmt. & Planning Laura Zentner Deputy Director FTE 2.35 Total Request \$653,023 Gen Fund \$ -	County Event Center Laurie Bothwell Manager FTE 0.00 Total Request \$714,332 Gen Fund \$ -	Economic Opportunity Laura Zentner Deputy Director FTE 0.00 Total Request \$1,746,158 Gen Fund \$ -	Shared Library Services Greg Williams Manager FTE 5.50 Total Request \$1,937,468 Gen Fund \$ 905,564	County Parks Rick Gruen Manager FTE 5.64 Total Request \$3,511,126 Gen Fund \$ 205,259	Property Disposition Rick Gruen Manager FTE 1.20 Total Request \$2,027,836 Gen Fund \$ -
		Ag. & Forest Econ. Development Rick Gruen Manager FTE 1.40 Total Request \$673,050 Gen Fund \$ -	Oak Lodge Library Mitzi Olson Manager FTE 5.00 Total Request \$1,330,670 Gen Fund \$ -		Tax Title Land Rick Gruen Manager FTE 0.00 Total Request \$677,711 Gen Fund \$ -



Business and Community Services

Department Budget Summary by Fund

Line of Business	FY 17-18	FY 17-18	FY 17-18	FY 17-18	FY 17-18	FY 17-18	FY 17-18	FY 17-18	FY 17-18	FY 17-18
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 Support
BCS Administration										
Office of the Director	1.65	-	681,769	-	-	-	-	-	681,769	-
Budgeting, Financial Mgmt. & Planning	2.35	-	653,023	-	-	-	-	-	653,023	-
Fair & Event Center										
County Fair & Rodeo	0.00	1,505,907	-	-	-	-	-	-	1,505,907	-
County Event Center	0.00	714,332	-	-	-	-	-	-	714,332	-
Economic Development										
Economic Development	5.00	-	1,501,465	-	-	-	-	-	1,501,465	-
Economic Opportunity	0.00	-	1,746,158	-	-	-	-	-	1,746,158	-
Agriculture & Forest Econ. Development	1.40	-	673,050	-	-	-	-	-	673,050	-
Library										
Library Systems	5.50	-	-	5,243,844	-	-	-	-	5,243,844	1,346,182
Shared Library Services	5.50	-	-	1,937,468	-	-	-	-	1,937,468	905,564
Oak Lodge Library	5.00	-	-	1,330,670	-	-	-	-	1,330,670	-
Sunnyside Library **	0.00	-	-	-	-	-	-	-	-	-
Parks, Golf & Recreation										
Stone Creek Golf Course	0.00	-	-	-	-	-	-	3,593,189	3,593,189	-
County Parks	5.64	-	-	-	3,511,126	-	-	-	3,511,126	205,259
Assets										
Forest & Timber Management	2.76	-	-	-	-	-	4,698,661	-	4,698,661	-
Property Disposition	1.20	-	-	-	-	2,027,836	-	-	2,027,836	-
Tax Title Land	0.00	-	-	-	-	677,711	-	-	677,711	-
FY 17-18 Budget	36.00	\$ 2,220,239	\$ 5,255,465	\$ 8,511,982	\$ 3,511,126	\$ 2,705,547	\$ 4,698,661	\$ 3,593,189	\$ 30,496,209	\$ 2,457,005
FY 16-17 Budget		\$ 2,311,599	\$ 5,999,721	\$ 11,957,663	\$ 3,697,457	\$ 2,128,401	\$ 5,511,734	\$ 3,607,534	\$ 35,214,109	\$ 2,464,578
\$ Increase (Decrease)		\$ (91,360)	\$ (744,256)	\$ (3,445,681)	\$ (186,331)	\$ 577,146	\$ (813,073)	\$ (14,345)	\$ (4,717,900)	\$ (7,573)
% Increase (Decrease)		-3.95%	-12.40%	-28.82%	-5.04%	27.12%	-14.75%	-0.40%	-13.40%	-0.31%
FY 16-17 FTE	36.0	0.00	10.40	16.00	5.64	1.20	2.76	0.00		

**Sunnyside Library transferred to the City of Happy Valley on July 1, 2015, thus has no budget for FY 17-18.



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

Gary Barth - Director
Laura Zentner - Deputy Director
FTE 36.00

Total Request \$ 30,496,209

General Fund Support \$ 2,457,005

BCS Administration

Gary Barth
Director
Laura Zentner
Deputy Director

Total Request
\$1,334,792

Gen Fund \$ -

Office of the Director

Gary Barth
Director
FTE 1.65

Total Request
\$681,769

Gen Fund \$ -

Budgeting, Financial Mgmt. & Planning

Laura Zentner
Deputy Director
FTE 2.35

Total Request
\$653,023

Gen Fund \$ -




BCS Administration

Office of the Director

Performance Narrative Statement

The Office of the Director Program proposes a budget of \$681,769, 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 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	Percentage of performance measures achieved	74%	90%	63%	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: 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.



BCS Administration

Office of the Director

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	156,918	149,641	149,641	101,364	(48,277)	-32.3%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	404,121	517,446	517,446	580,405	62,959	12.2%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	404,121	517,446	517,446	580,405	62,959	12.2%
Total Rev - Including Beginning Bal	-	561,039	667,087	667,087	681,769	14,682	2.2%
Personnel Services	-	304,680	338,675	338,425	367,857	29,182	8.6%
Materials & Services	-	82,602	202,625	200,800	219,521	16,896	8.3%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	24,116	26,498	26,498	19,348	(7,150)	-27.0%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	411,398	567,798	565,723	606,726	38,928	6.9%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	99,289	-	75,043	(24,246)	-24.4%
Total Exp - Including Special Categories	-	411,398	667,087	565,723	681,769	14,682	2.2%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	1.65	1.65	1.65	1.65	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	1.65	1.65	1.65	1.65		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

There are no significant changes proposed within the *BCS line of business*.





Budgeting, Financial Management & Planning

Performance Narrative Statement

The Budgeting, Financial Management and Planning Program proposes a budget of \$653,023, 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 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	Percentage of budgets and supplemental budgets in compliance with Oregon Budget Law	100%	100%	100%	100%
 Result	Percentage of quarterly reports completed within 45 days after the end of the quarter	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 **Includes 1 - LIBSD, 9 - NCPRD, 16 - BCS	78 reports / 78 reports	78 reports / 78 reports	78 reports / 78 reports	78 reports / 78 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.



Budgeting, Financial Management & Planning

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	306,918	189,568	189,568	132,402	(57,166)	-30.2%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	606,181	517,446	517,446	520,621	3,175	0.6%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	(90)	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	606,091	517,446	517,446	520,621	3,175	0.6%
Total Rev - Including Beginning Bal	-	913,009	707,014	707,014	653,023	(53,991)	-7.6%
Personnel Services	-	400,069	446,628	445,503	475,267	28,639	6.4%
Materials & Services	-	289,031	88,556	86,196	51,473	(37,083)	-41.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	34,342	42,913	42,913	46,436	3,523	8.2%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	723,442	578,097	574,612	573,176	(4,921)	-0.9%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	128,917	-	79,847	(49,070)	-38.1%
Total Exp - Including Special Categories	-	723,442	707,014	574,612	653,023	(53,991)	-7.6%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	2.85	2.35	2.35	2.35	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	2.85	2.35	2.35	2.35		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

There are no significant changes proposed within the *BCS line of business*.



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

Gary Barth - Director
Laura Zentner - Deputy Director
FTE 36.00
Total Request \$30,496,209

General Fund Support \$2,457,005

Fair & Event Center

Gary Barth
Director
Laura Zentner
Deputy Director
Total Request
\$2,220,239

Gen Fund \$ -

County Fair & Rodeo

Laurie Bothwell
Manager
FTE 0.00
Total Request
\$1,505,907

Gen Fund \$ -

County Event Center

Laurie Bothwell
Manager
FTE 0.00
Total Request
\$714,332

Gen Fund \$ -



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Fair & Event Center

County Fair & Rodeo

Performance Narrative Statement

The County Fair & Rodeo Program proposes a budget of \$1,505,907, a continuation of the current funding level. These resources will provide the 111th County Fair in August for 150,000 County Fair attendees and 18,500 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 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	Percentage of capacity of County Fair attendance	At 84% capacity	At 86% capacity	At 65% capacity	At 86% capacity
Demand / Output	Fair Attendance / Maximum Fair Attendees Allowed	146,705 attendees 175,000 max	150,000 attendees 175,000 max	114,031 attendees 175,000 max	150,000 attendees 175,000 max
 Result	Percentage of capacity of County Rodeo attendance	At 81% capacity	At 79% capacity	At 69% capacity	At 79% capacity
Demand / Output	Rodeo Attendance / Maximum Rodeo Attendees Allowed	18,893 attendees 23,460 max	18,500 attendees 23,460 max	16,110 attendees 23,460 max	18,500 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 FY 2017-18, the *County Fair Fund* is budgeted to receive \$458,830; \$160,590 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* for construction, operations and maintenance.



Fair & Event Center

County Fair & Rodeo

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	370,251	485,584	485,584	283,917	(201,667)	-41.5%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	53,667	53,667	18,783	17,500	(36,167)	-67.4%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	515,485	503,300	444,119	533,600	30,300	6.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	476,569	432,730	419,989	510,300	77,570	17.9%
Interfund Transfers	-	155,421	157,287	157,287	160,590	3,303	2.1%
Operating Revenue	-	1,201,142	1,146,984	1,040,178	1,221,990	75,006	6.5%
Total Rev - Including Beginning Bal	-	1,571,393	1,632,568	1,525,762	1,505,907	(126,661)	-7.8%
Personnel Services	-	141,513	204,395	153,728	226,045	21,650	10.6%
Materials & Services	-	932,168	1,007,208	1,030,317	1,012,546	5,338	0.5%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	-	12,128	338,259	57,800	76,527	(261,732)	-77.4%
Operating Expenditure	-	1,085,809	1,549,862	1,241,845	1,315,118	26,988	-15.1%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	5,000	-	5,000	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency *	-	-	77,706	-	185,789	108,083	139.1%
Total Exp - Including Special Categories	-	1,085,809	1,632,568	1,241,845	1,505,907	135,071	-7.8%
General Fund Support (if applicable)	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		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

The Rodeo Arena Tower is in disrepair and presents safety issues to rodeo attendees, volunteers, rodeo participants and livestock. A local business partner is donating a portion of the materials needed to replace the tower, and local experienced construction contractors are volunteering their time. The permitting process for the new tower is now complete and demolition of the old tower will take place in March 2017, weather permitting. It is anticipated that the new tower will be in place by June 2017.

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 three years, T-Structure tents have been rented to fulfill the needs of the *County Fair* and other events. County Administration is working with the Fair Board to propose a new relationship which will have a positive impact on the funding of all *County Fair and Event Center* facilities.



Fair & Event Center

County Event Center

Performance Narrative Statement

The County Event Center Program proposes a budget of \$714,332, a continuation of the current funding level. These resources will provide 280 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 500 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 Target	FY 16-17 Projected Performance	FY 17-18 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	140 events	280 events	280 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	340 events	484 events	500 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>	730 requested 480 booked <i>60 new events</i>	819 requested 764 booked <i>50 new events</i>	850 requested 780 booked <i>66 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 FY 2017-18, the *County Fair Fund* is budgeted to receive \$458,830; \$298,240 is budgeted for the *County Event Center Program*. The amount is adjusted annually for inflation, and the funds shall be used by the Fair for construction, operations and maintenance.



Fair & Event Center

County Event Center

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	158,679	129,558	129,558	80,018	(49,540)	-38.2%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	34,884	32,500	32,500	0%
Local Grants & Revenues	-	2,000	1,500	1,500	1,500	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	248,850	255,870	261,183	302,074	46,204	18.1%
Interfund Transfers	-	288,639	292,103	292,103	298,240	6,137	2.1%
Operating Revenue	-	539,489	549,473	589,670	634,314	84,841	15.4%
Total Rev - Including Beginning Bal	-	698,168	679,031	719,228	714,332	35,301	5.2%
Personnel Services	-	356,253	305,305	317,655	330,655	25,350	8.3%
Materials & Services	-	208,783	234,257	219,355	234,143	(114)	0.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	-	3,573	123,339	102,200	64,814	(58,525)	-47.5%
Operating Expenditure	-	568,609	662,901	639,210	629,612	25,236	-5.0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency *	-	-	16,130	-	84,720	68,590	425.2%
Total Exp - Including Special Categories	-	568,609	679,031	639,210	714,332	93,826	5.2%
General Fund Support (if applicable)	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		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

The Rodeo Arena Tower is in disrepair and presents safety issues to rodeo attendees, volunteers, rodeo participants and livestock. A local business partner is donating a portion of the materials needed to replace the tower, and local experienced construction contractors are volunteering their time. The permitting process for the new tower is now complete and demolition of the old tower will take place in March 2017, weather permitting. It is anticipated that the new tower will be in place by June 2017.

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 three years, T-Structure tents have been rented to fulfill the needs of the *County Fair* and other events. County Administration is working with the Fair Board to propose a new relationship which will have a positive impact on the funding of all *County Fair and Event Center* facilities.



Economic Development

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

Gary Barth - Director
Laura Zentner - Deputy Director

FTE 36.00

Total Request \$ 30,496,209

General Fund Support \$ 2,457,005

Economic Development

Gary Barth
Director
Laura Zentner
Deputy Director
Total Request
\$3,920,673

Gen Fund \$ -

Economic Development

Catherine
Grubowski-Johnson
Manager
FTE 5.00
Total Request
\$1,501,465

Gen Fund \$ -

Economic Opportunity

Laura Zentner
Deputy Director
FTE 0.00
Total Request
\$1,746,158

Gen Fund \$ -

Ag. & Forest Econ. Development

Rick Gruen
Manager
FTE 1.40
Total Request
\$673,050

Gen Fund \$ -



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Economic Development

Economic Development

Performance Narrative Statement

The Economic Development Program proposes a budget of \$1,501,465, a continuation of the current funding level. The 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 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	Number of new jobs created and private dollars invested from Enterprise Zone applicants	83 jobs \$15,895,000	100 jobs \$30,000,000	65 jobs \$6,229,000	75 jobs \$15,000,000
Demand / Output	Number of Enterprise Zone applications requested / Number of Enterprise Zone applications processed	6 requested / 6 processed	5 requested / 5 processed	3 requested / 3 processed	6 requested / 6 processed
 Result	Number of meetings convened of Clackamas County cities and regional partners	12 meetings	4 meetings	12 meetings	12 meetings

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**.



Economic Development

Economic Development

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	554,499	648,318	648,319	401,465	(246,853)	-38.1%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	27,487	15,000	5,000	10,000	(5,000)	-33.3%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	1,090,000	1,090,000	1,090,000	1,090,000	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	1,681	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	1,119,168	1,105,000	1,095,000	1,100,000	(5,000)	-0.5%
Total Rev - Including Beginning Bal	-	1,673,667	1,753,318	1,743,319	1,501,465	(251,853)	-14.4%
Personnel Services	-	472,138	707,492	599,165	692,509	(14,983)	-2.1%
Materials & Services	-	482,187	726,686	676,836	580,171	(146,515)	-20.2%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	67,604	65,853	65,853	85,929	20,076	30.5%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	1,021,929	1,500,031	1,341,854	1,358,609	(141,422)	-9.4%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	3,420	20,000	-	-	(20,000)	-100.0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	233,287	-	142,856	(90,431)	-38.8%
Total Exp - Including Special Categories	-	1,025,349	1,753,318	1,341,854	1,501,465	(251,853)	-14.4%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	5.00	5.00	5.00	5.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	3.00	5.00	4.00	5.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	2.00	0.00	1.00	0.00		

Significant Issues and Changes

There are no significant changes proposed within the *Economic Development Program*.




Economic Development

Economic Opportunity

Performance Narrative Statement

The Economic Opportunity Program proposes a budget of \$1,746,158, 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 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	Amount of funding provided to project sponsors	\$340,067	\$500,000	\$390,000	\$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 / 6 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.



Economic Development

Economic Opportunity

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	995,067	1,310,558	1,310,558	1,134,158	(176,400)	-13.5%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	633,050	610,000	610,000	600,000	(10,000)	-1.6%
Local Grants & Revenues	-	12,500	250,000	70,000	-	(250,000)	-100.0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	16,609	10,000	9,800	12,000	2,000	20.0%
Interfund Transfers	-	-	30,000	30,000	-	(30,000)	-100.0%
Operating Revenue	-	662,159	900,000	719,800	612,000	(288,000)	-32.0%
Total Rev - Including Beginning Bal	-	1,657,226	2,210,558	2,030,358	1,746,158	(464,400)	-21.0%
Personnel Services	-	-	35,100	35,100	53,534	18,434	52.5%
Materials & Services	-	283,667	2,062,458	773,100	1,599,909	(462,549)	-22.4%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	4,715	4,715	0%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	283,667	2,097,558	808,200	1,658,158	(439,400)	-20.9%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	50,000	25,000	25,000	(25,000)	-50.0%
Interfund Transfers	-	63,000	63,000	63,000	63,000	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	346,667	2,210,558	896,200	1,746,158	(464,400)	-21.0%
General Fund Support (if applicable)	0	0	30,000	30,000	0	(30,000)	-100.0%
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 North Milwaukie Industrial Area Redevelopment Strategy project, funded in part by a grant from Metro, will develop and implement creative redevelopment-based strategies to enhance economic opportunities, increase job creation and investment, build a stronger, more competitive region, and ensure a dynamic framework for quality growth and development. The grant project was managed by Clackamas County in partnership with Metro and the City of Milwaukie for a portion of FY 2016-17. However, the management of this grant will transition to the City of Milwaukie in the spring of FY 2016-17.

In FY 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.






Economic Development

Agriculture & Forest Economic Development

Performance Narrative Statement

The Agriculture and Forest Economic Development Program proposes a budget of \$673,050, a continuation of the current funding level. These resources will provide growers and processors with approximately 30 logging and milling jobs from timber harvests on County owned timberlands and an estimated \$350 million in products sold in the agricultural industry in Clackamas County. 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 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	Number of logging and mill jobs supported from timber harvests on County owned timberlands	90 jobs	5 jobs	0 jobs	30 jobs
Demand / Output	Number of board feet produced / Number of jobs supported	6 million board feet / 90 jobs	0 million board feet / 5 jobs	0 million board feet / 0 jobs	2 million board feet / 30 jobs
 Result	Number of presentations to policymakers encouraging specific policies for agriculture and forest industries sector	4 presentations	4 presentations	4 presentations	4 presentations
 Result	By 2020 legislation passed enabling sustainable timber harvests from Oregon & California (O&C) Lands in Clackamas County	2020	2020	2020	2020

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 Secure Rural Schools for the Cross Laminated Timber project with matching funds provided by the lottery dollars. In addition, *Agriculture and Forest Economic Development* is budgeted to receive additional funds from the State of Oregon for continuation of the Urban Lumber project, contingent on the 2017 legislation process.



Agriculture & Forest Economic Development

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	261,865	257,349	257,349	168,906	(88,443)	-34.4%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	26,876	4,395	4,202	154,144	149,749	3407.3%
State Grants & Revenues	-	200,000	400,000	375,000	350,000	(50,000)	-12.5%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	6,009	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	232,885	404,395	379,202	504,144	99,749	24.7%
Total Rev - Including Beginning Bal	-	494,750	661,744	636,551	673,050	11,306	1.7%
Personnel Services	-	109,529	179,490	151,294	189,841	10,351	5.8%
Materials & Services	-	117,415	313,353	303,796	379,090	65,737	21.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	10,457	12,555	12,555	17,280	4,725	37.6%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	237,401	505,398	467,645	586,211	80,813	16.0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	156,346	-	86,839	(69,507)	-44.5%
Total Exp - Including Special Categories	-	237,401	661,744	467,645	673,050	11,306	1.7%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	1.40	1.40	1.40	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	1.40	1.40	1.40		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

House Bill 2984 passed during the 2015 Legislative Session providing \$400,000 to the *Agriculture and Forest Economic Development Program* for the Urban Lumber Project. This pilot project will determine the feasibility of creating a statewide model for counties to establish cooperatives that provide for the commercial production and marketing of specialty lumber products on nonforest lands in urban areas to promote economic development and generate new public revenues for communities across Oregon. In addition, *Agriculture and Forest Economic Development* is budgeted to receive additional funds from the State of Oregon for continuation of the Urban Lumber project, contingent on the 2017 legislation process.

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.

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, increased County services, and economic stimulus to primary and secondary forest industry sectors
- Ensure environmental co-benefits are achieved through the CLT supply chain
- Promote the adoption of mass timber and advanced manufacturing within the region for domestic and export markets



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

Gary Barth - Director
Laura Zentner - Deputy Director

FTE 36.00

Total Request \$ 30,496,209

General Fund Support \$ 2,457,005

Library

Gary Barth
Director
Laura Zentner
Deputy Director

Total Request
\$8,511,982

Gen Fund \$ 2,251,746

Library Systems

Greg Williams
Manager

FTE 5.50

Total Request
\$5,243,844

Gen Fund \$ 1,346,182

Shared Library Services

Greg Williams
Manager

FTE 5.50

Total Request
\$1,937,468

Gen Fund \$ 905,564

Oak Lodge Library

Mitzi Olson
Manager

FTE 5.00

Total Request
\$1,330,670

Gen Fund \$ -



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CLACKAMAS
C O U N T Y



Performance Narrative Statement

The Library Systems Program proposes a budget of \$5,243,844, 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 800 technical support requests from the customer libraries 98% 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 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	Percentage of technology support request responses provided within two business days	99%	98%	99%	98%
Demand / Output	Number of technical support requests received / Number of technical support request responses within two business days	683 requests / 679 responses	700 requests / 686 responses	675 requests / 668 responses	800 requests / 784 responses
 Result	Percentage of time the Integrated Library System (ILS) is operational	100%	99%	100%	99%
 Result	Percentage of materials sent to Library Systems for cataloging processed within two full business days	91%	90%	88%	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: *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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	6,422,422	6,478,302	6,478,302	3,876,662	(2,601,640)	-40.2%
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	21,000	21,000	21,000	-	0%
Interfund Transfers	-	1,472,089	1,235,720	1,235,720	1,346,182	110,462	8.9%
Operating Revenue	-	1,530,869	1,256,720	1,256,720	1,367,182	110,462	8.8%
Total Rev - Including Beginning Bal	-	7,953,291	7,735,022	7,735,022	5,243,844	(2,491,178)	-32.2%
Personnel Services	-	626,051	654,720	653,220	702,199	47,479	7.3%
Materials & Services	-	462,730	538,737	457,877	549,280	10,543	2.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	49,536	42,263	42,263	57,467	15,204	36.0%
Capital Outlay	-	336,672	925,647	705,000	202,596	(723,051)	-78.1%
Operating Expenditure	-	1,474,989	2,161,367	1,858,360	1,511,542	73,226	-30.1%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	5,100,000	2,000,000	3,100,000	(2,000,000)	-39.2%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	473,655	-	632,302	158,647	33.5%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	1,474,989	7,735,022	3,858,360	5,243,844	(1,768,127)	-32.2%
General Fund Support (if applicable)	0	1,472,089	1,235,720	1,235,720	1,346,182	110,462	8.9%
Full Time Equiv Pos (FTE) Budgeted	0.00	5.50	5.50	5.50	5.50	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	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

Library Systems and Shared Library Services are currently coordinating the procurement, implementation, and ongoing management of RFID (Radio Frequency identification) and AMH (Automated Materials Handling) technologies for all libraries within the Clackamas County Library District. The department is anticipating a phased implementation, with the majority of library collections being tagged by the end of July 2017, new self-checkout machines being deployed by the end of August 2017, and installation and configuration of AMH at three sites complete by the end of September 2017.

Library Systems has transitioned from a locally-hosted ILS (Integrated Library System) to a vendor-hosted model. This shift improves security, improves support, reduces capital expenditures, allows local IT staff to focus more on direct service to libraries, and reduces overall operational expenses over a 5-year period.




Shared Library Services

Performance Narrative Statement

The Shared Library Services Program proposes a budget of \$1,937,468, a decrease 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 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	Percentage of courier items picked up and delivered within the established timeframes	97%	95%	94%	95%
Demand / Output	Number of courier items requested to be picked up and delivered / Number of courier items picked up and delivered within the established timeframes	2,022,353 requested / 1,967,192 picked up and delivered	2,000,000 requested / 1,900,000 picked up and delivered	2,010,000 requested / 1,889,400 picked up and delivered	2,000,000 requested / 1,900,000 picked up and delivered

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: *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 is budgeted to receive **grant funding** from the State of Oregon Library Services and Technology Act (LSTA). The *Library Network* office is supporting the LINCC consortium by acting as a fiscal agent for this projected 2-year Oregon LSTA grant. The grant will support the development and implementation of a project to improve libraries' access to high-quality, culturally relevant Spanish language materials. Grant revenue in FY 2016-17 is estimated to be \$3,000, and grant revenue for FY 2017-18 is expected to be approximately \$15,000.



Shared Library Services

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	192,561	192,561	429,904	237,343	123.3%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	3,000	15,000	15,000	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	2,000	2,000	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	238,579	1,650,000	1,650,000	585,000	(1,065,000)	-64.5%
Interfund Transfers	-	806,964	994,651	994,651	905,564	(89,087)	-9.0%
Operating Revenue	-	1,045,543	2,644,651	2,647,651	1,507,564	(1,137,087)	-43.0%
Total Rev - Including Beginning Bal	-	1,045,543	2,837,212	2,840,212	1,937,468	(899,744)	-31.7%
Personnel Services	-	405,547	554,131	471,090	588,523	34,392	6.2%
Materials & Services	-	415,912	2,019,915	1,896,963	913,436	(1,106,479)	-54.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	31,523	42,255	42,255	42,598	343	0.8%
Capital Outlay	-	-	-	-	72,000	72,000	0%
Operating Expenditure	-	852,982	2,616,301	2,410,308	1,616,557	(1,071,744)	-38.2%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	220,911	-	320,911	100,000	45.3%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	852,982	2,837,212	2,410,308	1,937,468	(971,744)	-31.7%
General Fund Support (if applicable)	0	806,964	994,651	994,651	905,564	-89,087	-9.0%
Full Time Equiv Pos (FTE) Budgeted	0.00	3.50	5.50	5.50	5.50	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	3.50	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

Library Systems and Shared Library Services are currently coordinating the procurement, implementation, and ongoing management of RFID (Radio Frequency identification) and AMH (Automated Materials Handling) technologies for all libraries within the Clackamas County Library District. The department is anticipating a phased implementation, with the majority of library collections being tagged by the end of July 2017, new self-checkout machines being deployed by the end of August 2017, and installation and configuration of AMH at three sites complete by the end of September 2017.

During FY 2016-17, in order to more efficiently, effectively, and sustainably provide the core services mandated by the IGA with District cities, Shared Library Services converted two part-time, temporary positions to full-time positions. The budget for part-time labor was reduced by an equivalent amount resulting in a net zero impact to the overall budget.







Oak Lodge Library

Performance Narrative Statement

The Oak Lodge Library Program proposes a budget of \$1,330,670, 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 publically funded diverse materials and services to achieve their individual goals.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	Percentage of items checked out versus items in collection (turnover rate)	72%	80%	70%	75%
Demand / Output	Number of non-duplicated items checked out / Number of items in the collection	46,107 checked out / 63,857 in collection	48,000 checked out / 60,000 in collection	42,000 checked out / 60,000 in collection	45,000 checked out / 60,000 in collection
 Result	Borrowers as a percentage of the resident population	37%	32%	37%	37%
Demand / Output	Number of borrowers / Resident population	11,004 borrowers / 29,518 population	9,500 borrowers / 30,003 population	11,000 borrowers / 30,003 population	11,000 borrowers / 30,003 population
 Result	Year-over-year increase in attendance for programmed events	41%	-4%	-4%	10%
Demand / Output	Number of program attendees / Number of program attendees for prior year	3,113 FY 15/16 2,209 FY 14/15	3,000 FY 16/17 3,113 FY 15/16	3,000 FY 16/17 3,113 FY 15/16	3,300 FY 17/18 3,000 FY 16/17
 Result	Program attendees as a percentage of the resident population	11%	10%	10%	11%

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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	82,251	96,067	96,067	54,300	(41,767)	-43.5%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	5,486	5,700	5,358	5,400	(300)	-5.3%
Local Grants & Revenues	-	740,000	1,267,662	875,000	1,255,570	(12,092)	-1.0%
Charges for Service	-	2,009	1,600	1,600	1,800	200	12.5%
Fines & Penalties	-	15,265	14,000	13,000	13,000	(1,000)	-7.1%
Other Revenues	-	465	400	700	600	200	50.0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	763,225	1,289,362	895,658	1,276,370	(12,992)	-1.0%
Total Rev - Including Beginning Bal	-	845,476	1,385,429	991,725	1,330,670	(54,759)	-4.0%
Personnel Services	-	379,807	675,011	462,167	696,621	21,610	3.2%
Materials & Services	-	283,727	506,186	374,736	442,801	(63,385)	-12.5%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	85,875	100,522	100,522	115,746	15,224	15.1%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	749,409	1,281,719	937,425	1,255,168	(26,551)	-2.1%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	103,710	-	75,502	(28,208)	-27.2%
Total Exp - Including Special Categories	-	749,409	1,385,429	937,425	1,330,670	(54,759)	-4.0%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	5.00	5.00	5.00	5.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	3.00	5.00	4.00	5.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	2.00	0.00	1.00	0.00		

Significant Issues and Changes

Business & Community Services will continue to work to investigate options for the construction of a new library facility to serve the residents of the Oak Lodge service area which will ensure quality library services to its patrons.



Sunnyside Library (History)

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	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%
Operating Revenue	-	-	-	-	-	-	0%
Total Rev - Including Beginning Bal	-	2,927,422	-	-	-	-	0%
Personnel Services	-	-	-	-	-	-	0%
Materials & Services	-	2,319	-	-	-	-	0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Operating Expenditure	-	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%
Total Exp - Including Special Categories	-	2,927,422	-	-	-	-	0%
General Fund Support (if applicable)	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		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

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 FY 2016-17 or FY 2017-18.



Parks, Golf & Recreation

Line of Business Purpose Statement

The purpose of the Parks, Recreation and Golf 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

Gary Barth - Director
Laura Zentner - Deputy Director

FTE 36.00

Total Request \$ 30,496,209

General Fund Support \$ 2,457,005

Parks, Golf & Recreation

Gary Barth
Director
Laura Zentner
Deputy Director

Total Request
\$7,104,315

Gen Fund \$ 205,259

Stone Creek Golf Course

Gordon Tolbert
Manager

FTE 0.00

Total Request
\$3,593,189

Gen Fund \$ -

County Parks

Rick Gruen
Manager

FTE 5.64

Total Request
\$3,511,126

Gen Fund \$ 205,259





Parks, Golf & Recreation

Stone Creek Golf Course

Performance Narrative Statement

The Stone Creek Golf Course Program proposes a budget of \$3,593,189, 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 approximately \$300,000 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 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	Percentage of available tee times being filled during "playable golf days"	55%	83%	81%	82%
Demand / Output	Number of golf rounds available / Number of tee times filled	97,992 rounds available 53,695 tee times filled	70,200 rounds available 58,500 tee times filled	67,500 rounds available 55,000 tee times filled	70,300 rounds available 57,700 tee times filled
 Result	Revenues as a percentage of expenditures (cost recovery)	123%	128%	122%	125%

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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	683,367	888,449	888,449	786,123	(102,326)	-11.5%
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	2,716,585	2,720,317	2,801,066	84,481	3.1%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	4,370	2,500	6,000	6,000	3,500	140.0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	2,736,205	2,719,085	2,726,317	2,807,066	87,981	3.2%
Total Rev - Including Beginning Bal	-	3,419,572	3,607,534	3,614,766	3,593,189	(14,345)	-0.4%
Personnel Services	-	-	-	-	-	-	0%
Materials & Services	-	2,195,534	2,263,434	2,246,488	2,451,715	188,281	8.3%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	6,155	6,155	7,107	952	15.5%
Capital Outlay	-	85,590	187,000	176,000	100,000	(87,000)	-46.5%
Operating Expenditure	-	2,281,124	2,456,589	2,428,643	2,558,822	102,233	4.2%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	5,000	-	5,000	-	0%
Interfund Transfers	-	250,000	400,000	400,000	300,000	(100,000)	-25.0%
Reserve for Future Expenditures	-	-	400,000	-	409,720	9,720	2.4%
Contingency	-	-	345,945	-	319,647	(26,298)	-7.6%
Total Exp - Including Special Categories	-	2,531,124	3,607,534	2,828,643	3,593,189	(14,345)	-0.4%
General Fund Support (if applicable)	-	-	-	-	-	-	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		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

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 will help provide County Park operations with a long-term sustainable revenue stream.





Parks, Golf & Recreation

County Parks

Performance Narrative Statement

The County Parks Program proposes a budget of \$3,511,126, a continuation of the current funding level. These resources will provide 14,500 campsite reservations at 210 campsites and a projected 47% 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 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	Rate of occupancy in campsites	39%	42%	45%	47%
Demand / Output	Number of campsite reservations filled / Number of campsite reservations available	12,971 filled 33,014 available	13,000 filled 30,906 available	13,908 filled 30,906 available	14,500 filled 30,906 available
 Result	Percentage of visitors who score their park experience as clean or very clean, and safe or very safe	91%	90%	90%	90%

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 Feyrer Park 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.



Parks, Golf & Recreation

County Parks

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	357,239	458,347	458,347	790,489	332,142	72.5%
Prior Year Revenue	-	-	-	-	-	0	0%
Taxes	-	-	-	-	-	0	0%
Licenses & Permits	-	-	-	-	-	0	0%
Federal Grants & Revenues	-	1,350	1,350	1,350	1,350	0	0%
State Grants & Revenues	-	611,760	995,600	777,742	906,437	-89,163	-9.0%
Local Grants & Revenues	-	-	-	-	-	0	0%
Charges for Service	-	920,625	856,353	899,798	902,791	46,438	5.4%
Fines & Penalties	-	-	-	-	-	0	0%
Other Revenues	-	94,362	111,600	318,250	84,800	-26,800	-24.0%
Interfund Transfers	-	452,632	1,274,207	1,144,384	825,259	-448,948	-35.2%
Operating Revenue	-	2,080,729	3,239,110	3,141,524	2,720,637	-518,473	-16.0%
Total Rev - Including Beginning Bal	-	2,437,968	3,697,457	3,599,871	3,511,126	-186,331	-5.0%
Personnel Services	-	937,266	1,047,606	1,047,394	1,138,253	90,647	8.7%
Materials & Services	-	576,953	700,541	655,345	647,361	-53,180	-7.6%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	0	0%
Cost Allocation Charges	-	179,089	198,427	198,427	202,566	4,139	2.1%
Capital Outlay	-	267,311	1,383,700	908,216	1,233,760	-149,940	-10.8%
Operating Expenditure	-	1,960,619	3,330,274	2,809,382	3,221,940	41,606	-3.3%
Debt Service	-	-	-	-	-	0	0%
Special Payments	-	19,000	10,000	-	10,000	0	0%
Interfund Transfers	-	-	-	-	-	0	0%
Reserve for Future Expenditures	-	-	-	-	-	0	0%
Contingency	-	-	357,183	-	279,186	-77,997	-21.8%
Total Exp - Including Special Categories	-	1,979,619	3,697,457	2,809,382	3,511,126	-36,391	-5.0%
General Fund Support (if applicable)	-	202,632	204,207	204,207	205,259	1,052	0.5%
Full Time Equiv Pos (FTE) Budgeted	0.00	5.64	5.64	5.64	5.64	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	5.64	5.64	5.64	5.64		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

Aging infrastructure will require significant capital investment over the next several years as funds become available. The current estimated backlog of repair and replacement needs in our *County Parks* system is \$4.8 million. *Business and Community Services* Management Staff has set aside \$1 million and has begun repairing and replacing these assets and will continue to work on a longer term strategy to address this significant need.



Line of Business Purpose Statement

The purpose of the Assets Line of Business Program 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.

Business and Community Services

Gary Barth - Director
 Laura Zentner - Deputy Director
 FTE 36.00
 Total Request \$ 30,496,209
 General Fund Support \$ 2,457,005

Assets

Gary Barth
 Director
 Laura Zentner
 Deputy Director
 Total Request
 \$7,404,208

Gen Fund \$ -

Forest & Timber Management

Rick Gruen
 Manager
 FTE 2.76
 Total Request
 \$4,698,661

Gen Fund \$ -

Property Disposition

Rick Gruen
 Manager
 FTE 1.20
 Total Request
 \$2,027,836

Gen Fund \$ -

Tax Title Land

Rick Gruen
 Manager
 FTE 0.00
 Total Request
 \$677,711

Gen Fund \$ -



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Forest & Timber Management

Performance Narrative Statement

The Forest and Timber Management Program proposes a budget of \$4,698,661, a continuation of the current funding level. These resources will provide County Parks with a projected \$320,000 in support for capital projects. These resources will also provide removal of 20 tons of debris from 42 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 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	Funds realized from timber sales	\$1,163,461	\$0	\$10,226	\$0
 Result	Percentage of reported dumpsites cleaned via Dump Stoppers program	100%	100%	100%	100%
Demand / Output	Number of dumpsites reported / Number of dumpsites cleaned	45 reported / 45 cleaned	40 reported/ 40 cleaned	40 reported/ 40 cleaned	42 reported/ 42 cleaned
 Result	Percentage change in timber growth as measured by Current Volume / Baseline Volume	N/A	TBD	TBD	10%
Demand	Baseline Volume as measured from 2016 inventory	N/A	TBD	TBD	30 million board feet
Output / Output	Timber harvested - measured per Million Board Feet <i>A board foot is a unit of volume for timber and is 1 foot long, 1 foot wide, and one inch thickness.</i>	6.33 million board feet	0	0	1.5 million board feet
Output / Output	Timber land purchased or sold in terms of volume - measured per Million Board Feet	0	TBD	1.4 million board feet sold 1.1 million board feet purchased	1 million board feet sold

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 42 dumpsites on an annual basis. The grants all require a match which is funded from the proceeds of timber sales.



Assets

Forest & Timber Management

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	4,045,184	4,542,834	4,731,369	3,518,661	(1,024,173)	-22.5%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	71,037	80,000	120,238	79,000	(1,000)	-1.3%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	427	1,400	800	1,000	(400)	-28.6%
Fines & Penalties	-	-	-	150	-	-	0%
Other Revenues	-	1,192,667	887,500	907,726	1,025,000	137,500	15.5%
Interfund Transfers	-	90,000	-	-	75,000	75,000	0%
Operating Revenue	-	1,354,131	968,900	1,028,914	1,180,000	211,100	21.8%
Total Rev - Including Beginning Bal	-	5,399,315	5,511,734	5,760,283	4,698,661	(813,073)	-14.8%
Personnel Services	-	406,580	421,476	447,456	479,317	57,841	13.7%
Materials & Services	-	207,011	363,434	371,944	280,684	(82,750)	-22.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	53,883	50,302	50,302	54,685	4,383	8.7%
Capital Outlay	-	473	939,100	831,743	1,071,000	131,900	14.0%
Operating Expenditure	-	667,947	1,774,312	1,701,445	1,885,686	111,374	6.3%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	5,000	-	5,000	-	0%
Interfund Transfers	-	-	670,000	540,177	320,000	(350,000)	-52.2%
Reserve for Future Expenditures	-	-	1,926,747	-	2,365,772	439,025	22.8%
Contingency	-	-	1,135,675	-	122,203	(1,013,472)	-89.2%
Total Exp - Including Special Categories	-	667,947	5,511,734	2,241,622	4,698,661	(813,073)	-14.8%
General Fund Support (if applicable)	0	90,000	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	2.76	2.76	2.76	2.76	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	2.76	2.76	2.76	2.76		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

A forestlands inventory is underway to allow for the development of a new ten year Forest Management Plan to guide future timber production and harvesting strategies.

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. Uncertainty continues regarding the fundings of the Dump Stoppers program which has helped transform the upper Clackamas, Molalla and Sandy watersheds for citizens to enjoy cleaner, healthier and safer forest recreation experiences. This year, 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. Funding is coming from the Sandy Transfer Station tipping fee.




Assets

Property Disposition

Performance Narrative Statement

The Property Disposition Program proposes a budget of \$2,027,836, an increase in the current funding level primarily reflective of additional auction proceeds budgeted in FY 2017-18 when compared to FY 2016-17. These resources will result in approximately 4% of tax foreclosed properties returned to the tax rolls or made available for public benefit purposes. 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 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	Percentage change of tax foreclosed properties in "Held for Resale" inventory	-9%	-4%	-12%	-4%
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 / -2 net change	50 beginning inventory / -6 net change	44 beginning inventory / -2 net change
Demand	Number of "Held" tax foreclosed properties in inventory	121	120	137	135

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.



Assets

Property Disposition

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	89,591	1,397,825	1,436,659	1,355,125	(42,700)	-3.1%
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	449,788	222,829	672,711	222,923	49.6%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	11,082	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	1,579,642	449,788	222,829	672,711	222,923	49.6%
Total Rev - Including Beginning Bal	-	1,669,233	1,847,613	1,659,488	2,027,836	180,223	9.8%
Personnel Services	-	124,341	143,047	153,672	180,009	36,962	25.8%
Materials & Services	-	68,500	155,550	132,005	414,875	259,325	166.7%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	13,330	18,686	18,686	24,115	5,429	29.1%
Capital Outlay	-	26,403	45,000	-	75,000	30,000	66.7%
Operating Expenditure	-	232,574	362,283	304,363	693,999	331,716	91.6%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	1,067,000	-	1,240,987	173,987	16.3%
Contingency	-	-	418,330	-	92,850	(325,480)	-77.8%
Total Exp - Including Special Categories	-	232,574	1,847,613	304,363	2,027,836	180,223	9.8%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	1.20	1.20	1.20	1.20	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	1.20	1.20	1.20	1.20		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

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.




Assets

Tax Title Land

Performance Narrative Statement

The Tax Title Land Program proposes a budget of \$677,711, an increase in the current funding level reflective of additional auction proceeds budgeted in FY 2017-18 when compared to FY 2016-17. 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 Target	FY 15-16 Actual 12/31/15	FY 15-16 Expected Performance	FY 16-17 Target
 Result	Percentage change of tax foreclosed properties in "Held for Resale" inventory	-9%	-4%	-12%	-4%
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 / -2 net change	50 beginning inventory / -6 net change	44 beginning inventory / -2 net change
Demand	Number of "Held" tax foreclosed properties in inventory	121	120	137	135

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 *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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	330,422	-	2,948	-	-	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%
Miscellaneous Revenue	-	4,889	750	1,800	750	-	0%
Other Financing Sources	-	986,196	604,038	218,081	676,961	72,923	12.1%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	991,085	604,788	219,881	677,711	72,923	12.1%
Total Rev - Including Beginning Bal	-	1,321,507	604,788	222,829	677,711	72,923	12.1%
Personnel Services	-	-	-	-	-	-	0%
Materials & Services	-	1,318,560	449,788	222,829	672,711	222,923	49.6%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	1,318,560	449,788	222,829	672,711	222,923	49.6%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	155,000	-	5,000	(150,000)	-96.8%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	1,318,560	604,788	222,829	677,711	72,923	12.1%
General Fund Support (if applicable)	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		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

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 Administration Department Line of Business

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 16.80

Total Request \$ 3,977,857

General Fund Support \$ 1,883,844

County Administration

Don Krupp

FTE 11.80

Total Request

\$2,175,512

Gen Fund \$ 81,499

Board of County Commissioners

Chair Bernard

FTE 5.00

Total Request

\$1,802,345

Gen Fund \$ 1,802,345

Performance Clackamas

Dan Chandler

FTE 1.25

Total Request

\$224,630

Gen Fund \$ 8,632

Board of County Commissioners

Chair Bernard

FTE 5.00

Total Request

\$1,802,345

Gen Fund \$ 1,802,345

Office of the County Administrator

Laurel Butman

FTE 1.90

Total Request

\$341,438

Gen Fund \$ 13,122

BCC within County Administration

Don Krupp

FTE 3.80

Total Request

\$682,878

Gen Fund \$ 26,246

Customer & Community Service

Don Krupp

FTE 3.60

Total Request

\$646,936

Gen Fund \$ 24,865

Equity, Diversity, & Inclusion

Emmett Wheatfall

FTE 1.25

Total Request

\$279,630

Gen Fund \$ 8,634



County Commission (BCC) & County Administration Department

Department Budget Summary by Fund

Line of Business	FY 17/18						Total Adopted Budget	FY 17/18 General Fund Subsidy Included in Adopted Budget**
	FTE	Total Budget						
County Administration								
Performance Clackamas	1.25	224,630					224,630	8,632
Office of the County Administrator	1.90	341,438					341,438	13,122
BCC within County Administration	3.80	682,878					682,878	26,246
Customer & Community Service	3.60	646,936					646,936	24,865
Equity, Diversity & Inclusion	1.25	279,630					279,630	8,634
							-	
Board of County Commissioners							-	
Board of County Commissioners	5.00	1,802,345					1,802,345	1,802,345
							-	
TOTAL	16.80	3,977,857	0	0	0		3,977,857	1,883,844
FY 16/17 Budget	19.30	4,021,354					4,021,354	2,012,061
\$ Increase (Decrease)	(2.50)	-43,497	0	0	0		-43,497	-128,217
% Increase (Decrease)	-12.95%	-1.08%					-1.08%	-6.37%

** 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 Administration Line of Business

Line of Business Mission 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 2017-18, County Administration has eliminated a Deputy County Administrator vacancy resulting in an overall reduction of \$80,450 in Personnel Services and is now sharing rental of the large conference room space with the Board of County Commissioners resulting in an overall reduction of \$15,161 in Materials & 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 16.8

Total Request \$ 3,977,857

General Fund Support \$ 1,883,844

County Administration

Don Krupp

FTE 11.80

Total Request

\$2,175,512

Gen Fund \$ 81,499

Performance

Clackamas

Dan Chandler

FTE 1.25

Total Request

\$224,630

Gen Fund \$ 8,632

Office of the County Administrator

Laurel Butman

FTE 1.90

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Customer & Community Service

Laurel Butman

FTE 3.60

Total Request

\$646,936

Gen Fund \$ 24,865

Equity, Diversity, & Inclusion

Emmett Wheatfall

FTE 1.25

Total Request

\$279,630

Gen Fund \$ 8,634






County Administration Line of Business

Performance Clackamas Program

Performance Narrative Statement

The Performance Clackamas program proposes a budget of \$224,630. This is a reduction in expenditures of \$16,783, principally due to reduced personnel costs. The program is on-track to achieve all of its key performance measures. All commission-directed departments will have completed strategic business plans by the end of FY 16/17, and plans will be approved and finalized early in FY 17/18. Our efforts in the coming year will be focused on implementing customer service measures, and in making performance information available to the public.

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	% of Strategic Results in the adopted County Strategic Plan achieved or annually on target (Target: 100% by 2020)	N/A	80%	61%	85%
 Result	% of Commission-managed departments with completed Strategic Business Plans (Target: 100% by 2017)	N/A	60%	93%	100%
 Result	% of County budget tied to measurable customer results (Target: 100% by 2018)	N/A	60%	38%	85%

Program includes:

Mandated Services

Shared Services

Grant Funding



County Administration Line of Business

Performance Clackamas Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	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	-	-	206,262	206,268	215,998	9,736	4.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	206,262	206,268	215,998	9,736	4.7%
Total Rev - Including Beginning Bal	-	-	206,262	206,268	215,998	9,736	4.7%
Personnel Services	-	-	209,549	202,253	201,026	(8,523)	-4.1%
Materials & Services	-	-	18,182	13,906	10,751	(7,431)	-40.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	13,682	13,682	12,853	(829)	-6.1%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	241,413	229,841	224,630	(16,783)	-7.0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	241,413	229,841	224,630	(16,783)	-7.0%
General Fund Support (if applicable)	0	0	35,151	23,573	8,632	(26,519)	-75.4%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	1.25	1.25	1.25	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	1.25	1.25	1.25		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

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 Lumanas, our performance dashboard software. In FY 2016-17 County Administration eliminated one FTE which caused an overall reduction in Personnel Services costs.



County Administration Line of Business

Office of the County Administrator Program

Performance Narrative Statement

The Office of the County Administrator Program proposes a budget of \$341,437 for FY 2017-18, 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	% of Administrator decisions on grant applications, personnel, IGA's and contracts can be made at the first presentation.	90%	90%	90%	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 Line of Business

Office of the County Administrator Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	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	-	-	313,519	313,528	328,315	14,796	4.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	313,519	313,528	328,315	14,796	4.7%
Total Rev - Including Beginning Bal	-	-	313,519	313,528	328,315	14,796	4.7%
Personnel Services	-	-	318,514	307,423	305,560	(12,954)	-4.1%
Materials & Services	-	-	27,638	21,137	16,340	(11,298)	-40.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	20,798	20,798	19,537	(1,261)	-6.1%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	366,950	349,358	341,437	(25,513)	-7.0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	366,950	349,358	341,437	(25,513)	-7.0%
General Fund Support (if applicable)	0	0	53,431	35,830	13,122	-40,309	-75.4%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	1.83	1.83	1.90	0.07	3.8%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	1.83	1.83	1.90		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

In FY 2016-17 County Administration eliminated one FTE which caused an overall reduction in Personnel Services costs. It also changed the FTE percentage of this program.




County Administration Line of Business

BCC within County Administration Program

Performance Narrative Statement

The BCC within County Administration Program proposes a budget of \$682,878 for FY 2017-18, which represents a continuation of current service level at an overall decrease of \$51,021. The decrease is a result of both an elimination of one Deputy County Administrator FTE as well as a decrease in allocated costs. 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. The projected result of the key performance measure for this Program is that, for FY 2016-17, 85% of Board decisions were aligned with the Strategic Plan. The goal for FY 2017-18 is 100%.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	% of the Board's policy session decisions that are tied to the County Strategic Business Plan (Target: 85%)	85%	85%	85%	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 Line of Business

BCC within County Administration Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	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	-	-	627,037	627,056	656,632	29,595	4.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	627,037	627,056	656,632	29,595	4.7%
Total Rev - Including Beginning Bal	-	-	627,037	627,056	656,632	29,595	4.7%
Personnel Services	-	-	637,028	614,848	611,121	(25,907)	-4.1%
Materials & Services	-	-	55,276	42,273	32,682	(22,594)	-40.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	41,595	41,595	39,075	(2,520)	-6.1%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	733,899	698,716	682,878	(51,021)	-7.0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	733,899	698,716	682,878	(51,021)	-7.0%
General Fund Support (if applicable)	0	0	106,862	71,660	26,246	(80,616)	-75.4%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	4.23	4.23	3.80	0.43	10.2%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	4.23	3.73	3.80		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.50	0.00		

Significant Issues and Changes

In FY 2016-17 County Administration eliminated one FTE which caused an overall reduction in Personnel Services costs. It also reduced the FTE percentage of this program.



County Administration Line of Business

Customer & Community Services Program

Performance Narrative Statement

The Customer and Community Services program proposes a budget of \$646,936, which is essentially flat. We will be obtaining more data on our performance measures with last year's acquisition of a customer relations management software package for the county. We have begun tracking "cases," and their timely resolution this year.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 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 Line of Business

Community and Customer Services Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	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	-	-	594,035	594,053	622,071	28,036	4.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	594,035	594,053	622,071	28,036	4.7%
Total Rev - Including Beginning Bal	-	-	594,035	594,053	622,071	28,036	4.7%
Personnel Services	-	-	603,500	582,488	578,956	(24,544)	-4.1%
Materials & Services	-	-	52,367	40,048	30,962	(21,405)	-40.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	39,406	39,406	37,018	(2,388)	-6.1%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	695,273	661,942	646,936	(48,337)	-7.0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	695,273	661,942	646,936	(48,337)	-7.0%
General Fund Support (if applicable)	0	0	101,238	67,889	24,865	-76,373	-75.4%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	4.24	4.24	3.60	(0.64)	-15.1%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	4.24	3.74	3.60		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.50	0.00		

Significant Issues and Changes

In FY 2016-17 County Administration eliminated one FTE which caused an overall reduction in Personnel Services costs. It also reduced the percentage of the FTE for this program.



County Administration Line of Business

Equity, Diversity & Inclusion Program

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 \$279,630, this program has a special line item of \$55,000 specifically used for Equity, Diversity & Inclusion activities.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 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)	N/A	0%	0%	75%
Result	% reduction in Equal Employment Opportunity categories where females, veterans and minorities are underrepresented. (Target: 80%)	50%	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 Line of Business

Equity, Diversity & Inclusion Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	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	-	-	187,491	206,269	270,996	83,505	44.5%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	206,262	206,269	270,996	83,505	31.4%
Total Rev - Including Beginning Bal	-	-	206,262	206,269	270,996	83,505	31.4%
Personnel Services	-	-	209,549	202,253	201,026	(8,523)	-4.1%
Materials & Services	-	-	18,183	13,906	65,750	47,567	261.6%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	13,683	13,683	12,854	(829)	-6.1%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	241,415	229,842	279,630	38,215	15.8%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	241,415	229,842	279,630	38,215	15.8%
General Fund Support (if applicable)	0	0	35,153	23,573	8,634	(26,519)	-75.4%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	1.25	1.25	1.25	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	1.25	1.25	1.25		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

Replacement of Affirmative Action with Equal Employment Opportunity planning and monitoring. In FY 2016-17 County Administration eliminated one FTE which caused an overall reduction in Personnel Services costs. Included in the total budget of \$279,630, this program has a special line item of \$55,000 specifically used for Equity, Diversity & Inclusion activities.



Board of County Commissioners Line of Business

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 16.80

Total Request \$ 3,977,857

General Fund Support 1,883,844

Board of County Commissioners

Chair Bernard

FTE 5.00

Total Request

\$1,802,345

Gen Fund \$ 1,802,345

Board of County Commissioners

Chair Bernard

FTE 5.00

Total Request

\$1,802,345

Gen Fund \$ 1,802,345



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CLACKAMAS
C O U N T Y




Board of County Commissioners Line of Business

Board of County Commissioners Program

Performance Narrative Statement

The Board of County Commissioners Program proposes a budget of \$1,802,345 for FY 2017-18. 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 2015-16, the Program is on target to achieve 85% in FY 2016-17 and is projected to achieve 90% in FY 2017-18.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 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 Line of Business

Board of County Commissioners Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	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	1,000	165	62,178	62,178	-	(62,178)	-100.0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	1,000	165	62,178	62,178	-	(62,178)	-100.0%
Total Rev - Including Beginning Bal	1,000	165	62,178	62,178	-	(62,178)	0.0%
Personnel Services	649,318	676,921	783,217	761,787	718,653	(64,564)	-8.2%
Materials & Services	138,743	166,339	176,279	161,417	185,529	9,250	5.2%
Cost Allocation Charges	679,232	646,339	782,908	782,908	898,163	115,255	14.7%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	1,467,293	1,489,599	1,742,404	1,706,112	1,802,345	59,941	3.4%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	1,467,293	1,489,599	1,742,404	1,706,112	1,802,345	59,941	3.4%
General Fund Support (if applicable)	1,466,293	1,489,434	1,680,226	1,643,934	1,802,345	93,696	7.3%
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	6.00	6.00	5.00	-1.00	-16.7%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00	6.00	5.00	5.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	1.00	0.00		

Significant Issues and Changes

This is the second 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 were available. The only notable change the FTE from 6 to 5. 16/17 FY there was an addition of one Oregon Local Government Fellowship FTE. Clackamas County was acting as the fiscal agent for this Fellowship which was shared by the County, Multnomah County, Gresham and Happy Valley. We were reimbursed for 75% of the associated costs of this Fellow.



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.

County Counsel

Stephen L. Madkour, County Counsel

FTE 12.5

Total Request \$2,763,617

General Fund Support \$1,818,617

County Operations Legal Support

Stephen Madkour -
FTE 3.75
Total Request
\$796,362

Gen Fund \$ 528,362

Litigation & Labor

Stephen Madkour - Mgr
FTE 6.75
Total Request
\$1,522,904

Gen Fund \$ 896,904

Office of the County Counsel

Stephen Madkour - Mgr
FTE 2.0
Total Request
\$444,351

Gen Fund \$ 393,351

Advisory, Transactional & Regulatory Program

Stephen Madkour -
FTE 3.75
Total Request
\$796,362

Gen Fund \$ 528,362

Litigation, Labor & Employment Program

Stephen Madkour - Mgr
FTE 6.75
Total Request
\$1,522,904

Gen Fund \$ 896,904

Office of the County Counsel Program

Stephen Madkour - Mgr
FTE 2.0
Total Request
\$444,351

Gen Fund \$ 393,351



County Counsel Department

Department Budget Summary by Fund

<i>Line of Business</i>	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18
<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	796,362					796,362	528,362
Litigation and Labor								
Litigation, Labor & Employment	6.75	1,522,904					1,522,904	896,904
Office of the County Counsel								
Office of the County Counsel	2.0	444,351					444,351	393,351
TOTAL	12.5	2,763,617					2,763,617	1,818,617
FY 16/17 Budget	12.5	2,459,929					2,459,929	1,581,429
\$ Increase (Decrease)	0.00	253,688					303,688	237,188
% Increase (Decrease)	0.00%	12.35%					12.35%	15.00%

** 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



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 \$ 2,763,617

General Fund Support \$ 1,818,617

County Operations Legal Support

Stephen Madkour - Mgr

FTE 3.75

Total Request

\$796,362

Gen Fund \$ 528,362

Advisory, Transactional & Regulatory Program

Stephen Madkour - Mgr

FTE 3.75

Total Request

\$796,362

Gen Fund \$ 528,362




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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 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 X 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

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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	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	-	-	263,550	263,000	268,000	4,450	1.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	263,550	263,000	268,000	4,450	1.7%
Total Rev - Including Beginning Bal	-	-	263,550	263,000	268,000	4,450	1.7%
Personnel Services	-	-	599,051	572,916	649,448	50,397	8.4%
Materials & Services	-	-	60,917	65,215	91,444	30,527	50.1%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	41,354	41,354	46,770	5,416	13.1%
Capital Outlay	-	-	18,333	6,000	8,700	(9,633)	-52.5%
Operating Expenditure	-	-	719,655	685,485	796,362	86,340	10.7%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	719,655	685,485	796,362	86,340	10.7%
General Fund Support (if applicable)	0	0	456,111	422,485	528,362	81,890	15.8%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	3.75	3.75	3.75	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	3.75	3.75	3.75		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

Note that Don Krupp has approved \$29,000 from our capital outlay for software purchases to be carried over to FY 17-18. We have also 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.



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

\$ 2,763,617

General Fund Support \$ 1,818,617

Litigation & Labor

Stephen Madkour - Mgr

FTE 6.75

Total Request

\$1,522,904

Gen Fund \$ 896,904

Litigation, Labor & Employment Program

Stephen Madkour - Mgr

FTE 6.75

Total Request

\$1,522,904

Gen Fund \$ 896,904



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Litigation & Labor

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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	% Cases won as defined by jury verdicts	0%	75%	0%	75%
Result	% 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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	2,000	1,000	1,000	(1,000)	-50.0%
Local Grants & Revenues	-	-	471,390	600,000	625,000	153,610	32.6%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	473,390	601,000	626,000	152,610	32.2%
Total Rev - Including Beginning Bal	-	-	473,390	601,000	626,000	152,610	32.2%
Personnel Services	-	-	1,150,115	1,123,980	1,268,512	118,397	10.3%
Materials & Services	-	-	80,115	97,167	154,546	74,431	92.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	41,354	41,354	84,186	42,832	103.6%
Capital Outlay	-	-	18,333	10,800	15,660	18,333	-14.6%
Operating Expenditure	-	-	1,289,917	1,273,301	1,522,904	235,660	18.1%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	1,289,917	1,273,301	1,522,904	235,660	18.1%
General Fund Support (if applicable)	0	0	816,527	672,301	896,904	83,050	9.8%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	6.75	6.75	6.75	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	6.75	6.75	6.75		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

Note that Don Krupp has approved \$29,000 from our capital outlay for software purchases to be carried over to FY 17-18. We have also 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.



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 \$ 2,763,617

General Fund Support \$ 1,818,617

Office of the County Counsel

Stephen Madkour - Mgr

FTE 2.0

Total Request

\$444,351

Gen Fund \$ 393,351

Office of the County Counsel

Stephen Madkour - Mgr

FTE 2.0

Total Request

\$444,351

Gen Fund \$ 393,351



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CLACKAMAS
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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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 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

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



Office of the County Counsel
Office of the County Counsel Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	140,560	50,000	50,000	(90,560)	-64.4%
Charges for Service	-	-	1,000	900	1,000	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	141,560	50,900	51,000	(90,560)	-64.0%
Total Rev - Including Beginning Bal	-	-	141,560	50,900	51,000	(90,560)	-64.0%
Personnel Services	-	-	329,741	303,606	360,133	30,392	9.2%
Materials & Services	-	-	60,929	46,576	54,634	(6,295)	-10.3%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	41,354	41,354	24,944	(16,410)	-39.7%
Capital Outlay	-	-	18,333	3,200	4,640	(13,693)	-74.7%
Operating Expenditure	-	-	450,357	394,736	444,351	(6,006)	-1.3%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	450,357	394,736	444,351	(6,006)	-1.3%
General Fund Support (if applicable)	0	0	308,791	343,836	393,351	84,554	27.4%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	2.00	2.00	2.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	2.00	2.00	2.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

Note that Don Krupp has approved \$29,000 from our capital outlay for software purchases to be carried over to FY 17-18. We have also 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.



Assessor

Bob Vroman, 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 Budget Summary by Fund

Line of Business	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18
Program	FTE	General Fund					Total Adopted Budget	General Fund Subsidy Included in Adopted Budget**
Administration								
Office of the Assessor	2.00	324,210					324,210	276,690
Valuation							-	
Property Valuation	16.50	2,287,166					2,287,166	1,295,115
Value Modification	12.50	1,793,960					1,793,960	1,496,951
Tax Revenue							-	
Tax Certification, Collection & Distribution	10.50	1,566,034					1,566,034	1,316,547
Property Records							-	
Property Records & Customer Service	17.00	2,017,029					2,017,029	1,438,096
							-	
TOTAL	58.50	7,988,399	0	0	0	0	7,988,399	5,823,399
FY 16/17 Budget	58.50	7,590,668					7,590,668	5,490,668
\$ Increase (Decrease)	0.00	397,731	0	0	0	0	397,731	332,731
% Increase (Decrease)	0.00%	5.24%					5.24%	6.06%

** 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



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.

Department of Assessment & Taxation

R. Vroman, County Assessor

FTE 58.5

Total Request \$ 7,988,399

General Fund Support \$ 5,823,399

Administration R. Vroman Total Request \$324,210 Gen Fund \$ 276,690	Valuation L. Longfellow Total Request \$4,081,126 Gen Fund \$ 2,792,066	Tax Revenue T. Little Total Request \$1,566,034 Gen Fund \$ 1,316,547	Property Records T. Little Total Request \$2,017,029 Gen Fund \$ 1,438,096
Office of the Assessor R. Vroman FTE 2.0 Total Request \$324,210 Gen Fund \$ 276,690	Property Valuation Supervisor, Vacant FTE 16.5 Total Request \$2,287,166 Gen Fund \$ 1,295,115	Tax Certification, Collections & Distribution L. Dunn FTE 10.5 Total Request \$1,566,034 Gen Fund \$ 1,316,547	Property Records & Customer Service Supervisor, Vacant FTE 17.0 Total Request \$2,017,029 Gen Fund \$ 1,438,096
	Value Modification T. Cooper FTE 12.5 Total Request \$1,793,960 Gen Fund \$ 1,496,951		



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

R. Vroman, County Assessor

FTE 58.5

Total Request \$ 7,988,399

General Fund Support \$ 5,823,399

Administration

R. Vroman

Total Request

\$324,210

Gen Fund \$ 276,690

Office of the Assessor

R. Vroman

FTE 2.0

Total Request

\$324,210

Gen Fund \$ 276,690



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 16 recruitments representing 27% 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	Department will operate within 95% of its annual adopted budget		95%	95%	95%
Result	Development of an employee succession plan by 2016		100%	50%	100%
Efficiency	Total cost per account		\$42	\$42	\$42
Efficiency	Tax revenue generated per \$ of budgeted expenditure		\$99	\$98	\$99

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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	47,008	47,009	47,521	513	1.1%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	47,008	47,009	47,521	513	1.1%
Total Rev - Including Beginning Bal	-	-	47,008	47,009	47,521	513	1.1%
Personnel Services	-	-	239,484	263,235	256,496	17,012	7.1%
Materials & Services	-	-	34,959	33,047	35,872	913	2.6%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	24,747	24,744	27,236	2,489	10.1%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	299,190	321,026	319,604	20,414	6.8%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	299,190	321,026	319,604	20,414	6.8%
General Fund Support (if applicable)	0	0	252,182	274,017	272,083	(1,934)	7.9%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	2.00	2.00	2.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	2.00	2.00	2.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes



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

R. Vroman, County Assessor

FTE 58.5

Total Request \$ 7,988,399

General Fund Support \$ 5,823,399

Valuation

L. Longfellow

Total Request

\$4,081,126

Gen Fund \$ 2,792,066

Property Valuation

Supervisor, Vacant

FTE 16.5

Total Request

\$2,287,166

Gen Fund \$ 1,295,115

Value Modification

T. Cooper

FTE 12.5

Total Request

\$1,793,960

Gen Fund \$ 1,496,951



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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. 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	98% of neighborhood market areas valued at 100% of real market value and consistent with statutory requirement		98%	97%	98%
Output	# of new construction/property change appraisals completed		6,156	7,066	7,705
Demand	# of real properties not physically appraised in the past six years		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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	399,573	387,821	392,051	(7,522)	-1.9%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	575,000	680,000	600,000	25,000	4.3%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	974,573	1,067,821	992,051	17,478	1.8%
Total Rev - Including Beginning Bal	-	-	974,573	1,067,821	992,051	17,478	1.8%
Personnel Services	-	-	1,730,624	1,409,824	1,774,277	43,653	2.5%
Materials & Services	-	-	298,615	273,009	288,186	(10,429)	-3.5%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	210,324	204,138	224,703	14,379	6.8%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	2,239,563	1,886,971	2,287,166	47,603	2.1%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	2,239,563	1,886,971	2,287,166	47,603	2.1%
General Fund Support (if applicable)	0	0	1,264,990	819,150	1,295,115	475,965	2.4%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	17.00	17.00	16.50	-0.50	-2.9%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	17.00	15.00	16.50		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	2.00	0.00		

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 573 accounts with value not captured on the tax roll that will result in additional value and additional revenue to taxing districts. 830 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	Board of Property Tax Appeals will remain below 1% annually		<1%	0.15%	<1%
Output	# of Board of Property Tax Appeals		450	262	300
Output	# of real property accounts with tax roll corrections completed for omitted property		350	573	600

Program includes:

Mandated Services	<input checked="" type="checkbox"/> Yes
Shared Services	<input checked="" type="checkbox"/> Yes
Grant Funding	<input checked="" type="checkbox"/> 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
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- 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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	305,556	293,803	297,009	(8,547)	-2.8%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	305,556	293,803	297,009	(8,547)	-2.8%
Total Rev - Including Beginning Bal	-	-	305,556	293,803	297,009	(8,547)	-2.8%
Personnel Services	-	-	1,266,727	1,399,511	1,311,019	44,292	3.5%
Materials & Services	-	-	303,607	300,475	312,712	9,105	3.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	160,836	154,650	170,229	9,393	5.8%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	1,731,170	1,854,636	1,793,960	62,790	3.6%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	1,731,170	1,854,636	1,793,960	62,790	3.6%
General Fund Support (if applicable)	0	0	1,425,614	1,560,833	1,496,951	(63,882)	5.0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	13.00	13.00	12.50	-0.50	-3.8%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	13.00	13.00	12.50		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes



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

R. Vroman, County Assessor

FTE 58.5

Total Request \$ 7,988,399

General Fund Support \$ 5,823,399

Tax Revenue

T. Little

Total Request

\$1,566,034

Gen Fund \$ 1,316,547

Tax Certification, Collection & Distribution

L. Dunn

FTE 10.5

Total Request

\$1,566,034

Gen Fund \$ 1,316,547



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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 2016/17 tax roll. The program successfully processed levy requirements for 132 taxing districts used to produce a total tax roll of \$762 million dollars. Tax notifications were mailed to 173,193 accounts by October 25, 2016. Collection and distribution was timely with taxing districts receiving funds equivalent to 89% of the total tax roll within 16 days of the November collection date. This program met its strategic goal of enabling customers to manage their account with online access to real time tax payment information and online tax payment by July 1, 2016.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	87% of tax dollars distributed by November 30th each year		87%	88%	88%
Result	97% of tax dollars are collected by the end of the fiscal year		97%	97%	97%
Output	# of credit, debit and 3-check online payment postings		10,873	9,530	9,700

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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	246,795	246,795	249,487	2,692	1.1%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	246,795	246,795	249,487	2,692	1.1%
Total Rev - Including Beginning Bal	-	-	246,795	246,795	249,487	2,692	1.1%
Personnel Services	-	-	999,876	1,063,501	1,060,047	60,171	6.0%
Materials & Services	-	-	297,542	270,256	290,494	(7,048)	-2.4%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	129,904	129,906	142,993	13,089	10.1%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	1,427,322	1,463,663	1,493,534	66,212	4.6%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	70,000	70,000	72,500	2,500	3.6%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	1,497,322	1,533,663	1,566,034	68,712	4.6%
General Fund Support (if applicable)	0	0	1,250,527	1,286,868	1,316,547	29,679	5.3%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	10.50	10.50	10.50	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	10.50	10.50	10.50		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes



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

R. Vroman, County Assessor

FTE 58.5

Total Request \$ 7,988,399

General Fund Support \$ 5,823,399

Property Records

T. Little

Total Request

\$2,017,029

Gen Fund \$ 1,438,096

Property Records & Customer Service

Vacant, Supervisor

FTE 17.0

Total Request

\$2,017,029

Gen Fund \$ 1,438,096



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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 18,953 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 1,961 out of 3,377 paper maps with digital maps. We continue to maintain a high response level for public records requests and customer inquiries.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	By July 1, 2016, customers will be able to manage their account online		7/1/2016	7/1/2016	Completed
Result	>95% of phone messages returned within one business day		95%	99%	95%
Result	% of Assessor's tax maps digitized		64%	58%	65%

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:

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- 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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	376,068	399,573	403,932	27,864	7.4%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	150,000	175,000	175,000	25,000	16.7%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	526,068	574,573	578,932	52,864	10.0%
Total Rev - Including Beginning Bal	-	-	526,068	574,573	578,932	52,864	10.0%
Personnel Services	-	-	1,400,948	1,430,942	1,543,513	142,565	10.2%
Materials & Services	-	-	224,524	243,830	242,004	17,480	7.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	197,951	210,324	231,511	33,560	17.0%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	1,823,423	1,885,096	2,017,028	193,605	10.6%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	1,823,423	1,885,096	2,017,028	193,605	10.6%
General Fund Support (if applicable)	0	0	1,297,355	1,310,523	1,438,096	127,573	10.8%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	17.00	17.00	17.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	17.00	15.00	17.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	2.00	0.00		

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/>



County Clerk Department

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 Department

Sherry Hall, County Clerk

FTE 19.0

Total Request \$3,627,890

General Fund Support \$0

County Clerk Sherry Hall Cty Clerk Total Request \$2,931,665 Gen Fund \$ -	Records Mgt Carol Hopkins Mgr Total Request \$696,225 Gen Fund \$ -
Office of the Clerk/BOPTA Sherry Hall Cty Clerk FTE 2.00 Total Request \$418,809 Gen Fund \$ -	Records Mgt Carol Hopkins Mgr FTE 5.00 Total Request \$696,225 Gen Fund \$ -
Elections Steve Kindred Mgr FTE 5.00 Total Request \$1,047,023 Gen Fund \$ -	
Recording Cindy Swick Mgr FTE 7.00 Total Request \$1,465,833 Gen Fund \$ -	



County Clerk Department

Department Budget Summary by Fund

<i>Line of Business</i>	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18
<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	418,809					418,809	
Elections	5.0	1,047,023					1,047,023	
Recording	7.0	1,465,833					1,465,833	
							-	
Records Management							-	
Records Management	5.0		696,225				696,225	
							-	
TOTAL	19.0	\$ 2,931,665	\$ 696,225	\$ -	\$ -	\$ -	\$ 3,627,890	\$ (1,515,689)
FY 16/17 Budget	19.0	\$ 2,949,695	\$ 639,531				\$ 3,589,226	\$ (770,961)
\$ Increase (Decrease)	0.0	\$ (18,030)	\$ 56,694	\$ -	\$ -	\$ -	\$ 38,664	\$ (744,728)
% Increase (Decrease)	0.0	-0.61%	8.86%				1.08%	96.60%

** 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 Line of Business

County Clerk Purpose Statement

The purpose of the County Clerk line of business 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 \$3,627,890

General Fund Support \$ -

County Clerk

Sherry Hall

Total Request

\$2,931,665

Gen Fund \$ -

Clerk/BOPTA

Sherry Hall - Mgr

FTE 2.00

Total Request

\$418,809

Gen Fund \$ -

Elections

Steve Kindred - Mgr

FTE 5.00

Total Request

\$1,047,023

Gen Fund \$ -

Recording

Cindy Swick - Mgr

FTE 7.00

Total Request

\$1,465,833

Gen Fund \$ -





County Clerk Line of Business

Office of the Clerk Program

Performance Narrative Statement

The Office of the Clerk program proposes a budget of \$418,809, a continuation of current funding levels. These resources will support office materials and services, training, and admin 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

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Expected Performance	FY 17-18 Target
Result	*% of Office of the Clerk results achieved	100%	95%	98%	100%
 Result	% of Petitioners whose appeal is heard by BOPTA	100%	100%	100%	100%
 Result	% Petitioners who receive a decision from the Clerk's office within five business days of their hearing	100%	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

* Board of Property Tax Appeals



County Clerk Line of Business

Office of the Clerk Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance			71,086	71,086	44,051	(27,035)	-38.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	431,865	489,770	548,429	116,564	27.0%
Fines & Penalties	-	-	-	-	-	-	0%
Miscellaneous Revenue	-	-	28,571	59,097	42,857	14,286	50.0%
Other Revenues	-	-	-	168	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	460,436	549,035	591,286	130,850	28.4%
Total Rev - Including Beginning Bal	-	-	531,522	620,121	635,337	103,815	19.5%
Personnel Services	-	-	188,969	130,601	201,087	12,118	6.4%
Materials & Services	-	-	133,989	129,035	112,716	(21,273)	-15.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	46,878	46,878	69,298	22,420	47.8%
Capital Outlay	-	-	23,000	23,764	1,143	(21,857)	-95.0%
Operating Expenditure	-	-	392,836	330,278	384,244	(8,592)	-2.2%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	28,549	-	34,565	6,016	21.1%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	421,385	330,278	418,809	(2,576)	-0.6%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	2.00	2.00	2.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	2.00	2.00	2.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes



County Clerk Line of Business

Elections Program

Performance Narrative Statement

The Elections program proposes a budget of \$1,047,023. These resources will serve all registered voters of Clackamas County, candidates for elected office, those who file measures, and allowing local governments to hold elections.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Expected Performance	FY 17-18 Target
Result	% Voters who live no more than 10 miles from a ballot drop site	100%	100%	100%	100%
Result	100% of boundary change completed within five days	100%	100%	100%	100%
Result	100% Elections open to observation	100%	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



County Clerk Line of Business

Elections Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance			177,714	177,714	110,126	(67,588)	-38.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service (Recording Fees)	-	-	1,079,663	1,224,423	1,371,071	291,408	27.0%
Miscellaneous Revenue	-	-	71,429	147,743	107,143	35,714	50.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenue (Elections Reimbursement)	-	-	-	419	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	1,151,092	1,372,585	1,478,214	327,122	28.4%
Total Rev - Including Beginning Bal	-	-	1,328,806	1,550,299	1,588,340	259,534	19.5%
Personnel Services	-	-	472,422	326,503	502,718	30,296	6.4%
Materials & Services	-	-	334,974	322,587	281,789	(53,185)	-15.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	117,195	117,195	173,245	56,050	47.8%
Capital Outlay	-	-	57,500	59,411	2,857	(54,643)	-95.0%
Operating Expenditure	-	-	982,091	825,696	960,609	(21,482)	-2.2%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	71,371	-	86,414	15,043	21.1%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	1,053,462	825,696	1,047,023	(6,439)	-0.6%
General Fund Support (subsidy)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	5.00	5.00	5.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	5.00	5.00	5.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes






County Clerk Line of Business

Recording Program

Performance Narrative Statement

The Recording program proposes a budget of \$1,465,833, 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 15-16 Actual	FY 16-17 Target	FY 16-17 Expected Performance	FY 17-18 Target
 Result	% Recordable documents are recorded on the same day they are received	97%	98%	100%	100%
 Result	% Recorded documents returned within 10 days	99%	97%	99%	100%
 Result	% Requests for certified documents fulfilled within 1 days	98%	99%	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



County Clerk Line of Business

Recording Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance			248,800	248,800	154,177	(94,623)	-38.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	1,511,528	1,714,194	1,919,500	407,972	27.0%
Miscellaneous Revenue	-	-	100,000	206,841	150,000	50,000	50.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	588	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	1,611,528	1,921,623	2,069,500	457,972	28.4%
Total Rev - Including Beginning Bal	-	-	1,860,328	2,170,423	2,223,677	363,349	19.5%
Personnel Services	-	-	661,391	457,104	703,806	42,415	6.4%
Materials & Services	-	-	468,963	451,623	394,505	(74,458)	-15.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	164,074	164,074	242,543	78,469	47.8%
Capital Outlay	-	-	80,500	83,175	4,000	(76,500)	-95.0%
Operating Expenditure	-	-	1,374,928	1,155,976	1,344,854	(30,074)	-2.2%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	99,920	-	120,979	21,059	21.1%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	1,474,848	1,155,976	1,465,833	(9,015)	-0.6%
General Fund Support (subsidy)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	7.00	7.00	7.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	7.00	6.00	7.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	1.00	0.00		

Significant Issues and Changes

Online Marriage application

Online access to property records by subscription (fee to be determined and approved by Board of County Commissioners) next fiscal year



Records Management Line of Business

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 \$ 3,627,890

General Fund Support \$ -

Records Mgt

Carol Hopkins Mgr

Total Request

\$696,225

Gen Fund \$ -

Records Mgt

Carol Hopkins Mgr

FTE 5.00

Total Request

\$696,225

Gen Fund \$ -



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Records Management Line of Business

Records Management Program

Performance Narrative Statement

Records Management proposes a budget of \$696,225 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 is to provide complete passport application services to the public so they can request a US Passport from the US Department of State.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Expected Performance	FY 17-18 Target
	Result	Zero unauthorized access to records	100%	100%	100%
	Result	X% Department rush Records Requests delivered within one hour or less	100%	98%	100%
	Result	X% Records will be destroyed within 30 days of appearing on the Destruct List	60%	75%	60%
	Result	X% applicants who receive their passport within the stipulated time frame	95%	98%	95%

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 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.



Records Management Line of Business

Records Management Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	282,919	100,422	10,961	8,664	34,538	23,577	215.1%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	406,432	540,660	628,570	647,029	661,687	33,117	5.3%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	(41)	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	406,391	540,660	628,570	647,029	661,687	33,117	5.3%
Total Rev - Including Beginning Bal	689,310	641,082	639,531	655,693	696,225	56,694	8.9%
Personnel Services	377,906	442,637	437,411	421,911	447,024	9,613	2.2%
Materials & Services	96,252	74,488	84,086	81,015	107,502	23,416	27.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	114,731	115,293	118,034	118,229	141,699	23,665	20.0%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	588,889	632,418	639,531	621,155	696,225	56,694	8.9%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	588,889	632,418	639,531	621,155	696,225	56,694	8.9%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	6.00	5.00	5.00	5.00	5.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	6.00	5.00	5.00	5.00	5.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

We will be constructing a darkroom in order to develop permanent records scanned to file for a savings of about \$900. per month in processing charges.



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.

Disaster Management

Nancy Bush - Director

FTE 11.00

Total Request \$3,619,538

General Fund Support \$1,874,696

Disaster Management

Nancy Bush-Mgr

Total Request

\$2,739,511

Gen Fund \$1,020,768

Medical Examiner

Nancy Bush-Mgr

Total Request

\$880,027

Gen Fund \$853,928

Disaster Mgt Operations

Nancy Bush/Sarah
Eckman-Mgr

FTE 6.00

Total Request

\$2,739,511

Gen Fund \$1,020,768

Medical Examiner Operations

Cathy Phelps-Mgr

FTE 5.00

Total Request

\$880,027

Gen Fund \$853,928



Disaster Management Department

Department Budget Summary by Fund

<i>Line of Business</i>	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	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	2,739,511					2,739,511	1,020,768
Medical Examiner								
Medical Examiner's Operations	5.0	880,027					880,027	853,928
TOTAL	11.0	3,619,538	0	0	0	0	3,619,538	1,874,696
FY 16/17 Budget	11.0	3,515,756					3,515,756	1,742,118
\$ Increase (Decrease)	0.0	103,782	0	0	0	0	103,782	132,578
% Increase (Decrease)	0.0	2.95%					2.95%	7.61%

** 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.

Disaster Management

Nancy Bush - Director

FTE 11.00

Total Request \$3,619,538

General Fund Support \$1,874,696

Disaster Management

Nancy Bush-Mgr

Total Request

\$2,739,511

Gen Fund \$ 1,020,768

Disaster Management Operations

Nancy Bush/Sarah

Eckman-Mgr

FTE 6.00

Total Request

\$2,739,511

Gen Fund \$ 1,020,768



Disaster Management

Disaster Management Operations

Performance Narrative Statement

The Disaster Management Operations Program proposes a \$2,739,511 budget, a continuation of current funding levels and an anticipated increase of grant funding 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 Emergency Management Performance Grant (EMPG) decreased and has been decreasing for several years. This is the support for disaster management operations and has created a need for the budget to be balanced by the fund balance, which is depleting quickly. 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	% of federally-required disaster management plans (all types) that are up-to-date and approved, allowing continued federal funding.	100%	100%	100%	100%
Result	% of federal and state required disaster management plans, exercises and actual events events that are required and in need of planning, response and recovery.	100%	100%	100%	100%

Program includes:

Mandated Services	<input type="text" value="Y"/>
Shared Services	<input type="text" value="N"/>
Grant Funding	<input type="text" 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. At this time the federal government has not provided information as to how much the EMPG will provide to states, therefore, the \$100,000 may not be awarded this year.



Disaster Management

Disaster Management Operations

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	785,989	902,220	835,239	820,185	636,543	(198,696)	-23.8%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	594,571	280,845	877,000	620,717	1,082,200	205,200	23.4%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	36,131	25,990	-	-	-	-	0%
Charges for Service	1,908	203	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	28,509	26,608	-	9,699	-	-	0%
Interfund Transfers	946,741	999,192	968,973	968,973	1,020,768	51,795	5.3%
Operating Revenue	1,607,860	1,332,838	1,845,973	1,599,389	2,102,968	256,995	13.9%
Total Rev - Including Beginning Bal	2,393,849	2,235,058	2,681,212	2,419,574	2,739,511	58,299	2.2%
Personnel Services	821,663	822,226	850,325	848,923	923,559	73,234	8.6%
Materials & Services	450,362	369,344	594,197	376,728	655,715	61,518	10.4%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	214,288	223,303	193,049	193,049	217,647	24,598	12.7%
Capital Outlay	5,315	-	35,000	35,000	35,000	-	0%
Operating Expenditure	1,491,628	1,414,873	1,672,571	1,453,700	1,831,921	159,350	9.5%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	500,000	329,331	621,200	121,200	24.2%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	508,641	-	286,390	(222,251)	-43.7%
Total Exp - Including Special Categories	1,491,628	1,414,873	2,681,212	1,783,031	2,739,511	58,299	2.2%
General Fund Support (if applicable)	946,741	999,192	968,973	968,973	1,020,768	51,795	5.3%
Full Time Equiv Pos (FTE) Budgeted	6.00	6.00	6.00	6.00	6.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	6.00	6.00	6.00	5.00	6.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	1.00	0.00		

Significant Issues and Changes

Emergency 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 Emergency Management has been making up the difference over the past few years with fund balance, however, that balance is declining and more dollars from the General Fund will be needed to sustain maintenance for the program. The increase in dollars in special payments and federal grants & revenues is due to the Federal Declaration received for the December 2015 storms and includes potential mitigation projects.



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 \$3,619,538

General Fund \$1,874,696

Medical Examiner

Nancy Bush-Mgr

Total Request

\$880,027

Gen Fund \$853,928

Medical Examiner Operations

Cathy Phelps-Mgr

FTE 5.00

Total Request

\$880,027

Gen Fund \$853,928



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Medical Examiner

Medical Examiner Operations

Performance Narrative Statement

The Medical Examiner proposes a \$880,027 budget, a continuation of current funding levels. These resources will provide 366 on-scene death investigations and 635 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	% of on-scene investigations with associated interviews and investigations where Quality Assurance Reviews are conducted.	n/a	n/a	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	n/a	95%	95%
Result	Total Number of Medical Examiner Cases	1,001	1,026	1,075	1,200
	Number of On-Scene Investigations	366	261	292	366
	Number of Reportable - Limited Investigations	635	765	783	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 14-15 Actual	FY 15-16 Actual Budget	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	56,699	61,399	76,453	26,099	(35,300)	-57.5%
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	756,420	794,719	773,145	773,145	853,928	80,783	10.4%
Operating Revenue	756,420	794,719	773,145	773,145	853,928	80,783	10.4%
Total Rev - Including Beginning Bal	756,420	851,418	834,544	849,598	880,027	45,483	5.5%
Personnel Services	591,419	654,462	686,080	686,080	735,973	49,893	7.3%
Materials & Services	81,962	94,093	110,653	108,608	112,794	2,141	1.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	26,340	26,410	28,811	28,811	31,260	2,449	8.5%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	699,721	774,965	825,544	823,499	880,027	54,483	6.6%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	9,000	-	-	(9,000)	-100.0%
Total Exp - Including Special Categories	699,721	774,965	834,544	823,499	880,027	45,483	5.5%
General Fund Support (if applicable)	756,420	794,719	773,145	773,145	853,928	80,783	10.4%
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.00	5.00	5.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00	5.00	5.00	5.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

The Medical Examiner's Office is a fairly stable office, which is 100% funded by general fund. In 2016 the medical examiner cases increased by 12%. 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.

Technology Services

Dave Cummings - Director

FTE 53.5

Total Request \$ 17,758,817

General Fund Support \$ 3,961,883

Administration Dave Cummings - Dir Total Request \$1,441,168 Gen Fund \$ -	Applications Eric Bohard - Mgr Total Request \$3,427,236 Gen Fund \$ 2,216,792	Technical Services Chris Fricke - Mgr Total Request \$5,998,925 Gen Fund \$ 351,319	Communication Services Ron Sandner - Mgr Total Request \$5,324,354 Gen Fund \$ -	Enterprise Business Systems Katie Starrett - Mgr Total Request \$1,567,134 Gen Fund \$ 1,393,772
Office of the Director FTE 5.00 Total Request \$1,441,168 Gen Fund \$ -	County Wide Applications FTE 8.0 Total Request \$1,715,207 Gen Fund \$ 1,523,369	Technical Services FTE 16.00 Total Request \$5,998,925 Gen Fund \$ 351,319	Telecomm Services FTE 5.00 Total Request \$2,979,204 Gen Fund \$ -	Business Systems FTE 6.00 Total Request \$1,567,134 Gen Fund \$ 1,393,772
	GIS FTE 5.50 Total Request \$1,228,892 Gen Fund \$ 693,423		Network FTE 3.00 Total Request \$1,171,665 Gen Fund \$ -	
	Department Applications FTE 3.00 Total Request \$483,137 Gen Fund \$ -		CBX FTE 2.00 Total Request \$1,173,485 Gen Fund \$ -	



Technology Services

Department Budget Summary by Fund

<i>Line of Business</i>	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18
<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	1,441,168			1,441,168	-
Applications						
County Wide Applications	8.0	1,715,207			1,715,207	1,523,369
GIS	5.5	1,228,892			1,228,892	693,423
Department Applications	3.0	483,137			483,137	-
Technical Services						
Technical Services	16.0	5,998,925			5,998,925	351,319
Communication Services						
Telecommunication Services	5.0		2,979,204		2,979,204	-
Network Services	3.0	1,171,665			1,171,665	-
CBX	2.0			1,173,485	1,173,485	-
Enterprise Business Systems						
Business Systems	6.0	1,567,134			1,567,134	1,393,772
TOTAL	53.5	\$ 13,606,128	\$ 2,979,204	\$ 1,173,485	\$ 17,758,817	\$ 3,961,883
FY 16/17 Budget (Amended)	53.5	\$ 14,063,191	\$ 3,197,879	\$ 3,386,899	\$ 20,647,969	\$ 3,833,891
\$ Increase (Decrease)		\$ (457,063)	\$ (218,675)	\$ (2,213,414)	\$ (2,889,152)	\$ 127,992
% Increase (Decrease)		-3.25%	-6.84%	-65.35%	-13.99%	3.34%
FY 16/17 FTE	54.5	47.5	5.0	2.0	-1.8%	

** 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

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.

Technology Services

Dave Cummings - Director

FTE 53.5

Total Request \$ 17,758,817

General Fund Support \$ 3,961,883

Administration

Dave Cummings - Dir

Total Request

\$1,441,168

Gen Fund \$ -

Office of the Director

FTE 5.00

Total Request

\$1,441,168

Gen Fund \$ -



Administration


Office of the Director

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 \$1,441,168, a decrease of \$22,414 from current funding levels. 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	Technology Services will develop, and maintain, a comprehensive County Technology Policy Manual that covers all Technology Policies, Best Practices and Procedures.	~25 %	100%	~ 50%	100%
Result	% of staff with documented professional and technical training plan	~ 25%	100%	96%	100%
Efficiency	Total estimated annual donated actual value for Technology for Teaching	\$22,895	\$24,000	\$47,470	\$26,000

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

Office of the Director

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	182,651	149,379	240,300	150,300	181,213	(59,087)	-24.6%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	1,213,651	1,259,882	1,223,282	1,223,282	1,259,955	36,673	3.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	5,012	12,538	-	54,340	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	1,218,663	1,272,420	1,223,282	1,277,622	1,259,955	36,673	3.0%
Total Rev - Including Beginning Bal	1,401,314	1,421,799	1,463,582	1,427,922	1,441,168	(22,414)	-1.5%
Personnel Services	690,414	760,708	824,859	835,398	866,877	42,018	5.1%
Materials & Services	114,451	151,841	317,427	195,311	199,185	(118,242)	-37.3%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	375,070	314,341	216,000	216,000	245,106	29,106	13.5%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	1,179,935	1,226,890	1,358,286	1,246,709	1,311,168	(47,118)	-3.5%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	105,296	-	130,000	24,704	23.5%
Total Exp - Including Special Categories	1,179,935	1,226,890	1,463,582	1,246,709	1,441,168	(22,414)	-1.5%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	3.50	5.00	5.00	5.00	5.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.50	5.00	5.00	5.00	5.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes



Applications

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.

Technology Services

Dave Cummings - Director

FTE 53.5

Total Request \$ 17,758,817

General Fund Support \$ 3,961,883

Applications

Eric Bohard - Mgr

Total Request

\$3,427,236

Gen Fund \$ 2,216,792

County Wide Applications

FTE 8.0

Total Request

\$1,715,207

Gen Fund \$ 1,523,369

GIS

FTE 5.50

Total Request

\$1,228,892

Gen Fund \$ 693,423

Department Applications

FTE 3.00

Total Request

\$483,137

Gen Fund \$ -



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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 \$1,715,207, a decrease of \$254,742 from current funding levels. 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	% of developed applications that meet customer requirements	N/A	N/A	Survey In-Progress	95%
Result	% of applications accessible in a mobile environment (if part of the design scope)	~ 50%	~ 60%	~ 60%	~ 75 %
Efficiency	# of online workflow solutions for enhanced services (Internet & Intranet)	~12	~16	~16	TBD

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



Applications

County Wide Applications

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	93,436	5,484	140,000	85,000	60,359	(79,641)	-56.9%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	1,363,668	1,609,984	1,829,949	1,829,949	1,654,848	(175,101)	-9.6%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	829	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	1,363,668	1,609,984	1,829,949	1,830,778	1,654,848	(175,101)	-9.6%
Total Rev - Including Beginning Bal	1,457,104	1,615,468	1,969,949	1,915,778	1,715,207	(254,742)	-12.9%
Personnel Services	1,032,769	1,217,333	1,425,594	1,371,496	1,302,169	(123,425)	-8.7%
Materials & Services	106,386	155,943	293,100	232,668	155,975	(137,125)	-46.8%
Indirect Costs (Internal Dept Chgs)	198,464	212,190	227,000	227,000	229,083	2,083	0.9%
Cost Allocation Charges	-	-	24,255	24,255	27,980	3,725	0.0%
Capital Outlay	56,001	-	-	-	-	-	0%
Operating Expenditure	1,393,620	1,585,466	1,969,949	1,855,419	1,715,207	(254,742)	-12.9%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	1,393,620	1,585,466	1,969,949	1,855,419	1,715,207	(254,742)	-12.9%
General Fund Support (Non-Dept)	1,409,002	1,545,766	1,699,036	1,699,036	1,523,369	-175,667	-10.3%
Full Time Equiv Pos (FTE) Budgeted	6.00	8.00	9.00	9.00	8.00	-1.00	-11.1%
Full Time Equiv Pos (FTE) Filled at Yr End	6.00	8.00	9.00	8.00	8.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	1.00	0.00		

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.



Applications


GIS

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 \$1,228,892, an increase of \$48,039 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	% of GIS projects completed on time	99%	99%	99%	99%
 Result	% of GIS projects completed that meet customer requirements	N/A	90%	90%	99%
Efficiency	\$ Cost per printed map (Large Aerial)	\$35	\$35	\$35	\$35

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

03/16-17 Maps 88
Storefront 91
Data Projects 44
Poodle Maps 58



Applications

GIS

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	130,383	(27,285)	34,000	179,000	33,805	(195)	-0.6%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	61,600	69,649	35,000	42,000	35,000	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	976,626	1,146,176	1,043,853	1,078,101	1,092,087	48,234	4.6%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	30,798	86,573	33,000	33,000	33,000	-	0%
Interfund Transfers	35,000	35,000	35,000	35,000	35,000	-	0%
Operating Revenue	1,104,024	1,337,398	1,146,853	1,188,101	1,195,087	48,234	4.2%
Total Rev - Including Beginning Bal	1,234,407	1,310,113	1,180,853	1,367,101	1,228,892	48,039	4.1%
Personnel Services	699,538	879,637	813,499	1,002,126	842,231	28,732	3.5%
Materials & Services	128,337	39,618	109,007	72,823	121,550	12,543	11.5%
Indirect Costs (Internal Dept Chgs)	148,848	172,405	138,723	138,723	139,995	1,272	0.9%
Cost Allocation Charges	-	-	19,624	19,624	25,116	5,492	0.0%
Capital Outlay	99,968	40,109	100,000	100,000	100,000	-	0%
Operating Expenditure	1,076,691	1,131,769	1,180,853	1,333,296	1,228,892	48,039	4.1%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	1,076,691	1,131,769	1,180,853	1,333,296	1,228,892	48,039	4.1%
General Fund Support (Non-Dept)	504,086	635,351	644,557	644,557	693,423	48,866	7.6%
Full Time Equiv Pos (FTE) Budgeted	5.50	5.50	5.50	5.50	5.50	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	4.50	5.50	5.50	5.50	5.50		
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	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 \$483,137, a slight increase of \$22,164 from current funding levels. While this is a reduction of a FTE due to a retirement, due to a re-organization of assignments, 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	% of major department projects where approved business and service improvements are achieved	N/A	95%	Survey In-Progress	95%
Result	% of department applications accessible in a mobile environment	>50%	50%	50%	70%
Efficiency	Average response time to develop solution for reporting / Immediate request	N/A	8 hours	In Progress	TBD

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



Applications

Department Applications

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	18,631	259,286	-	-	1,464	1,464	0.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	636,846	338,176	344,297	344,297	359,117	14,820	4.3%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	223,422	110,279	116,676	116,676	122,556	5,880	5.0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	860,268	448,455	460,973	460,973	481,673	20,700	4.5%
Total Rev - Including Beginning Bal	878,899	707,741	460,973	460,973	483,137	22,164	4.8%
Personnel Services	616,700	418,608	351,795	352,700	369,554	17,759	5.0%
Materials & Services	16,066	7,900	20,100	17,731	25,313	5,213	25.9%
Indirect Costs (Internal Dept Chgs)	148,848	132,619	75,667	75,667	76,361	694	0.9%
Cost Allocation Charges	-	-	13,411	13,411	11,909	(1,502)	0.0%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	781,614	559,127	460,973	459,509	483,137	22,164	4.8%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	781,614	559,127	460,973	459,509	483,137	22,164	4.8%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	5.00	4.00	3.00	3.00	3.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	4.75	3.00	3.00	3.00	3.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.25	1.00	0.00	0.00	0.00		

Significant Issues and Changes

> In FY15-16, 1 FTE retired from the H3S Technical Support Team and the position was no longer funded.



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 53.5

Total Request \$17,758,817

General Fund Support \$ 3,961,883

Technical Services

Chris Fricke - Mgr

Total Request

\$5,998,925

Gen Fund \$ 351,319

Technical Services

FTE 16.00

Total Request

\$5,998,925

Gen Fund \$ 351,319



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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 \$5,998,925, an slight decrease of \$380,183 from current funding levels. This is a decrease in funding due to additional funding added to Capital Replacement projects in FY16-17. Other adjustments include draw down of the Capital Replacement Reserves for planned major upgrades to the County infrastructure, slight increase in Personnel Services and increase funding of Capital Reserves / Contingency as part of the 5 year strategic plan for capital replacement . 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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	% of County Departments and / or other agencies who rate TS call center support as "Good" or "Excellent"	N/A	90%	94.30%	95%
Result	% of critical system issues resolved within 4 hrs	N/A	95%	~ 99+ %	99%
Efficiency	\$ allocated costs per PC (tier 1) (Goal <= 5%)	\$1,887.77	\$2,042.35	\$2,042.35	\$2,111.30 3.38 %

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



Technical Services

Technical Services

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	635,795	846,618	1,495,990	1,460,990	915,925	-580,065	-38.8%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	4,189,806	4,533,297	4,883,118	4,883,118	5,083,000	199,882	4.1%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	2,495	391	-	-	-	-	0%
Interfund Transfers	-	15,453	-	-	-	-	0%
Operating Revenue	4,192,301	4,549,141	4,883,118	4,883,118	5,083,000	199,882	4.1%
Total Rev - Including Beginning Bal	4,828,096	5,395,759	6,379,108	6,344,108	5,998,925	(380,183)	-6.0%
Personnel Services	2,257,247	2,439,669	2,567,056	2,526,515	2,637,579	70,523	2.7%
Materials & Services	1,255,135	1,137,252	1,411,421	1,243,892	1,353,787	(57,634)	-4.1%
Indirect Costs (Internal Dept Chgs)	347,312	371,334	403,557	403,557	407,258	3,701	0.9%
Cost Allocation Charges	-	-	50,410	50,410	48,343	(2,067)	0.0%
Capital Outlay	413,784	127,820	1,589,706	1,203,809	945,000	(644,706)	-40.6%
Operating Expenditure	4,273,478	4,076,075	6,022,150	5,428,183	5,391,967	(630,183)	-10.5%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	156,958	-	306,958	150,000	95.6%
Contingency	-	-	200,000	-	300,000	100,000	50.0%
Total Exp - Including Special Categories	4,273,478	4,076,075	6,379,108	5,428,183	5,998,925	(380,183)	-6.0%
General Fund Support (if applicable)	187,895	224,900	301,958	301,958	351,319	49,361	16.3%
Full Time Equiv Pos (FTE) Budgeted	14.00	15.00	16.00	16.00	16.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	13.75	14.00	16.00	16.00	16.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.25	1.00	0.00	0.00	0.00		

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 requiring a drain on the capital reserves and increase in capital outlay.



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.

Technology Services

Dave Cummings - Director

FTE 53.5

Total Request \$ 17,758,817

General Fund Support \$ 3,961,883

Communication Services

Ron Sandner - Mgr

Total Request

\$5,324,354

Gen Fund \$ -

Telecomm Services

FTE 5.00

Total Request

\$2,979,204

Gen Fund \$ -

Network

FTE 3.00

Total Request

\$1,171,665

Gen Fund \$ -

CBX

FTE 2.00

Total Request

\$1,173,485

Gen Fund \$ -



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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 \$2,979,204, a decrease of \$218,675 from current funding levels. 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	% of days where there are no service interruptions to core telecomm services (excluding scheduled maintenance)	N/A	99%	100%	100%
Result	% of work orders with response times within 2 hours of submissions (during scheduled business hours)	N/A	99%	100% Average 1.75 hrs	99%
Efficiency	\$ average cost to install desktop telecommunications devices	\$150	\$150	\$150	\$150

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



Communications Services

Telecommunication Services

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	851,796	810,219	744,588	744,588	486,178	(258,410)	-34.7%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	2,467,257	2,556,883	2,453,291	2,508,912	2,493,026	39,735	1.6%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	3,148	4,900	-	1,698	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	2,470,405	2,561,783	2,453,291	2,510,610	2,493,026	39,735	1.6%
Total Rev - Including Beginning Bal	3,322,201	3,372,002	3,197,879	3,255,198	2,979,204	(218,675)	-6.8%
Personnel Services	638,149	718,096	749,715	785,776	812,864	63,149	8.4%
Materials & Services	1,248,333	1,244,030	1,588,932	1,568,252	1,505,164	(83,768)	-5.3%
Indirect Costs (Internal Dept Chgs)	124,040	132,619	126,112	126,112	127,268	1,156	0.9%
Cost Allocation Charges	61,755	42,433	54,289	54,289	59,388	5,099	9.4%
Capital Outlay	439,704	490,236	678,831	234,591	474,520	(204,311)	-30.1%
Operating Expenditure	2,511,981	2,627,414	3,197,879	2,769,020	2,979,204	(218,675)	-6.8%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	2,511,981	2,627,414	3,197,879	2,769,020	2,979,204	(218,675)	-6.8%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.00	5.00	5.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00	5.00	5.00	5.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

> As part of the phone systems infrastructure for the County, Telecommunications operates 4 large phone servers. These servers are replaced 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 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. Much of the CCTV storage was replaced in FY16-17.



Communication 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 \$1,171,665, a decrease of \$13,850 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
Result	% of days where all core networking infrastructure is operational (excluding scheduled maintenance)	99%	99%	99.97%	99%
Result	% of customer support request responses that meet approved delivery scope and timeline	N/A	90%	Survey In-Progress	95%
Efficiency	Number of supported networked devices (Not including Mobile Phones)	N/A	~4500	~4560	~4800

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



Communications Services

Network Services

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	83,079	82,453	112,000	167,000	3,000	(109,000)	-97.3%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	888,171	893,672	973,515	973,515	1,118,665	145,150	14.9%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	100,000	100,000	100,000	50,000	50,000	(50,000)	-50.0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	988,171	993,672	1,073,515	1,023,515	1,168,665	95,150	8.9%
Total Rev - Including Beginning Bal	1,071,250	1,076,125	1,185,515	1,190,515	1,171,665	(13,850)	-1.2%
Personnel Services	550,041	588,481	563,325	631,450	590,131	26,806	4.8%
Materials & Services	282,333	248,090	536,550	470,425	494,261	(42,289)	-7.9%
Indirect Costs (Internal Dept Chgs)	74,424	79,571	75,667	75,667	76,361	694	0.9%
Cost Allocation Charges	-	-	9,973	9,973	10,912	939	0.0%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	906,798	916,142	1,185,515	1,187,515	1,171,665	(13,850)	-1.2%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	906,798	916,142	1,185,515	1,187,515	1,171,665	(13,850)	-1.2%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	3.00	3.00	3.00	3.00	3.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.00	3.00	3.00	3.00	3.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes



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 \$1,173,485, a decrease of \$2,213,414 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	\$ Annual estimated savings for public institutions utilizing CBX	\$375,000	\$475,000	\$475,000	\$625,000
Result	% Days (24/7) where no interruptions occur due to problems or issues with the fiber network. (Excludes maintenance or emergency repairs)	N/A	99.90%	99.45% Overall (1 site 2 days)	99.90%
Efficiency	\$ base cost per fiber connection per public institution / monthly	\$255	\$255	\$255	\$255

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



Communications Services

CBX

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	381,715	427,636	144,699	144,699	347,285	202,586	140.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	16,388	13,897	22,000	36,000	36,000	14,000	63.6%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	695,199	1,302,388	2,550,000	3,246,069	790,000	(1,760,000)	-69.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	8,725	37,411	670,200	250	200	(670,000)	-100.0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	720,312	1,353,696	3,242,200	3,282,319	826,200	(2,416,000)	-74.5%
Total Rev - Including Beginning Bal	1,102,027	1,781,332	3,386,899	3,427,018	1,173,485	(2,213,414)	-65.4%
Personnel Services	148,774	163,677	300,686	278,044	323,843	23,157	7.7%
Materials & Services	171,994	187,868	265,500	255,947	402,873	137,373	51.7%
Indirect Costs (Internal Dept Chgs)	47,675	26,524	50,445	50,445	50,907	462	0.9%
Cost Allocation Charges	35,159	39,663	21,297	21,297	28,570	7,273	34.2%
Capital Outlay	270,789	1,200,853	2,726,971	2,438,000	331,292	(2,395,679)	-87.9%
Operating Expenditure	674,391	1,618,585	3,364,899	3,043,733	1,137,485	(2,227,414)	-66.2%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	18,048	22,000	36,000	36,000	14,000	63.6%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	674,391	1,636,633	3,386,899	3,079,733	1,173,485	(2,213,414)	-65.4%
General Fund Support (if applicable)	0	0	0	0	0	0	0%
Full Time Equiv Pos (FTE) Budgeted	1.00	1.00	2.00	2.00	2.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	1.00	1.00	2.00	2.00	2.00	0.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00	0.00	

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.



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 53.5

Total Request \$ 17,758,817

General Fund Support \$ 3,961,883

Enterprise Business Systems

Katie Starrett - Mgr

Total Request

\$1,567,134

Gen Fund \$ 1,393,772

Business Systems

FTE 6.00

Total Request

\$1,567,134

Gen Fund \$ 1,393,772



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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 \$1,567,134, an increase of \$143,923 from current funding levels. 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 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
 Result	% of County departments who rate business systems' services as good or excellent	N/A	95%	87.50%	95%
Result	% of days where core systems are operational (during normal business hours / excluding scheduled maintenance)	N/A	100%	99.93%	100%
Efficiency	% of projects where approved timelines are achieved	N/A	90%	Survey In-Progress	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



Enterprise Business Systems

Business Systems

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	33,446	(40,542)	22,000	2,000	5,000	(17,000)	-77.3%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	1,229,283	1,320,670	1,363,211	1,363,211	1,437,610	74,399	5.5%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	124,524	124,524	0.0%
Interfund Transfers	-	-	38,000	38,000	-	(38,000)	-100.0%
Operating Revenue	1,229,283	1,320,670	1,401,211	1,401,211	1,562,134	160,923	11.5%
Total Rev - Including Beginning Bal	1,262,729	1,280,128	1,423,211	1,403,211	1,567,134	143,923	10.1%
Personnel Services	737,380	739,418	829,396	799,500	954,316	124,920	15.1%
Materials & Services	383,564	395,335	453,359	458,255	444,835	(8,524)	-1.9%
Indirect Costs (Internal Dept Chgs)	124,040	132,619	126,112	126,112	152,722	26,610	21.1%
Cost Allocation Charges	-	-	14,344	14,344	15,261	917	0.0%
Capital Outlay	1,288	-	-	-	-	-	0%
Operating Expenditure	1,246,272	1,267,372	1,423,211	1,398,211	1,567,134	143,923	10.1%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0.0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	1,246,272	1,267,372	1,423,211	1,398,211	1,567,134	143,923	10.1%
General Fund Support (if applicable)	1,034,359	1,115,670	1,188,340	1,188,340	1,393,772	205,432	17.3%
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	6.00	6.00	6.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	4.00	6.00	5.00	6.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	1.00	0.00	1.00	0.00		

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.



Public and Government Affairs

Gary Schmidt, Director

**2051 Kaen Road
Oregon City, Oregon 97045
503-655-8751**

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



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.

Public and Government Affairs Department

Gary Schmidt - Director

FTE 21.00

Total Request \$ 5,118,136

General Fund Support \$ 63,793

Administration

Kellie Lute - Mgr

Total Request

\$1,176,657

Gen Fund \$0

Communications, Engagement & Advocacy

Tim Heider - Mgr

Amy Kyle - Mgr

Chris Lyons - Mgr

Total Request

\$3,941,479

Gen Fund \$ 63,793

Office of the Director

Kellie Lute - Mgr

FTE 5.0

Total Request

\$780,960

Gen Fund \$0

Communications & Engagement

Tim Heider - Mgr

Amy Kyle - Mgr

FTE 14.00

Total Request

\$3,057,576

Gen Fund \$ 63,793

Public, Educational & Government Access Channels

Kellie Lute - Mgr

FTE 0.0

Total Request

\$395,697

Gen Fund \$0

Government Affairs

Chris Lyons - Mgr

FTE 2.0

Total Request

\$883,903

Gen Fund \$0



Public and Government Affairs

Department Budget Summary by Fund

<i>Line of Business</i>	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18
<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	780,960				780,960	
Public, Educational and Government Access Channels	0.00	395,697				395,697	
Communications, Engagement & Advocacy						-	
Communications & Engagement	14.00	3,057,576				3,057,576	63,793
Government Affairs	2.00	883,903				883,903	
						-	
TOTAL	21.00	5,118,136	0	0	0	5,118,136	63,793
FY 16/17 Budget	21.00	5,526,034				5,526,034	-533,486
\$ Increase (Decrease)	0	-407,898				-407,898	597,279
% Increase (Decrease)	0.00%	-7.38%				-7.38%	-111.96%

** 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

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.

Public and Government Affairs Department

Gary Schmidt - Director

FTE 21.00

Total Request \$ 5,118,136

General Fund Support \$ 63,793

Administration

Kellie Lute - Mgr

Total Request

\$1,176,657

Gen Fund \$0

Office of the Director

Kellie Lute - Mgr

FTE 5.0

Total Request

\$780,960

Gen Fund \$0

Public, Educational & Government Access Channels

Kellie Lute - Mgr

FTE 0.0

Total Request

\$395,697

Gen Fund \$0





Administration Line of Business

Office of the Director Program

Performance Narrative Statement

The Office of Director Program proposes a budget of \$780,960, 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 Target	FY 16-17 Actual 12/31/16	FY 16-17 Expected Performance	FY 17-18 Target
 Result	% of employees receive annual performance evaluations	90%	55%	100%	90%
 Result	% of departments rate PGA services as good or excellent ¹	85%	N/A ¹	85%	85%

¹Annual survey to measure result will be sent to department directors in late spring

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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	765,011	765,011	780,960	15,949	2.1%
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%
Operating Revenue	-	-	765,011	765,011	780,960	15,949	2.1%
Total Rev - Including Beginning Bal	-	-	765,011	765,011	780,960	15,949	2.1%
Personnel Services	-	-	675,085	511,093	701,207	26,122	3.9%
Materials & Services	-	-	39,749	39,749	37,605	(2,144)	-5.4%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	50,177	50,177	42,148	(8,029)	-16.0%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	765,011	601,019	780,960	15,949	2.1%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	765,011	601,019	780,960	15,949	2.1%
General Fund Support (if applicable)	0	0	0	0	0	-	0%
Full Time Equiv Pos (FTE) Budgeted		0.00	5.00	5.00	5.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	0.00	0.00	0.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

In October 2016, Franchise Fee revenue collected from cable franchise agreements was transferred from the County General Fund to PGA. This substantial accounting change has made it much more efficient to implement PGA's MFR budget. The transfer also significantly reduced PGA's request for General Funds. Moving forward, the unspent Franchise Fee balance will return to the General Fund at the end of each fiscal year.




Administration Line of Business

Public, Educational & Government (PEG) Access Channels Program

Performance Narrative Statement

The Public, Educational & Government (PEG) Access Channels Program proposes a budget of \$395,697, 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 Target	FY 16-17 Actual 12/31/16	FY 16-17 Expected Performance	FY 17-18 Target
 Result	% of PEG access centers rate PGA's customer service as timely, responsive and effective ¹	N/A ¹	N/A ¹	90%	90%

¹Annual survey to measure result will be sent to PEG access centers in late spring

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 provided from the customers of cable providers in unincorporated Clackamas County. 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 six 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, Oregon City School District and West Linn-Wilsonville 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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	63,132	63,132	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	325,000	325,000	332,565	7,565	2.3%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	325	-	-	(325)	-100.0%
Interfund Transfers	-	-	147,807	147,807	-	(147,807)	-100.0%
Operating Revenue	-	-	473,132	472,807	332,565	(140,567)	-29.7%
Total Rev - Including Beginning Bal	-	-	473,132	472,807	395,697	(77,435)	-16.4%
Personnel Services	-	-	-	-	-	-	0%
Materials & Services	-	-	345,000	345,000	332,565	(12,435)	-3.6%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	-	-	65,000	65,000	-	(65,000)	-100.0%
Operating Expenditure	-	-	410,000	410,000	332,565	(77,435)	-18.9%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	63,132	-	63,132	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	473,132	410,000	395,697	(77,435)	-16.4%
General Fund Support (if applicable)	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

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 were not spent in FY 16-17 and have been carried over to FY 17-18.



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 21.00

Total Request \$ 5,118,136

General Fund Support \$ 63,793

Communications, Engagement & Advocacy

Tim Heider - Mgr

Amy Kyle - Mgr

Chris Lyons - Mgr

Total Request

\$3,941,479

Gen Fund \$ 63,793

Communications & Engagement

Tim Heider - Mgr

Amy Kyle - Mgr

FTE 14.00

Total Request

\$3,057,576

Gen Fund \$ 63,793

Government Affairs

Chris Lyons - Mgr

FTE 2.0

Total Request

\$883,903

Gen Fund \$0



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CLACKAMAS
C O U N T Y



Communications, Engagement & Advocacy Line of Business






Communications & Engagement Program

Performance Narrative Statement

The Communications & Engagement Program proposes a budget of \$3,057,576, 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.

One FTE transferred from Technology Services to PGA to coordinate and publish county web content. The county website has over 10,000 pieces of content, and the addition of this FTE will further improve the county's web content and experience for the public and supports PGA's role as content and design lead for web-based department pages and the county website.

Key Performance Measures

		FY 16-17 Target	FY 16-17 Actual 12/31/16	FY 16-17 Expected Performance	FY 17-18 Target
 Result	% of residents surveyed report that they are engaged with county government ¹	50%	N/A ¹	50%	60%
 Result	% of residents surveyed report that they are aware of services provided by the county ¹	60%	N/A ¹	60%	60%
 Result	% increase in social media followers (e.g., Facebook and Twitter)	50%	28%	60%	50%
 Result	% of press releases result in external coverage	50%	42%	50%	50%
 Output	# videos requested and provided	125	111	135	125

¹Annual surveys to measure results will be sent to residents in late spring

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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	884,523	884,523	814,543	(69,980)	-7.9%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	1,342,609	1,281,486	1,541,850	199,241	14.8%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	608,455	608,295	637,390	28,935	4.8%
Interfund Transfers	-	-	195,720	195,720	-	(195,720)	-100.0%
Operating Revenue	-	-	3,031,307	2,970,024	2,993,783	(37,524)	-1.2%
Total Rev - Including Beginning Bal	-	-	3,031,307	2,970,024	2,993,783	(37,524)	-1.2%
Personnel Services	-	-	1,647,767	1,638,980	1,907,288	259,521	15.7%
Materials & Services	-	-	916,027	778,678	871,417	(44,610)	-4.9%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	115,222	115,222	134,871	19,649	17.1%
Capital Outlay	-	-	115,000	115,000	144,000	29,000	25.2%
Operating Expenditure	-	-	2,794,016	2,647,880	3,057,576	263,560	9.4%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	237,291	-	-	(237,291)	-100.0%
Total Exp - Including Special Categories	-	-	3,031,307	2,647,880	3,057,576	26,269	0.9%
General Fund Support (if applicable)	0	0	0	0	63,793	63,793	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	14.00	14.00	14.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	14.00	13.00	14.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	1.00	0.00		

Significant Issues and Changes



Communications, Engagement & Advocacy Line of Business

Government Affairs Program

Performance Narrative Statement

The Government Affairs Program proposes a budget of \$883,903, 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 Target	FY 16-17 Actual 12/31/16	FY 16-17 Expected Performance	FY 17-18 Target
 Result	% of state legislative goals achieved or on target ¹	70%	N/A ¹	70%	70%
 Result	% of federal legislative goals achieved or on target ¹	50%	N/A ¹	50%	50%

¹Results will be determined at the end of the 2017 Oregon Legislative Session and the 2017 Congressional Session

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:** In 2016, the Oregon State Legislature awarded \$500,000 to Clackamas County for the Willamette Falls Locks. This funding is earmarked for repairs of the Locks and an economic benefits study.



Communications, Engagement & Advocacy Line of Business

Government Affairs Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	6,500	6,500	500,000	493,500	7592.3%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	354,557	354,557	383,903	29,346	8.3%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	500,000	-	-	(500,000)	-100.0%
Local Grants & Revenues	-	-	52,000	26,000	-	(52,000)	-100.0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	906,557	380,557	383,903	(522,654)	-57.7%
Total Rev - Including Beginning Bal	-	-	913,057	387,057	883,903	(29,154)	-3.2%
Personnel Services	-	-	279,155	216,327	303,630	24,475	8.8%
Materials & Services	-	-	113,459	87,459	63,414	(50,045)	-44.1%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	20,443	20,443	16,859	(3,584)	-17.5%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	413,057	324,229	383,903	(29,154)	-7.1%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	500,000	-	500,000	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	913,057	324,229	883,903	(29,154)	-3.2%
General Fund Support (if applicable)	0	0	0	0	0	-	0%
Full Time Equiv Pos (FTE) Budgeted	0.00	0.00	2.00	2.00	2.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.00	0.00	2.00	2.00	2.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00	0.00	0.00	0.00		

Significant Issues and Changes

Under Revenue, State Grants and Revenues, \$500,000 for the Willamette Falls Locks. This funding is earmarked for repairs of the Locks and an economic benefits study, per the Oregon State Legislature in 2016.



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/>



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.

Health, Housing and Human Services Department

Richard Swift - Director

Jill Smith - Deputy Director

FTE 495.76

Total Request \$ 126,693,317

General Fund Support \$ 9,273,426

Administration Richard Swift - Department Director Total Request \$2,259,209 Gen Fund \$ 613,522	Behavioral Health Division Mary Rumbaugh - Division Director Total Request \$27,283,728 Gen Fund \$ 974,482	Children, Youth & Families Rod Cook - Division Director Total Request \$5,332,121 Gen Fund \$ 1,278,438	Community Solutions Maureen Thompson - Division Director Total Request \$5,024,113 Gen Fund \$ 966,946	Health Centers Deborah Cockrell - Division Director Total Request \$45,312,418 Gen Fund \$ 543,188
Director's Office FTE 8.0 Total Request \$2,259,209 Gen Fund \$ 613,522	Safety Net Services FTE 34.54 Total Request \$6,338,383 Gen Fund \$ 824,482	Children, Youth & Families FTE 8.75 Total Request \$5,332,121 Gen Fund \$ 1,278,438	Weatherization FTE 12.0 Total Request \$2,534,290 Gen Fund \$ -	Primary Care FTE 96.12 Total Request \$20,656,981 Gen Fund \$ 246,526
	Behavioral Health System of Care FTE 24.0 Total Request \$15,778,607 Gen Fund \$ -		Workforce FTE 18.0 Total Request \$2,489,823 Gen Fund \$ 966,946	Dental FTE 22.63 Total Request \$5,240,409 Gen Fund \$ 58,049
	Prevention and Stigma Reduction FTE 2.0 Total Request \$671,891 Gen Fund \$ -			Behavioral Health Clinics FTE 93.04 Total Request \$19,415,028 Gen Fund \$ 238,613
	Peer Delivered FTE 1.0 Total Request \$2,189,387 Gen Fund \$ -			
	Administration FTE 13.5 Total Request \$2,305,460 Gen Fund \$ 150,000			



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.

Health, Housing and Human Services Department

Richard Swift - Director
Jill Smith - Deputy Director
FTE 495.76

Total Request \$ 126,693,317

General Fund Support \$ 9,273,426

Housing & Community Development

Chuck Robbins -
Division Director
Total Request
\$7,113,283

Gen Fund \$ 49,640

Public Health Division

Dawn Emerick -
Division Director
Total Request
\$9,577,072

Gen Fund \$ 2,061,958

Social Services Division

Brenda Durbin -
Division Director
Total Request
\$24,791,373

Gen Fund \$ 2,785,252

Housing & Community Development

FTE 9.5
Total Request
\$7,113,283

Gen Fund \$ 49,640

Administration

FTE 7.0
Total Request
\$891,407

Gen Fund \$ 343,053

Center for Public Health Advancement

FTE 5.3
Total Request
\$2,084,423

Gen Fund \$ 432,221

Administration

FTE 13.0
Total Request
\$3,353,330

Gen Fund \$ 505,756

Housing Support

FTE 13.3
Total Request
\$3,871,872

Gen Fund \$ 1,032,004

Environmental Health

FTE 9.2
Total Request
\$1,392,876

Gen Fund \$ -

Infectious Disease Control and Prevention

FTE 5.7
Total Request
\$999,928

Gen Fund \$ 253,518

Developmental Disabilities

FTE 45.5
Total Request
\$6,465,826

Gen Fund \$ 30,000

Oregon Project Independence

FTE 2.5
Total Request
\$633,165

Gen Fund \$ 106,085

Healthy, Clean, and Safe Places

FTE 5.2
Total Request
\$895,720

Gen Fund \$ 155,500

Vital Statistics

FTE 2.35
Total Request
\$296,364

Gen Fund \$ -

Volunteer Connection

FTE 9.45
Total Request
\$2,118,242

Gen Fund \$ 305,833

Aging and Disability Resource Connection

FTE 5
Total Request
\$2,525,772

Gen Fund \$ 328,211

Access to Care

FTE 17.95
Total Request
\$3,016,354

Gen Fund \$ 877,666

Veterans Services

FTE 4.2
Total Request
\$663,092

Gen Fund \$ 477,363

Energy Assistance

FTE 7
Total Request
\$5,160,074

Gen Fund \$ -



Health, Housing and Human Services Department

Department Budget Summary by Fund

Division	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18	FY 17/18
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	2,259,209								2,259,209	613,522
Behavioral Health											
Safety Net Services	34.54		6,338,383							6,338,383	824,482
System of Care	24.00		15,778,607							15,778,607	-
Prevention and Stigma Reduction	2.00		671,891							671,891	-
Peer Delivered	1.00		2,189,387							2,189,387	-
Administration	13.50		2,305,460							2,305,460	150,000
Children, Youth & Families											
Children, Youth & Families	8.75			5,332,121						5,332,121	1,278,438
Community Solutions											
Weatherization	12.00				2,534,290					2,534,290	-
Workforce	18.00				2,489,823					2,489,823	966,946
Health Centers											
Primary Care	96.12					20,656,981				20,656,981	246,526
Dental	22.63					5,240,409				5,240,409	58,049
Behavioral Health Clinics	93.04					19,415,028				19,415,028	238,613
Housing & Community Development											
Housing & Community Development	9.53						7,113,283			7,113,283	49,640
Public Health											
Administration	7.00							891,407		891,407	343,053
Environmental Health	9.20							1,392,876		1,392,876	-
Healthy, Clean and Safe Places	5.20							895,720		895,720	155,500
Access to Care	17.95							3,016,354		3,016,354	877,666
Center for Public Health Advancement	5.30							2,084,423		2,084,423	432,221
Infectious Disease Control and Prevention	5.70							999,928		999,928	253,518
Vital Statistics	2.35							296,364		296,364	-
Social Services											
Administration	13.00								3,353,330	3,353,330	505,756
Developmental Disabilities	45.50								6,465,826	6,465,826	30,000
Volunteer Connection	9.45								2,118,242	2,118,242	305,833
Veterans Service	4.20								663,092	663,092	477,363
Housing Support	13.30								3,871,872	3,871,872	1,032,004
Oregon Project Independence	2.50								633,165	633,165	106,085
Aging and Disability Resource Connection	5.00								2,525,772	2,525,772	328,211
Energy Assistance	7.00								5,160,074	5,160,074	-
TOTAL	495.76	2,259,209	27,283,728	5,332,121	5,024,113	45,312,418	7,113,283	9,577,072	24,791,373	126,693,317	9,273,426
FY 16/17 Budget	511.36	2,301,948	30,887,371	8,160,573	4,963,554	45,921,044	7,138,174	9,892,144	26,925,348	136,190,156	9,045,370
\$ Increase (Decrease)	-15.60	-42,739	-3,603,643	-2,828,452	60,559	-608,626	-24,891	-315,072	-2,133,975	-9,496,839	228,056
% Increase (Decrease)	-3.05%	-1.86%	-11.67%	-34.66%	1.22%	-1.33%	-0.35%	-3.19%	-7.93%	-6.97%	2.52%

** 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

Line of Business 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 495.76
Total Request \$ 126,693,317
General Fund Support \$ 9,273,426

Administration

Richard Swift - Department
Director
Total Request
\$2,259,209
Gen Fund \$ 613,522

Director's Office

FTE 8.0
Total Request
\$2,259,209
Gen Fund \$ 613,522



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Performance Narrative 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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	Percentage of Performance Clackamas strategic results that are met by H3S divisions				70%
RESULT	By 2019, 90% of H3S Employee Satisfaction Surveys will indicate that employees are showing each other respect and support.			85.3%	88%
RESULT	BY 2020, 90% of H3S Employee Satisfaction Surveys will indicate that employees are kept informed about issues that affect their job.	76.8%		72.8%	82%

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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	235,635	658,011	961,947	961,947	733,591	(228,356)	-23.7%
Prior Year Revenue	-	-	-	-	-	-	0%
Charges for Services	903,375	840,181	743,508	793,610	912,096	168,588	22.7%
Miscellaneous Revenue	776	9,407	-	2,879	-	-	0%
I/F Transfer from General Fund	579,439	539,950	596,493	596,493	613,522	17,029	2.9%
Operating Revenue	1,483,590	1,389,538	1,340,001	1,392,982	1,525,618	185,617	13.9%
Total Rev - Including Beginning Bal	1,719,225	2,047,549	2,301,948	2,354,929	2,259,209	(42,739)	-1.9%
Personnel Services	763,602	671,772	1,080,648	977,508	1,236,567	155,919	14.4%
Materials & Services	187,546	289,118	871,868	264,398	510,560	(361,308)	-41.4%
Indirect Costs (Internal Dept Chgs)	33,000	47,392	-	293,886	399,161	399,161	0%
Cost Allocation Charges	77,066	77,320	85,546	85,546	82,921	(2,625)	-3.1%
Operating Expenditure	1,061,214	1,085,602	2,038,062	1,621,338	2,229,209	191,147	9.4%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	233,886	-	-	(233,886)	-100.0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	30,000	-	30,000	-	0%
Total Exp - Including Special Categories	1,061,214	1,085,602	2,301,948	1,621,338	2,259,209	(42,739)	-1.9%
General Fund Support (if applicable)	579,439	539,950	596,493	596,493	613,522	17,029	2.9%
Full Time Equiv Pos (FTE) Budgeted	6.00	8.00	8.00	8.00	8.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	6.00	8.00	8.00	8.00	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	2.00	-	-	-	-	0%

Significant Issues and Changes



Behavioral Health Division

Line of Business 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 495.76

Total Request \$ 126,693,317

General Fund Support \$ 9,273,426

Behavioral Health Division

Mary Rumbaugh -

Division Director

Total Request

\$27,283,728

Gen Fund \$ 974,482

Safety Net Services

FTE 34.54

Total Request

\$6,338,383

Gen Fund \$ 824,482

Behavioral Health System of Care

FTE 24

Total Request

\$15,778,607

Gen Fund \$ -

Prevention and Stigma Reduction

FTE 2

Total Request

\$671,891

Gen Fund \$ -

Peer Delivered

FTE 1

Total Request

\$2,189,387

Gen Fund \$ -

Administration

FTE 13.5

Total Request

\$2,305,460

Gen Fund \$ 150,000



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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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	Less than 30% of safety net clients get re-arrested in Clackamas County within 90 days or less.		30%	21%	30%
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



Behavioral Health Division

Safety Net Services Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	606,705	143,058	315,816	315,816	542,624	226,808	71.8%
Prior Year Revenue	-	(195,631)	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	309,525	40,000	-	-	-	-	0%
State Grants & Revenues	2,669,189	3,711,323	3,634,556	3,333,892	4,250,091	615,535	16.9%
Local Grants & Revenues	227,899	344,937	293,553	293,553	430,274	136,721	46.6%
Charges for Service	343,555	222,143	206,139	222,659	239,252	33,113	16.1%
Fines & Penalties	1,907	7,117	-	-	-	-	0%
Other Revenues	1,996	2,943	2,000	1,499	1,660	(340)	-17.0%
Interfund Transfers	254,886	368,458	823,389	823,389	874,482	51,093	6.2%
Operating Revenue	3,808,957	4,501,290	4,959,637	4,674,992	5,795,759	836,122	16.9%
Total Rev - Including Beginning Bal	4,415,662	4,644,348	5,275,453	4,990,808	6,338,383	1,062,930	20.1%
Personnel Services	3,117,937	3,274,157	3,749,619	3,658,870	4,179,817	430,198	11.5%
Materials & Services	810,995	815,981	1,255,110	615,918	1,017,199	(237,911)	-19.0%
Indirect Costs (Internal Dept Chgs)	351,321	314,002	454,718	286,132	574,645	119,927	26.4%
Cost Allocation Charges	319,143	372,667	367,578	422,180	420,608	53,030	14.4%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	4,599,396	4,776,807	5,827,025	4,983,100	6,192,269	365,244	6.3%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	47,194	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	146,114	146,114	0%
Total Exp - Including Special Categories	4,646,590	4,776,807	5,827,025	4,983,100	6,338,383	511,358	8.8%
General Fund Support (if applicable)	254,886	368,458	773,389	773,389	824,482	51,093	6.6%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	34.54	34.54	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	34.54		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

Significant Issues and Changes



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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	By 2022, 95% of all residents seeking Behavioral Health services will receive a response within one business day of expressing need.			new measure	65%

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



Behavioral Health Division

Behavioral Health System of Care Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,139,192	5,264,187	1,950,379	1,750,378	2,157,211	206,832	10.6%
Prior Year Revenue	-	1,408,771	2,440,357	2,649,561	-	(2,440,357)	-100.0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	559,200	-	726,050	774,666	534,321	(191,729)	-26.4%
State Grants & Revenues	28,921,833	21,463,177	13,765,968	11,777,829	12,929,649	(836,319)	-6.1%
Local Grants & Revenues	93,324	-	-	-	39,177	39,177	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	715,127	31,768	12,000	121,174	118,249	106,249	885.4%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	30,289,484	22,903,716	16,944,375	15,323,230	13,621,396	(3,322,979)	-19.6%
Total Rev - Including Beginning Bal	31,428,676	28,167,903	18,894,754	17,073,608	15,778,607	(3,116,147)	-16.5%
Personnel Services	2,159,414	2,268,446	2,922,654	2,114,604	2,779,208	(143,446)	-4.9%
Materials & Services	23,528,013	23,208,322	13,015,680	11,799,464	9,668,143	(3,347,537)	-25.7%
Indirect Costs (Internal Dept Chgs)	244,177	216,762	397,228	187,606	415,626	18,398	4.6%
Cost Allocation Charges	218,326	264,320	330,985	279,809	312,885	(18,100)	-5.5%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	26,149,930	25,957,850	16,666,547	14,381,483	13,175,862	(3,490,685)	-20.9%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	259,573	300,000	-	265,177	(34,823)	-11.6%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	1,236,419	-	2,337,568	1,101,149	89.1%
Total Exp - Including Special Categories	26,149,930	26,217,423	18,202,966	14,381,483	15,778,607	(2,424,359)	-13.3%
General Fund Support (if applicable)	0	0	0	0	0	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	24.00	24.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	24.00	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 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

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 Prevention program is partially funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement



Behavioral Health Division

Prevention and Stigma Reduction Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	2,817	2,817	0%
Prior Year Revenue	106,293	144,143	297,362	297,362	-	(297,362)	-100.0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	34,340	34,455	31,584	-	(34,455)	-100.0%
State Grants & Revenues	88,138	225,107	400,212	335,700	644,074	243,862	60.9%
Local Grants & Revenues	-	37,547	51,742	51,742	25,000	(26,742)	-51.7%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	6,700	-	75	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	194,431	447,837	783,771	716,463	669,074	(114,697)	-14.6%
Total Rev - Including Beginning Bal	194,431	447,837	783,771	716,463	671,891	(111,880)	-14.3%
Personnel Services	79,551	202,468	296,463	313,965	303,973	7,510	2.5%
Materials & Services	76,861	181,432	424,336	337,204	302,682	(121,654)	-28.7%
Indirect Costs (Internal Dept Chgs)	7,891	20,430	38,902	24,355	37,460	(1,442)	-3.7%
Cost Allocation Charges	9,381	16,277	24,070	38,121	27,776	3,706	15.4%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	173,684	420,607	783,771	713,645	671,891	(111,880)	-14.3%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	173,684	420,607	783,771	713,645	671,891	(111,880)	-14.3%
General Fund Support (if applicable)	0	0	0	0	0	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	2	2	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	2	-	-
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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	% of customers who achieve their recovery goals.	43%	45%	46%	48%

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 Peer program is partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement



Peer Delivered Services Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	61,415	-	-	278,930	278,930	0%
Prior Year Revenue	-	88,045	457,178	802,717	-	(457,178)	-100.0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	280,839	291,283	831,386	1,089,034	702,341	(129,045)	-15.5%
State Grants & Revenues	860,548	1,038,969	660,439	706,520	1,184,796	524,357	79.4%
Local Grants & Revenues	23,320	5,830	23,320	23,320	23,320	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	60,000	-	-	-	-	0%
Interfund Transfers	-	-	25,000	25,000	-	(25,000)	-100.0%
Operating Revenue	1,164,707	1,484,127	1,997,323	2,646,592	1,910,457	(86,866)	-4.3%
Total Rev - Including Beginning Bal	1,164,707	1,545,542	1,997,323	2,646,592	2,189,387	192,064	9.6%
Personnel Services	100,136	101,870	107,448	104,532	112,991	5,543	5.2%
Materials & Services	980,108	955,148	1,298,937	1,541,066	779,276	(519,661)	-40.0%
Indirect Costs (Internal Dept Chgs)	11,323	9,770	-	-	16,952	16,952	0%
Cost Allocation Charges	11,725	13,540	12,037	12,630	12,511	474	3.9%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	1,103,292	1,080,328	1,418,422	1,658,228	921,730	(496,692)	-35.0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	465,214	578,901	709,434	960,045	381,144	65.8%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	307,612	307,612	0%
Total Exp - Including Special Categories	1,103,292	1,545,542	1,997,323	2,367,662	2,189,387	192,064	9.6%
General Fund Support (if applicable)	0	0	25,000	25,000	0	(25,000)	-100.0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	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



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, and personnel support services 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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	% of contracts (new and renewal) processed within 45 days of request.	32%	50%	50%	65%
RESULT	% of vouchers/invoices processed within 30 days.	75%	85%	100%	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 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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	154,438	388,014	-	200,000	50,914	50,914	0%
Prior Year Revenue	-	-	914,283	-	-	(914,283)	-100.0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	612,948	462,910	-	(612,948)	-100.0%
State Grants & Revenues	249,181	300,000	1,285,109	1,167,250	964,282	(320,827)	-25.0%
Local Grants & Revenues	128,622	26,421	85,000	85,000	93,411	8,411	9.9%
Charges for Service	537,002	537,517	888,730	447,303	1,046,853	158,123	17.8%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	44,099	54	-	-	-	-	0%
Interfund Transfers	600,000	500,000	150,000	150,000	150,000	-	0%
Operating Revenue	1,558,904	1,363,992	3,936,070	2,312,463	2,254,546	(1,681,524)	-42.7%
Total Rev - Including Beginning Bal	1,713,342	1,752,006	3,936,070	2,512,463	2,305,460	(1,630,610)	-41.4%
Personnel Services	927,436	1,160,461	1,447,512	1,085,989	1,595,052	147,540	10.2%
Materials & Services	275,757	312,466	2,032,949	1,199,853	401,531	(1,631,418)	-80.2%
Indirect Costs (Internal Dept Chgs)	4,507	54,132	105,859	46,330	134,743	28,884	27.3%
Cost Allocation Charges	117,638	119,818	144,426	129,376	174,134	29,708	20.6%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	1,325,338	1,646,877	3,730,746	2,461,548	2,305,460	(1,425,286)	-38.2%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	345,540	-	-	(345,540)	-100.0%
Total Exp - Including Special Categories	1,325,338	1,646,877	4,076,286	2,461,548	2,305,460	(1,770,826)	-43.4%
General Fund Support (if applicable)	600,000	500,000	150,000	150,000	150,000	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	13.50	13.50	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	13.50		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

Significant Issues and Changes



Children, Youth & Families Division

Line of Business Purpose Statement

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.

Health, Housing and Human Services Department

Richard Swift - Director
Jill Smith - Deputy Director
FTE 495.76

Total Request \$ 126,693,317

General Fund Support \$ 9,273,426

Children, Youth & Families

Rod Cook -
Division Director
Total Request

\$5,332,121

Gen Fund \$ 1,278,438

Children, Youth & Families

FTE 8.75
Total Request
\$5,332,121

Gen Fund \$ 1,278,438



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Children, Youth & Families Division

Children, Youth & Families

Performance Narrative Statement

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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	Increase in % of families that are healthy, stable & attached		70%	75%	80%
RESULT	% of clients with a domestic violence safety plan		80%	85%	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

Department of Education (DOE) October 1st, 2017 to September 30th 2018 & General Fund



Children, Youth & Families Division

Children, Youth & Families

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	191,513	(44,042)	143,414	143,414	92,979	(50,435)	-35.2%
Prior Year Revenue	198,940	973,151	498,596	118,650	-	(498,596)	-100.0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	719,025	586,229	1,010,834	335,040	216,700	(794,134)	-78.6%
State Grants & Revenues	1,616,766	1,758,463	4,630,407	5,100,263	3,048,898	(1,581,509)	-34.2%
Local Grants & Revenues	71,693	153,589	136,247	138,964	146,000	9,753	7.2%
Charges for Service	131,830	114,389	426,614	423,521	359,375	(67,239)	-15.8%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	33,618	64,029	-	570	570	570	0%
Interfund Transfers	1,278,140	1,373,999	1,314,461	1,314,461	1,467,599	153,138	11.7%
Operating Revenue	4,050,012	5,023,849	8,017,159	7,431,469	5,239,142	(2,778,017)	-34.7%
Total Rev - Including Beginning Bal	4,241,525	4,979,807	8,160,573	7,574,883	5,332,121	(2,828,452)	-34.7%
Personnel Services	927,437	1,038,781	1,426,174	1,386,163	1,228,733	(197,441)	-13.8%
Materials & Services	3,136,596	2,459,128	3,595,493	3,217,446	2,032,107	(1,563,386)	-43.5%
Special Payments	-	1,080,883	2,968,264	2,706,270	1,766,320	(1,201,944)	-40.5%
Indirect Costs (Internal Dept Chgs)	14,462	16,261	14,000	14,000	15,000	1,000	7.1%
Cost Allocation Charges	207,072	220,622	156,642	158,025	289,961	133,319	85.1%
Capital Outlay	-	20,717	-	-	-	-	0%
Operating Expenditure	4,285,567	4,836,392	8,160,573	7,481,904	5,332,121	(2,828,452)	-34.7%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	4,285,567	4,836,392	8,160,573	7,481,904	5,332,121	(2,828,452)	-34.7%
General Fund Support (if applicable)	1,190,243	1,326,607	1,276,663	1,276,663	1,278,438	1,775	0.1%
Full Time Equiv Pos (FTE) Budgeted	9.50	10.75	8.75	8.75	8.75	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	7.50	8.00	8.75	8.75	8.75		
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	2.75	0.00	0.00	0.00		

Significant Issues and Changes

The FY17-18 budget reflects a significant decrease in federal and state grant revenue. Two major expiring federal Department of Justice grants contribute to a reduction of federal revenue of \$794,134 and a reduction in state revenue of (\$966,993) due to the expiring Department of Human Services grant on 06/30/17.



Community Solutions Division

Line of Business Purpose Statement

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.

Health, Housing and Human Services Department

Richard Swift - Director
Jill Smith - Deputy Director
FTE 495.76

Total Request \$ 126,693,317

General Fund Support \$ 9,273,426

Community Solutions

Maureen Thompson -
Division Director
Total Request
\$5,024,113

Gen Fund \$ 966,946

Weatherization

FTE 12.0
Total Request
\$2,534,290

Gen Fund \$ -

Workforce

FTE 18.0
Total Request
\$2,489,823

Gen Fund \$ 966,946



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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 FY17-18 is \$2,534,290. During FY15-16, 995 County residents received energy education services. Customer feedback during calendar year 2016 gave the program a 98% for Satisfaction with Service and 99% for Staff Interaction.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	Decreased energy costs by an average of 12% or more	N/A	12%	20%	12%

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 Funds:

Bonneville Power Administration (BPA) - October 1st, 2017 to September 30th, 2018 (No Match Requirement)

Department of Energy (DOE) - July 1st, 2017 to June 30th, 2018 (No Match Requirement)

Energy Conservation Helping Oregonians (ECHO) - July 1st, 2017 to June 30th, 2018 (No Match Requirement)

Low-Income Home Energy Assistance Program (LIHEAP) - October 1st, 2017 to December 31, 2018 (No Match Requirement)

Community Development Block Grant (CDBG) - July 1st, 2017 to June 30th, 2018 (No Match Requirement)



Community Solutions Division

Weatherization Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	252,163	279,673	349,150	349,150	391,999	42,849	12.3%
Prior Year Revenue	-	-	-	448	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	549,016	568,363	537,251	450,808	537,003	(248)	0.0%
State Grants & Revenues	748,802	1,205,267	1,664,348	1,431,919	1,407,782	(256,566)	-15.4%
Local Grants & Revenues	80,511	163,898	50,000	167,590	82,506	32,506	65.0%
Charges for Service	170,436	246,411	113,500	130,250	115,000	1,500	1.3%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	982	-	1,297	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	1,548,765	2,184,921	2,365,099	2,182,312	2,142,291	(222,808)	-9.4%
Total Rev - Including Beginning Bal	1,800,928	2,464,594	2,714,249	2,531,462	2,534,290	(179,959)	-6.6%
Personnel Services	743,212	884,289	1,153,077	952,709	1,127,478	(25,599)	-2.2%
Materials & Services	674,494	1,125,214	1,444,896	1,094,971	1,406,812	(38,084)	-2.6%
Indirect Costs (Internal Dept Chgs)	11,590	-	-	-	-	-	0%
Cost Allocation Charges	91,960	85,284	116,276	91,783	-	(116,276)	-100.0%
Capital Outlay	-	20,657	-	-	-	-	0%
Operating Expenditure	1,521,256	2,115,444	2,714,249	2,139,463	2,534,290	(179,959)	-6.6%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	1,521,256	2,115,444	2,714,249	2,139,463	2,534,290	(179,959)	-6.6%
General Fund Support (if applicable)	0	0	0	0	0	-	0%
Full Time Equiv Pos (FTE) Budgeted	10.00	10.00	13.00	13.00	12.00	-1.00	-7.7%
Full Time Equiv Pos (FTE) Filled at Yr End	8.00	9.00	13.00	10.00	12.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	1.00	0.00	3.00	0.00		

Significant Issues and Changes



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 budget for FY17-18 is \$2,489,823. During FY15-16, 436 participants obtained employment, including 22 participants in the Corrections Advancement program where the average hourly wage was \$19.22 and 23 participants in the Veterans Workforce program where the average hourly wage was \$15.80. Community Solutions earned \$30,000 in incentive money for meeting training/placement goals included in the State Dept of Human Services Self-Sufficiency contract. Customer feedback during calendar year 2016 gave the program a 97% for Satisfaction with Service and 98% for Staff Interaction.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	Number of jobseekers in County-funded programs who obtained employment out of the number who received services.	436 / 643 68%	60%	60%	60%
RESULT	Number of jobseekers in County-funded programs who retain employment for 90 days out of the number who obtained employment	N/A	N/A	65%	65%

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 Funds:

Community Development Block Grant (CDBG) - July 1st, 2017 to June 30th, 2018 (No Match Requirement)



Community Solutions Division

Workforce Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	79,886	197,815	186,429	186,429	172,072	(14,357)	-7.7%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	977,325	108,616	-	-	-	-	0%
State Grants & Revenues	955,528	968,406	848,799	714,767	1,109,805	261,006	30.8%
Local Grants & Revenues	142,102	-	-	-	-	-	0%
Charges for Service	-	204,668	248,000	248,000	178,000	(70,000)	-28.2%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	988	8,416	-	6,535	-	-	0%
Interfund Transfers	772,146	854,367	966,077	966,077	1,029,946	63,869	6.6%
Operating Revenue	2,848,089	2,144,473	2,062,876	1,935,379	2,317,751	254,875	12.4%
Total Rev - Including Beginning Bal	2,927,975	2,342,288	2,249,305	2,121,808	2,489,823	240,518	10.7%
Personnel Services	1,908,650	1,510,281	1,538,610	1,309,516	1,742,186	203,576	13.2%
Materials & Services	484,920	273,046	345,124	250,156	320,816	(24,308)	-7.0%
Indirect Costs (Internal Dept Chgs)	30,017	37,069	36,000	36,000	43,421	7,421	20.6%
Cost Allocation Charges	306,574	335,462	329,571	354,064	383,400	53,829	16.3%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	2,730,161	2,155,858	2,249,305	1,949,736	2,489,823	240,518	10.7%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	2,730,161	2,155,858	2,249,305	1,949,736	2,489,823	240,518	10.7%
General Fund Support (if applicable)	709,146	791,367	903,077	903,077	966,946	63,869	7.1%
Full Time Equiv Pos (FTE) Budgeted	25.00	19.50	18.50	18.50	18.00	-0.50	-2.7%
Full Time Equiv Pos (FTE) Filled at Yr End	24.00	16.50	18.50	13.00	18.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	3.00	0.00	5.50	0.00		

Significant Issues and Changes

The contract between Community Solutions and State Department of Human Services to administer Oregon Food Stamp Employment and Training (OFSET) services expired Sept, 30th, 2016 and was replaced by the Able Bodied Adults without Dependents (ABAWD) employment program. This new program increased the Community Solutions State revenue budget by approximately \$440,000.



Health Centers Division

Line of Business 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 495.76
Total Request \$ 126,693,317
General Fund Support \$ 9,273,426

Health Centers

Deborah Cockrell - Division
Director
FTE 211.79
Total Request
\$45,312,418

Gen Fund \$ 543,188

Primary Care

FTE 96.12
Total Request
\$20,656,981

Gen Fund \$ 246,526

Dental

FTE 22.63
Total Request
\$5,240,409

Gen Fund \$ 58,049

Behavioral Health Clinics

FTE 93.04
Total Request
\$19,415,028

Gen Fund \$ 238,613



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Health Centers Division

Primary Care Program

Performance Narrative Statement

The purpose of the Primary Care Program is to provide patient-centered health care services to vulnerable populations so they can experience improved health.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 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).	57%	60%	60%	63%

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

HRSA330-GY16: 05/01/2017-04/30/2018 = \$2,021,447 (Health Resources and Service Administration)

OSOW: 01/01/2017-12/31/2017 = \$282,763 (State of Oregon)

SBHC Operations: 07/1/2017-6/30/2018 = \$106,000 (State Pass thru funding from PHD)



Health Centers Division

Primary Care Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	2,117,475	3,808,849	6,012,107	6,012,107	5,849,126	(162,981)	-2.7%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	1,080,159	1,124,273	967,974	1,030,749	917,434	(50,540)	-5.2%
State Grants & Revenues	841,878	1,815,619	920,378	920,158	861,763	(58,615)	-6.4%
Local Grants & Revenues	1,612,928	1,262,417	950,232	871,859	722,801	(227,431)	-23.9%
Charges for Service	9,493,158	11,634,971	10,156,882	10,127,196	9,906,152	(250,730)	-2.5%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	24,531	434,773	13,641	58,098	12,587	(1,054)	-7.7%
Interfund Transfers	240,678	360,578	242,858	242,858	246,526	3,668	1.5%
Operating Revenue	13,293,332	16,632,631	13,251,965	13,250,918	12,667,263	(584,702)	-4.4%
Total Rev - Including Beginning Bal	15,410,807	20,441,480	19,264,072	19,263,025	18,516,389	(747,683)	-3.9%
Personnel Services	8,763,212	9,855,062	11,205,094	10,592,751	11,391,540	186,446	1.7%
Materials & Services	2,913,012	2,663,312	2,208,949	2,353,639	1,952,794	(256,155)	-11.6%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	1,314,643	1,348,423	1,432,251	1,432,251	1,373,521	(58,730)	-4.1%
Capital Outlay	-	13,306	302,644	320,454	90,000	(212,644)	-70.3%
Operating Expenditure	12,990,867	13,880,103	15,148,938	14,699,095	14,807,855	(341,083)	-2.3%
Debt Service	-	158,894	8,668	8,668	-	(8,668)	-100.0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	1,167,887	1,666,667	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	3,668,768	3,668,768	0%
Contingency	-	-	5,745,358	-	2,180,358	(3,565,000)	-62.1%
Total Exp - Including Special Categories	14,158,754	15,705,664	20,902,964	14,707,763	20,656,981	(245,983)	-1.2%
General Fund Support (if applicable)	240,678	310,118	242,858	242,858	246,526	3,668	1.5%
Full Time Equiv Pos (FTE) Budgeted	98.06	105.63	105.41	105.41	96.12	-9.29	-8.8%
Full Time Equiv Pos (FTE) Filled at Yr End	81.49	98.82	105.41	98.24	96.12		
Full Time Equiv Pos (FTE) Vacant at Yr End	16.57	6.81	0.00	7.17	0.00		

Significant Issues and Changes

Due to budget constraints filled and vacant positions were eliminated from FY 2017 - 2018. Additionally, provider FTE was reduced to match the actual amount worked.



Health Centers Division

Dental Program

Performance Narrative Statement

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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	% of patients who complete treatment plan within 12 months	Unknown	TBD	TBD	TBD

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

HRSA330-GY16: 05/01/2017-04/30/2018 = \$2,021,447 (Health Resources and Service Administration)



Health Centers Division

Dental Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	114,835	456,432	1,326,665	1,326,665	1,377,288	50,623	3.8%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	86,233	148,715	500,608	506,434	216,027	(284,581)	-56.8%
State Grants & Revenues	4,319	283,561	-	18,759	-	-	0%
Local Grants & Revenues	89,044	90,955	42,860	34,386	16,671	(26,189)	-61.1%
Charges for Service	2,825,696	2,920,012	2,985,978	2,917,581	2,891,101	(94,877)	-3.2%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	1,101	4,246	1,435	10,718	1,282	(153)	-10.7%
Interfund Transfers	32,404	30,838	53,591	53,591	58,049	4,458	8.3%
Operating Revenue	3,038,797	3,478,327	3,584,472	3,541,469	3,183,130	(401,342)	-11.2%
Total Rev - Including Beginning Bal	3,153,632	3,934,759	4,911,137	4,868,134	4,560,418	(350,719)	-7.1%
Personnel Services	1,421,740	1,776,877	2,766,437	2,678,832	2,898,814	132,377	4.8%
Materials & Services	717,427	691,725	816,579	674,850	642,618	(173,961)	-21.3%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	200,488	171,973	320,335	320,335	321,689	1,354	0.4%
Capital Outlay	-	25,352	62,932	62,932	-	(62,932)	-100.0%
Operating Expenditure	2,339,655	2,665,927	3,966,283	3,736,949	3,863,121	(103,162)	-2.6%
Debt Service	-	18,992	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	45,043	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	863,881	863,881	0%
Contingency	-	-	1,267,802	-	513,407	(754,395)	-59.5%
Total Exp - Including Special Categories	2,384,698	2,684,919	5,234,085	3,736,949	5,240,409	6,324	0.1%
General Fund Support (if applicable)	32,404	37,163	53,591	53,591	58,049	4,458	8.3%
Full Time Equiv Pos (FTE) Budgeted	12.07	21.20	19.93	19.93	22.63	2.70	13.5%
Full Time Equiv Pos (FTE) Filled at Yr End	12.07	17.68	19.93	18.74	22.63		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	3.52	0.00	1.19	0.00		

Significant Issues and Changes



Health Centers Division

Behavioral Health Clinic Program

Performance Narrative Statement

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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	% of clients attending three or more sessions will achieve at least one individual goal within 6 months	Unknown	TBD	TBD	TBD

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

SAMHSA: 07/01/2017-09/30/2017 = \$81,000 (Substance Abuse and Mental Health Services Administration)

HRSA330-GY16: 05/01/2017-04/30/2018 = \$2,021,447 (Health Resources and Service Administration)



Health Centers Division

Behavioral Health Clinic Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	642,643	3,221,489	5,607,790	5,607,790	5,661,379	53,589	1.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	757,948	1,153,082	1,490,629	1,161,525	968,986	(521,643)	-35.0%
State Grants & Revenues	30,725	104,201	-	-	-	-	0%
Local Grants & Revenues	63,085	689,897	296,885	237,045	158,528	(138,357)	-46.6%
Charges for Service	16,796,561	15,521,882	14,117,940	13,756,984	15,202,834	1,084,894	7.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	15,113	30,232	6,064	47,005	5,271	(793)	-13.1%
Interfund Transfers	230,498	215,173	226,527	226,527	238,613	12,086	5.3%
Operating Revenue	17,893,930	17,714,467	16,138,045	15,429,086	16,574,232	436,187	2.7%
Total Rev - Including Beginning Bal	18,536,573	20,935,956	21,745,835	21,036,876	22,235,611	489,776	2.3%
Personnel Services	8,682,132	9,458,450	10,880,551	10,298,679	11,165,487	284,936	2.6%
Materials & Services	2,868,204	3,225,435	1,670,986	1,651,030	1,102,560	(568,426)	-34.0%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	1,200,051	1,143,176	1,111,420	1,111,420	1,485,602	374,182	33.7%
Capital Outlay	-	15,469	266,014	278,357	-	(266,014)	-100.0%
Operating Expenditure	12,750,387	13,842,530	13,928,971	13,339,486	13,753,649	(175,322)	-1.3%
Debt Service	-	132,520	496,044	496,044	-	(496,044)	-100.0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	320,403	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	3,551,007	3,551,007	0%
Contingency	-	-	5,358,980	-	2,110,372	(3,248,608)	-60.6%
Total Exp - Including Special Categories	13,070,790	13,975,050	19,783,995	13,835,530	19,415,028	(368,967)	-1.9%
General Fund Support (if applicable)	230,498	259,308	226,527	226,527	238,613	12,086	5.3%
Full Time Equiv Pos (FTE) Budgeted	89.59	94.66	96.60	96.60	93.04	-3.56	-3.7%
Full Time Equiv Pos (FTE) Filled at Yr End	85.33	88.49	96.60	92.96	93.04		
Full Time Equiv Pos (FTE) Vacant at Yr End	4.26	6.17	0.00	3.64	0.00		

Significant Issues and Changes



Housing & Community Development Division

Line of Business Purpose Statement

The purpose of the Housing & Community Development Division is to provide supportive and houseless services, 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 495.76
Total Request \$ 126,693,317
General Fund Support \$ 9,273,426

Housing & Community Development

Chuck Robbins -
Division Director
Total Request
\$7,113,283

Gen Fund \$ 49,640

Housing & Community Development

FTE 9.53
Total Request
\$7,113,283

Gen Fund \$ 49,640



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Housing & Community Development Division

Housing & Community Development

Performance Narrative Statement

The purpose of the Housing & Community Development Division is to provide supportive and houseless services, 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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	% of houseless individuals served by Continuum of Care programs who move to or maintain stable housing	NA	NA	NA	45%
OUTPUT	# of new affordable units completed	0	50	60	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 Funding for these measures come from the U.S. Department of Housing and Urban Development. The new affordable housing units are primarily funded by the HOME Program with occasional funding provided by the Community Development Block Grant program. The Houseless Individuals measure is primarily funded by the Continuum of Care Program. Funds from this program are used to provided homeless assistance and permanent supportive housing to homeless individuals and families.



Housing & Community Development Division

Housing & Community Development

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	532,804	585,035	618,660	583,190	603,190	(15,470)	-2.5%
Prior Year Revenue	154,714	35,000	-	605,782	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	4,938,339	2,253,405	4,885,713	4,271,874	4,900,453	14,740	0.3%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	921,593	729,889	700,000	650,000	700,000	-	0%
Charges for Service	804,488	297,950	220,000	153,100	210,000	(10,000)	-4.5%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	606,306	840,987	565,000	533,060	550,000	(15,000)	-2.7%
Interfund Transfers	148,358	149,029	148,801	148,801	149,640	839	0.6%
Operating Revenue	7,573,798	4,306,260	6,519,514	6,362,617	6,510,093	(9,421)	-0.1%
Total Rev - Including Beginning Bal	8,106,602	4,891,295	7,138,174	6,945,807	7,113,283	(24,891)	-0.3%
Personnel Services	997,231	1,046,646	1,064,649	1,064,649	1,143,885	79,236	7.4%
Materials & Services	5,884,859	2,807,321	5,295,977	4,735,420	5,244,735	(51,242)	-1.0%
Indirect Costs (Internal Dept Chgs)	15,731	16,494	16,834	16,834	17,517	683	4.1%
Cost Allocation Charges	187,616	161,180	160,714	160,714	207,146	46,432	28.9%
Capital Outlay	436,130	106,650	200,000	100,000	100,000	(100,000)	-50.0%
Operating Expenditure	7,521,567	4,138,291	6,738,174	6,077,617	6,713,283	(24,891)	-0.4%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	169,813	400,000	265,000	400,000	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	7,521,567	4,308,104	7,138,174	6,342,617	7,113,283	(24,891)	-0.3%
General Fund Support (if applicable)	148,358	149,029	48,801	48,801	49,640	839	1.7%
Full Time Equiv Pos (FTE) Budgeted	9.80	9.53	9.53	9.53	9.53	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	9.00	9.53	9.53	9.53	9.53		
Full Time Equiv Pos (FTE) Vacant at Yr End	0.80	0.00	0.00	0.00	0.00		

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. While we saw modest increases in both the CDBG and HOME Programs in FY16, nationally, since 2010 the CDBG program has been reduced by 24% and the HOME program has been reduced by 50%. The current federal administration is proposing significant cuts to the HUD budget, focused around the elimination of both the CDBG and the HOME programs. Community Development has developed its 2017-18 budget with a projected 2% decrease in CDBG and a 5% decrease in HOME federal funding.



Public Health Division

Line of Business 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 prevention, and education services to residents and businesses so the public can appropriately 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 495.76
Total Request \$ 126,693,317
General Fund Support \$ 9,273,426

Public Health Division

Dawn Emerick -
Division Director
Total Request
\$9,577,072

Gen Fund \$ 2,061,958

Administration

FTE 7
Total Request
\$891,407

Gen Fund \$ 343,053

Center for Public Health Advancement

FTE 5.3
Total Request
\$2,084,423

Gen Fund \$ 432,221

Environmental Health

FTE 9.2
Total Request
\$1,392,876

Gen Fund \$ -

Infectious Disease Control and Prevention

FTE 5.7
Total Request
\$999,928

Gen Fund \$ 253,518

Healthy, Clean, and Safe Places

FTE 5.2
Total Request
\$895,720

Gen Fund \$ 155,500

Vital Statistics

FTE 2.35
Total Request
\$296,364

Gen Fund \$ -

Access to Care

FTE 17.95
Total Request
\$3,016,354

Gen Fund \$ 877,666



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Public Health Division

Administration Program

Performance Narrative Statement

The purpose of the Public Health Administration Program is to provide contract and grant coordination and compliance, budget control and fiscal management, and personnel recruitment, retention, and maintenance services to Public Health management and staff and other key internal and external stakeholders so they can experience continued and predictable funding to carry out Public Health initiatives.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	% of contracts (new and renewals) processed within 45 days from Contract Request Form receipt				85%
RESULT	% of all current staff members will receive an Individual Development Plan (IDP)				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



Public Health Division

Administration Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	25,324	-	-	(25,324)	-100.0%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	585,392	716,848	548,354	(37,038)	-6.3%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	1	-	-	0%
Interfund Transfers	-	-	-	-	343,053	343,053	0%
Operating Revenue	-	-	610,716	716,849	891,407	280,691	46.0%
Total Rev - Including Beginning Bal	-	-	610,716	716,849	891,407	280,691	46.0%
Personnel Services	-	-	504,152	624,913	847,013	342,861	68.0%
Materials & Services	-	-	97,125	82,145	44,394	(52,731)	-54.3%
Indirect Costs (Internal Dept Chgs)	-	-	9,439	9,790	-	(9,439)	-100.0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	610,716	716,848	891,407	280,691	46.0%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	610,716	716,848	891,407	280,691	46.0%
General Fund Support (if applicable)			0	0	343,053	343,053	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	7.00	7.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	7.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

Significant Issues and Changes

□



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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	% of all environmental health inspections will result in referrals to additional H3S services.				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

Mandates for Local Public Health in Oregon: Environmental Health Programs -health inspection services and licensing to County restaurants (permanent and temporary), mobile units, pool/spa, bed & breakfast, and vending machines; and safe drinking water.

Oregon Health Authority (OHA)PE 50 Safe Drinking Water Program Grant: 07/01/17 - 06/30/19 = \$147,475



Environmental Health Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	12,807	12,807	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	1,178,242	1,128,050	1,232,594	54,352	4.6%
Federal Grants & Revenues	-	-	110,745	3,000	-	(110,745)	-100.0%
State Grants & Revenues	-	-	41,883	147,475	147,475	105,592	252.1%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	21,900	21,900	-	(21,900)	-100.0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	1,352,770	1,300,425	1,380,069	27,299	2.0%
Total Rev - Including Beginning Bal	-	-	1,352,770	1,300,425	1,392,876	40,106	3.0%
Personnel Services	-	-	873,918	833,237	925,857	51,939	5.9%
Materials & Services	-	-	169,732	154,569	144,902	(24,830)	-14.6%
Indirect Costs (Internal Dept Chgs)	-	-	97,843	91,362	121,452	23,609	24.1%
Cost Allocation Charges	-	-	123,277	120,688	145,561	22,284	18.1%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	1,264,770	1,199,856	1,337,772	73,002	5.8%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	88,000	87,762	55,104	(32,896)	-37.4%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	1,352,770	1,287,618	1,392,876	40,106	3.0%
General Fund Support (if applicable)	0	0	0	0	0	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	9.20	9.20	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	9.20	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes



Public Health Division

Healthy, Clean and Safe Places Program

Performance Narrative Statement

The purpose of 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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	# tobacco-free property policies passed in Clackamas County by 2020				5
RESULT	Opioid prescriptions per capita decreased % of to state average				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: Tobacco

Oregon Health Authority (OHA) PE 04 Sustainable Relationships for CH (SRCH): 07/01/17 - 06/30/18 = \$100,000 (Federal Funding)

Oregon Health Authority (OHA) PE 13 Tobacco Prevention & Education: 07/01/17 - 6/30/19 = \$228,108 (Federal Funding)

Kaiser Permanente HEAL Initiative Grant - Screen & Intervene: 01/01/17 - 12/31/19 = \$78,016 (Local Funding)

Kresege Foundation - Health at Home: 07/01/17 - 6/30/18 (Local Funding)

Multnomah County - BJA Harold Rogers for Opioid Prevention: 07/01/17 - 06/30/20 = \$13,000 per year (Federal Funding)

Bureau of Justice Assistance 2017 Comprehensive Opioid Abuse Program: 7/1/17 - 6/30/17 = \$107,076 (Federal Funding)



Healthy, Clean and Safe Places Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	41,039	-	-	(41,039)	-100.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	31,717	31,717	0%
Federal Grants & Revenues	-	-	294,849	295,498	220,076	(74,773)	-25.4%
State Grants & Revenues	-	-	274,196	228,108	228,108	(46,088)	-16.8%
Local Grants & Revenues	-	-	113,485	82,616	210,319	96,834	85.3%
Charges for Service	-	-	141,051	91,039	50,000	(91,051)	-64.6%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	58,604	40,590	155,500	96,896	165.3%
Operating Revenue	-	-	882,185	737,851	895,720	13,535	1.5%
Total Rev - Including Beginning Bal	-	-	923,224	737,851	895,720	(27,504)	-3.0%
Personnel Services	-	-	429,697	375,697	596,404	166,707	38.8%
Materials & Services	-	-	166,269	130,997	59,644	(106,625)	-64.1%
Indirect Costs (Internal Dept Chgs)	-	-	93,604	6,735	69,409	(24,195)	-25.8%
Cost Allocation Charges	-	-	48,536	44,422	82,270	33,734	69.5%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	738,106	557,851	807,727	69,621	9.4%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	185,118	180,000	87,993	(97,125)	-52.5%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	923,224	737,851	895,720	(27,504)	-3.0%
General Fund Support (if applicable)	0	0	58,604	40,590	155,500	96,896	165.3%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	5.20	5.20	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	5.20		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

Significant Issues and Changes



Public Health Division

Access to Care Program

Performance Narrative Statement

The purpose of 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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	Increase the percentage of eligible pregnant women enrolled in our Access to Care Programs during pregnancy, by % per Health Equity Zone.				10%
RESULT	Increase the percentage of WIC-eligible pregnant women enrolled in the WIC Program during the first trimester of pregnancy, by % per Health Equity Zone.				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: Immunization Services, Maternal and Child Health Services, Reproductive Health/Family Planning, and Women Infant and Children Services

Oregon Health Authority (OHA) PE 40 Women, Infant and Children (WIC) & Peer Counseling: 7/1/17 - 6/30/19 = \$945,169 (Federal Funding)

Oregon Health Authority (OHA) PE 41 Reproductive Health - Family Planning: 7/1/17 - 6/30/19 = \$23,515 (Federal Funding)

Oregon Health Authority (OHA) PE 42 MCH, Babies First, Oregon Mother's Care: 7/1/17 - 6/30/19 = \$263,007 (Federal Funding)

Oregon Health Authority (OHA) PE 43 Immunization Services: 7/1/17 - 6/30/19 = \$88,354 (State Funding)

Oregon Health Authority (OHA) PE44 School Based Health Centers: 07/01/17 - 06/30/19 = \$490,956 (State Funding)



Public Health Division

Access to Care Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	4,009	-	-	(4,009)	-100.0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	1,349,986	1,264,054	1,119,039	(230,947)	-17.1%
State Grants & Revenues	-	-	694,690	579,854	691,962	(2,728)	-0.4%
Local Grants & Revenues	-	-	14,958	-	-	(14,958)	-100.0%
Charges for Service	-	-	487,777	257,285	325,892	(161,885)	-33.2%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	3,346	1,795	1,795	(1,551)	-46.4%
Interfund Transfers	-	-	895,385	1,080,982	877,666	(17,719)	-2.0%
Operating Revenue	-	-	3,446,142	3,183,970	3,016,354	(429,788)	-12.5%
Total Rev - Including Beginning Bal	-	-	3,450,151	3,183,970	3,016,354	(433,797)	-12.6%
Personnel Services	-	-	1,915,291	1,823,584	1,797,918	(117,373)	-6.1%
Materials & Services	-	-	833,722	765,585	678,398	(155,324)	-18.6%
Indirect Costs (Internal Dept Chgs)	-	-	231,275	298,820	250,103	18,828	8.1%
Cost Allocation Charges	-	-	250,473	295,981	289,935	39,462	15.8%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	3,230,761	3,183,970	3,016,354	(214,407)	-6.6%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	219,390	-	-	(219,390)	-100.0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	3,450,151	3,183,970	3,016,354	(433,797)	-12.6%
General Fund Support (if applicable)			895,385	1,080,982	877,666	(17,719)	-2.0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	17.95	17.95	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	17.95		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

Significant Issues and Changes



Public Health Division
Center for Public Health Advancement

Performance Narrative Statement

The purpose of 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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	% of identified improvement activities will be fully implemented from real public health emergencies, incidents or exercises.				90%
RESULT	% response time compliance achieved every month, measured separately for Priority 1, Priority 2 and Priority 3 calls for ambulance service providers.				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: Emergency Preparedness

Oregon Health Authority (OHA) PE12 Public Health Emergency Preparedness: 07/01/17 - 06/30/19 = \$159,181 (Federal Funding)
Washington County - City Readiness Initiative (CRI): 07/01/17 - 06/30/18 = \$25,221 (Federal Funding)



Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	638,408	683,757	681,820	43,412	6.8%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	160,682	212,248	184,402	23,720	14.8%
State Grants & Revenues	-	-	-	-	-	-	0%
Local Grants & Revenues	-	-	-	12,000	12,000	12,000	0%
Charges for Service	-	-	771,593	749,020	773,980	2,387	0.3%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	31	-	-	0%
Interfund Transfers	-	-	518,956	544,765	432,221	(86,735)	-16.7%
Operating Revenue	-	-	1,451,231	1,518,064	1,402,603	(48,628)	-3.4%
Total Rev - Including Beginning Bal	-	-	2,089,639	2,201,821	2,084,423	(5,216)	-0.2%
Personnel Services	-	-	604,237	559,168	575,587	(28,650)	-4.7%
Materials & Services	-	-	676,996	604,306	531,924	(145,072)	-21.4%
Indirect Costs (Internal Dept Chgs)	-	-	40,787	64,680	71,125	30,338	74.4%
Cost Allocation Charges	-	-	74,175	73,603	83,855	9,680	13.1%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	1,396,195	1,301,757	1,262,491	(133,704)	-9.6%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	148,436	218,244	218,244	69,808	47.0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	545,008	-	603,688	58,680	10.8%
Total Exp - Including Special Categories	-	-	2,089,639	1,520,001	2,084,423	(5,216)	-0.2%
General Fund Support (if applicable)			518,956	544,765	432,221	(86,735)	-16.7%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	5.30	5.30	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	5.30		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

Significant Issues and Changes



Infectious Disease Control and Prevention Program

Performance Narrative Statement

The purpose of 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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	% of gonorrhea cases treated with appropriate antibiotics (per Centers for Disease Control and Prevention guidelines).				70%
RESULT	% of gonorrhea cases with full case management				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	<p>Mandates for Local Public Health in Oregon: Infectious/Communicable Disease Investigation & Control and Tuberculosis Case Management</p> <p>Oregon Health Authority (OHA) PE01 State Support for Public Health - Infectious/CD: 07/01/17 - 06/30/19 = \$440,827(Federal Funding)</p> <p>Oregon Health Authority (OHA) PE03 TB Case Management: 07/01/17 - 06/30/19 = \$20,038 (Federal Funding)</p> <p>Oregon Health Authority (OHA) PE07 HIV Prevention: 07/01/17 - 06/30/19 = \$103,718 (Federal Funding)</p>
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Infectious Disease Control and Prevention Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	53,388	106,210	103,718	50,330	94.3%
State Grants & Revenues	-	-	452,933	460,865	460,865	7,932	1.8%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	40,504	55,050	171,957	131,453	324.5%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	6,000	4,870	9,870	3,870	64.5%
Interfund Transfers	-	-	345,088	345,088	253,518	(91,570)	-26.5%
Operating Revenue	-	-	897,913	972,083	999,928	102,015	11.4%
Total Rev - Including Beginning Bal	-	-	897,913	972,083	999,928	102,015	11.4%
Personnel Services	-	-	535,460	601,223	621,882	86,422	16.1%
Materials & Services	-	-	138,449	127,061	122,041	(16,408)	-11.9%
Indirect Costs (Internal Dept Chgs)	-	-	65,668	70,817	76,630	10,962	16.7%
Cost Allocation Charges	-	-	68,336	81,669	90,185	21,849	32.0%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	807,913	880,770	910,738	102,825	12.7%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	90,000	91,313	89,190	(810)	-0.9%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	897,913	972,083	999,928	102,015	11.4%
General Fund Support (if applicable)			299,000	299,000	253,518	(45,482)	-15.2%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	5.70	5.70	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	5.70		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

Significant Issues and Changes



Public Health Division

Vital Statistics Program

Performance Narrative Statement

The purpose of the Vital Statistics Program is to provide birth and death certificate services to families and funeral homes so they can establish their identification or settle an estate.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	% of death certificates processed same day received (within 24 hours).				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: Vital Records (Birth & Death Certificates)



Public Health Division

Vital Statistics Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	-	48,053	-	-	0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	373,831	338,000	296,364	(77,467)	-20.7%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	193,900	510	-	(193,900)	-100.0%
Operating Revenue	-	-	567,731	386,563	296,364	(271,367)	-47.8%
Total Rev - Including Beginning Bal	-	-	567,731	386,563	296,364	(271,367)	-47.8%
Personnel Services	-	-	373,547	223,031	194,313	(179,234)	-48.0%
Materials & Services	-	-	57,466	110,179	28,004	(29,462)	-51.3%
Indirect Costs (Internal Dept Chgs)	-	-	54,567	21,829	30,625	(23,942)	-43.9%
Cost Allocation Charges	-	-	76,851	25,285	37,182	(39,669)	-51.6%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	562,431	380,324	290,124	(272,307)	-48.4%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	5,300	6,240	6,240	940	17.7%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	567,731	386,564	296,364	(271,367)	-47.8%
General Fund Support (if applicable)			193,900	510	0	(193,900)	-100.0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	2.35	2.35	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	2.35		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

Significant Issues and Changes

1. Vital Statistics Revenue has increased by



Social Services Division

Line of Business 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 495.76

Total Request \$ 126,693,317

General Fund Support \$ 9,273,426

Social Services Division

Brenda Durbin -
Division Director

Total Request
\$24,791,373

Gen Fund \$ 2,785,252

Administration

FTE 13.0
Total Request
\$3,353,330

Gen Fund \$ 505,756

Housing Support

FTE 13.30
Total Request
\$3,871,872

Gen Fund \$ 1,032,004

Developmental Disabilities

FTE 45.50
Total Request
\$6,465,826

Gen Fund \$ 30,000

Oregon Project Independence

FTE 2.50
Total Request
\$633,165

Gen Fund \$ 106,085

Volunteer Connection

FTE 9.45
Total Request
\$2,118,242

Gen Fund \$ 305,833

Aging and Disability Resource Connection

FTE 5.0
Total Request
\$2,525,772

Gen Fund \$ 328,211

Veterans Services

FTE 4.20
Total Request
\$663,092

Gen Fund \$ 477,363

Energy Assistance

FTE 7.0
Total Request
\$5,160,074

Gen Fund \$ -



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Social Services Division
Administration Program

Performance Narrative Statement

The Administration Program proposes a budget of \$3,353,330, 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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	Percentage of contracts (new and renewals) processed within 45 days of request.	No Data	No Target		In Development

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

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 included in this program area. We have received these funds for nine years. The required match for these funds is 38,542, which is met with County General Fund and private donations.



Social Services Division

Administration Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	916,700	926,328	752,050	(164,650)	-18.0%
Prior Year Revenue	-	-	9,628	-	-	(9,628)	-100.0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	264,066	264,066	356,133	92,067	34.9%
State Grants & Revenues	-	-	146,862	146,862	-	(146,862)	-100.0%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	1,653,349	1,653,349	1,537,663	(115,686)	-7.0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	30,230	70,269	201,728	171,498	567.3%
Interfund Transfers	-	-	637,305	637,305	505,756	(131,549)	-20.6%
Operating Revenue	-	-	2,741,440	2,771,851	2,601,280	(140,160)	-5.1%
Total Rev - Including Beginning Bal	-	-	3,658,140	3,698,179	3,353,330	(304,810)	-8.3%
Personnel Services	-	-	1,504,595	1,565,543	1,464,723	(39,872)	-2.7%
Materials & Services	-	-	1,196,395	1,026,206	1,230,708	34,313	2.9%
Indirect Costs (Internal Dept Chgs)	-	-	132,421	132,421	70,767	(61,654)	-46.6%
Cost Allocation Charges	-	-	221,959	221,959	89,882	(132,077)	-59.5%
Capital Outlay	-	-	7,758	-	-	(7,758)	-100.0%
Operating Expenditure	-	-	3,063,128	2,946,129	2,856,080	(207,048)	-6.8%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	595,012	-	497,250	(97,762)	-16.4%
Total Exp - Including Special Categories	-	-	3,658,140	2,946,129	3,353,330	(304,810)	-8.3%
General Fund Support (if applicable)	0	0	637,305	637,305	505,756	(131,549)	-20.6%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	13.00	13.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	13.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

Significant Issues and Changes



Social Services Division

Developmental Disabilities Program

Performance Narrative Statement

The Developmental Disabilities Program proposes a budget of \$6,465,826, which will allow a continuation of current services levels. 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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	Percentage of customers who say they achieve their goals. (New Measure)	No Data	No Target		In Development

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 Clackamas County operates the program for people with Developmental and Intellectual Disabilities in partnership with the State of Oregon. The budget includes \$30,000 in County General Fund to allow us to draw down more state funds in order to help meet the gap between the state funds and the actual cost of operating the program.



Social Services Division

Developmental Disabilities Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	831,499	831,499	565,935	(265,564)	-31.9%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	7,555,268	5,737,368	5,869,891	(1,685,377)	-22.3%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	30,000	30,000	-	(30,000)	-100.0%
Interfund Transfers	-	-	30,000	30,000	30,000	-	0%
Operating Revenue	-	-	7,615,268	5,797,368	5,899,891	(1,715,377)	-22.5%
Total Rev - Including Beginning Bal	-	-	8,446,767	6,628,867	6,465,826	(1,980,941)	-23.5%
Personnel Services	-	-	4,141,287	3,924,698	4,324,101	182,814	4.4%
Materials & Services	-	-	2,639,753	847,104	664,617	(1,975,136)	-74.8%
Indirect Costs (Internal Dept Chgs)	-	-	904,361	744,280	879,796	(24,565)	-2.7%
Cost Allocation Charges	-	-	546,850	546,850	597,312	50,462	9.2%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	8,232,251	6,062,932	6,465,826	(1,766,425)	-21.5%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	214,516	-	-	(214,516)	-100.0%
Total Exp - Including Special Categories	-	-	8,446,767	6,062,932	6,465,826	(1,980,941)	-23.5%
General Fund Support (if applicable)	0	0	30,000	30,000	30,000	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	45.50	45.50	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	45.50	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes



Social Services Division

Volunteer Connection Program

Performance Narrative Statement

The Volunteer Connection Program proposes a budget of \$2,118,242, 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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	Percentage of volunteers who feel their service is meaningful.	96%	No Target	95%	In Development

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	Length	Match & Source
	RSVP	Over 20 years	\$40,696 County General Fund
	Senior Medicare Patrol	Over 10 years	
	SHIBA	Over 10 years	
	Money Management/Community Health	5 years	
	Money Management/MHS	5 years	
	Oregon Money Management Program	3 years	
	Senior Companion Program	Over 20 years	\$46,915 (\$29,415 County General Fund; \$17,500 in kind)
	Care Oregon	1 year	
	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	



Social Services Division

Volunteer Connection Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	181,337	181,337	220,817	39,480	21.8%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	356,141	356,623	376,199	20,058	5.6%
State Grants & Revenues	-	-	341,768	726,080	483,308	141,540	41.4%
Local Grants & Revenues	-	-	784,092	310,768	618,480	(165,612)	-21.1%
Charges for Service	-	-	79,250	76,000	73,000	(6,250)	-7.9%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	40,535	12,346	40,605	70	0.2%
Interfund Transfers	-	-	249,632	249,632	305,833	56,201	22.5%
Operating Revenue	-	-	1,851,418	1,731,449	1,897,425	46,007	2.5%
Total Rev - Including Beginning Bal	-	-	2,032,755	1,912,786	2,118,242	85,487	4.2%
Personnel Services	-	-	888,575	741,748	938,479	49,904	5.6%
Materials & Services	-	-	680,747	590,055	610,051	(70,696)	-10.4%
Indirect Costs (Internal Dept Chgs)	-	-	79,497	79,497	127,185	47,688	60.0%
Cost Allocation Charges	-	-	56,185	56,185	109,932	53,747	95.7%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	1,705,004	1,467,485	1,785,647	80,643	4.7%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	327,751	224,484	332,595	4,844	1.5%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	2,032,755	1,691,969	2,118,242	85,487	4.2%
General Fund Support (if applicable)	0	0	249,632	249,632	305,833	56,201	22.5%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	9.45	9.45	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	9.45		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

Significant Issues and Changes



Social Services Division

Veterans Service Program

Performance Narrative Statement

The Veterans Service Program proposes a budget of \$663,092, which will allow a continuation of current service levels. 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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	Amount of new claim dollars granted to Clackamas County Veterans.	\$10,618,185*	No Target	\$10,000,000	In Development

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 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. *Note: The amount listed above under FY 15-16 Actual is for FY 14-15. Because of the lag time between filing a claim and the actual processing/determination of the claim by the Veterans Administration, accurate dollars for this measure are not available for at least one year post fiscal year end.



Social Services Division

Veterans Service Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	183,376	183,376	185,729	2,353	1.3%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	470,427	470,427	477,363	6,936	1.5%
Operating Revenue	-	-	653,803	653,803	663,092	9,289	1.4%
Total Rev - Including Beginning Bal	-	-	653,803	653,803	663,092	9,289	1.4%
Personnel Services	-	-	435,455	435,455	455,238	19,783	4.5%
Materials & Services	-	-	70,965	70,965	63,997	(6,968)	-9.8%
Indirect Costs (Internal Dept Chgs)	-	-	90,769	90,769	86,260	(4,509)	-5.0%
Cost Allocation Charges	-	-	56,614	56,614	57,597	983	1.7%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	653,803	653,803	663,092	9,289	1.4%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	653,803	653,803	663,092	9,289	1.4%
General Fund Support (if applicable)	0	0	470,427	470,427	477,363	6,936	1.5%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	4.20	4.20	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	4.20		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

Significant Issues and Changes



Social Services Division

Housing Support Program

Performance Narrative Statement

The Housing Support Program proposes a budget of \$3,871,872, which will allow continuation of current service funding levels. 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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	Percentage of households who have retained permanent housing six months after program completion.	68%	65%	70%	65%

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	Length	Match & Source
	Homeless Count	Over 10 years	
	Veterans Rental Assistance	One year	
	Coordinated Housing Access	Two years	\$7,982 CDBG Housing Rights & Resources
	Housing our Hero's	One year	\$75,503 (\$31,439 County General Fund; \$25,879 Prior Year Revenue; \$18,185 EHA Vets Document Recording Fee revenue)
	Housing Vets First	Two years	
	Public Housing Case Management	One year	
	Hope 2	4 years	\$15,545 CSBG
	Hope 1	Over 10 years	\$59,142 CSBG & EHA
	Jackson Street	One year	
	Housing our Families	One 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	7 years	
	Rent Well	Over 10 years	\$29,552 County General Fund
	Rent Well Corrections	One 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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	323,635	323,635	335,155	11,520	3.6%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	1,048,054	800,805	991,792	(56,262)	-5.4%
State Grants & Revenues	-	-	1,582,596	1,164,647	1,055,917	(526,679)	-33.3%
Local Grants & Revenues	-	-	-	150	-	-	0%
Charges for Service	-	-	442,553	424,901	457,004	14,451	3.3%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	12,184	12,184	-	(12,184)	-100.0%
Interfund Transfers	-	-	1,042,446	1,042,446	1,032,004	(10,442)	-1.0%
Operating Revenue	-	-	4,127,833	3,445,133	3,536,717	(591,116)	-14.3%
Total Rev - Including Beginning Bal	-	-	4,451,468	3,768,768	3,871,872	(579,596)	-13.0%
Personnel Services	-	-	1,533,114	1,239,353	1,253,238	(279,876)	-18.3%
Materials & Services	-	-	2,183,248	1,638,853	1,990,626	(192,622)	-8.8%
Indirect Costs (Internal Dept Chgs)	-	-	309,692	285,224	226,320	(83,372)	-26.9%
Cost Allocation Charges	-	-	137,328	137,328	181,917	44,589	32.5%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	4,163,382	3,300,758	3,652,101	(511,281)	-12.3%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	133,086	132,855	104,086	(29,000)	-21.8%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	155,000	-	115,685	(39,315)	-25.4%
Total Exp - Including Special Categories	-	-	4,451,468	3,433,613	3,871,872	(579,596)	-13.0%
General Fund Support (if applicable)	0	0	1,042,446	1,042,446	1,032,004	(10,442)	-1.0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	13.30	13.30	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	13.30	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes



Social Services Division

Oregon Project Independence Program

Performance Narrative Statement

The Oregon Project Independence Program proposes a budget of \$633,165, a reduction 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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	Percentage of clients who did not transition to Medicaid services when exiting the program.	62%	No Target		In Development

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 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	58,848	58,848	67,000	8,152	13.9%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	-	-	-	-	0%
State Grants & Revenues	-	-	758,198	766,313	460,080	(298,118)	-39.3%
Local Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	102,634	102,634	106,085	3,451	3.4%
Operating Revenue	-	-	860,832	868,947	566,165	(294,667)	-34.2%
Total Rev - Including Beginning Bal	-	-	919,680	927,795	633,165	(286,515)	-31.2%
Personnel Services	-	-	262,789	262,789	281,915	19,126	7.3%
Materials & Services	-	-	535,894	477,009	245,165	(290,729)	-54.3%
Indirect Costs (Internal Dept Chgs)	-	-	62,709	62,709	53,874	(8,835)	-14.1%
Cost Allocation Charges	-	-	58,288	58,288	52,211	(6,077)	-10.4%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	919,680	860,795	633,165	(286,515)	-31.2%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	919,680	860,795	633,165	(286,515)	-31.2%
General Fund Support (if applicable)	0	0	102,634	102,634	106,085	3,451	3.4%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	2.50	2.50	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	2.50		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

Significant Issues and Changes



Aging and Disability Resource Connection Program

Performance Narrative Statement

The Aging and Disability Resource Connection Program proposes a budget of \$2,525,772, 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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	Percentage of People whose goals have been met.	No data	No Target		In Development

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 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	two years
	Options Counseling	
	Older Americans Act	Over 25 years
	Community Services Block Grant	Over 25 years



Social Services Division

Aging and Disability Resource Connection Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	97,413	97,413	71,503	(25,910)	-26.6%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	1,975,666	1,824,347	1,861,606	(114,060)	-5.8%
State Grants & Revenues	-	-	257,879	225,600	195,076	(62,803)	-24.4%
Local Grants & Revenues	-	-	23,000	23,000	69,376	46,376	201.6%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	15,450	12,993	-	(15,450)	-100.0%
Interfund Transfers	-	-	250,680	250,680	328,211	77,531	30.9%
Operating Revenue	-	-	2,522,675	2,336,620	2,454,269	(68,406)	-2.7%
Total Rev - Including Beginning Bal	-	-	2,620,088	2,434,033	2,525,772	(94,316)	-3.6%
Personnel Services	-	-	666,798	503,745	729,704	62,906	9.4%
Materials & Services	-	-	1,189,990	1,095,108	1,036,173	(153,817)	-12.9%
Indirect Costs (Internal Dept Chgs)	-	-	178,289	178,666	125,235	(53,054)	-29.8%
Cost Allocation Charges	-	-	10,756	10,756	118,189	107,433	998.8%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	2,045,833	1,788,275	2,009,301	(36,532)	-1.8%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	574,255	574,255	516,471	(57,784)	-10.1%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	2,620,088	2,362,530	2,525,772	(94,316)	-3.6%
General Fund Support (if applicable)	0	0	250,680	250,680	328,211	77,531	30.9%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	5.00	5.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	5.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

Significant Issues and Changes



Social Services Division
Energy Assistance Program

Performance Narrative Statement

The Energy Assistance Program proposes a budget of \$5,160,074, which will allow continuation of current service levels. 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.

Key Performance Measures

		FY 15-16 Actual	FY 16-17 Target	FY 16-17 Projected Performance	FY 17-18 Target
RESULT	Percentage of client contacts made prior to utility disconnection.	86%	No Target	85%	In Development

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	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



Social Services Division

Energy Assistance Program

Budget Summary

	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Amended Budget	FY 16-17 Projected Year End	FY 17-18 Adopted Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Taxes	-	-	-	-	-	-	0%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	1,603,525	1,603,525	1,565,900	(37,625)	-2.3%
State Grants & Revenues	-	-	2,517,195	2,492,195	3,578,326	1,061,131	42.2%
Local Grants & Revenues	-	-	21,927	21,927	15,848	(6,079)	-27.7%
Charges for Service	-	-	-	-	-	-	0%
Fines & Penalties	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	-	-	4,142,647	4,117,647	5,160,074	1,017,427	24.6%
Total Rev - Including Beginning Bal	-	-	4,142,647	4,117,647	5,160,074	1,017,427	24.6%
Personnel Services	-	-	856,988	831,988	926,655	69,667	8.1%
Materials & Services	-	-	3,070,507	3,072,445	4,009,614	939,107	30.6%
Indirect Costs (Internal Dept Chgs)	-	-	149,428	149,428	138,885	(10,543)	-7.1%
Cost Allocation Charges	-	-	63,786	63,786	84,920	21,134	33.1%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	4,140,709	4,117,647	5,160,074	1,019,365	24.6%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	1,938	-	-	(1,938)	-100.0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	4,142,647	4,117,647	5,160,074	1,017,427	24.6%
General Fund Support (if applicable)	0	0	0	0	0	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	7.00	7.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	7.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

Significant Issues and Changes



Treasurer

Shari Anderson, County Treasurer

2051 Kaen Road

430

Oregon City, Oregon 97045

503-742-5990

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



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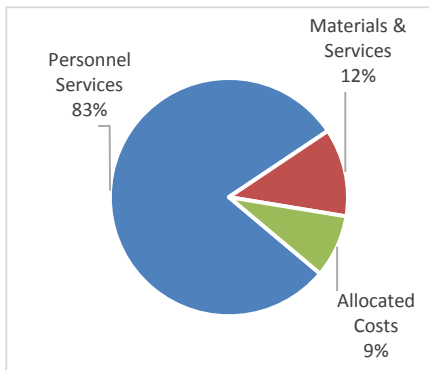
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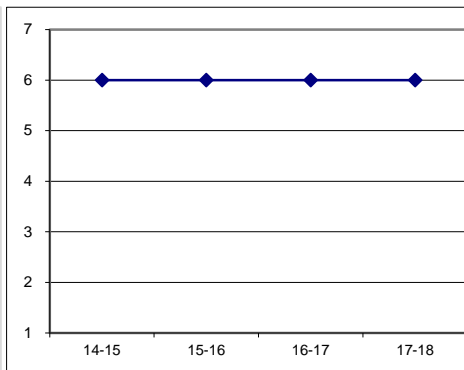
Summary of Requirements by Department

Treasurer's Department

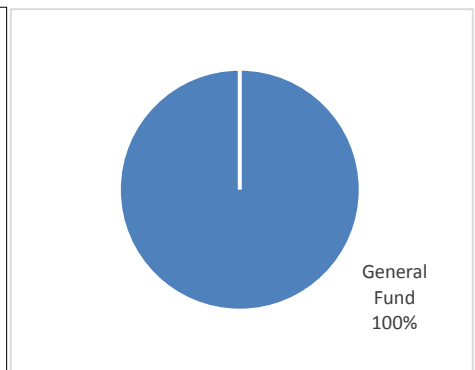
	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Budget
<u>Requirements by Budgetary Category</u>					
Personnel Services	558,160	676,556	702,021	702,021	772,287
Materials & Services	58,174	86,518	87,957	84,833	116,326
Allocated Costs	48,319	52,795	56,909	56,909	82,753
Subtotal Current Expenditures	664,653	815,869	846,887	843,763	971,366
Reserves	-	-	-	-	-
Contingency	-	-	-	-	-
Ending Fund Balance(s)	-	-	-	-	-
Total Requirements by Category	664,653	815,869	846,887	843,763	971,366
<u>Requirements by Fund</u>					
General Fund - County Treasurer	664,653	815,869	846,887	843,763	971,366
Total Requirements by Fund	664,653	815,869	846,887	843,763	971,366
Budgeted Full-Time Equivalents	6.00	6.00	6.00	6.00	6.00



2017-18 Requirements by Category



Full-Time Equivalents



2017-18 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.

Department:	Treasurer				
Strategic Plan:	17-18	Actual 14-15	Actual 15-16	Estimated 16-17	Projected 17-18
Countywide Area of Focus:	Provide financial stability and leadership				
Department Goal 1:	Interest earnings consistent with County Investment Policy				
Activity to Further Goal:	Accurate cash flow forecasting so that investments can be appropriately laddered				
Performance Measure:	Compare earnings to Clackamas County Investment Policy benchmark earnings	exceeds	exceeds	exceeds	exceeds
Activity to Further Goal:	Compliance with Investment Policy type, issuer and maturity limitations				
Performance Measure:	Quarterly analysis of investment portfolio with comparison to stated requirements	yes	yes	yes	yes
Department Goal 2:	Accuracy of financial data related to cash balances				
Activity to Further Goal:	Timely monthly bank reconciliations				
Performance Measure:	Bank accounts typically reconciled within 30 days of receipt of the bank statement	yes	yes	yes	yes
Department Goal 3:	Tax distributions that comply with statute				
Activity to Further Goal:	Cooperation with the Assessor's office staff to work out distribution timelines				
Performance Measure:	Compliance with applicable statutes	yes	yes	yes	yes
Department Goal 3:	Develop Internal Audit function in for Clackamas County				
Activity to Further Goal:	Creation of Internal Audit Charter, Internal Audit Oversight Committee, Internal Auditor recruitment and hire				
Performance Measure:	Completion of activities	n/a	yes	yes	yes
Activity to Further Goal:	Perform risk based assessment and develop internal audit plan				
Performance Measure:	Presentation to Internal Audit Oversight Committee and Clackamas County Board of Commissioners	n/a	n/a	yes	yes

Department:	Treasurer				
Strategic Plan:	17-18	Actual 14-15	Actual 15-16	Estimated 16-17	Projected 17-18
Activity to Further Goal:	Prepare, present and publish internal audit reports as per the audit plan				
Performance Measure:	Presentation to Internal Audit Oversight Committee and Clackamas County Board of Commissioners	n/a	n/a	yes	yes



Sheriff

Craig Roberts, Sheriff

**9101 SE Sunnybrook Blvd
Clackamas, Oregon 97015
503-785-5000**

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



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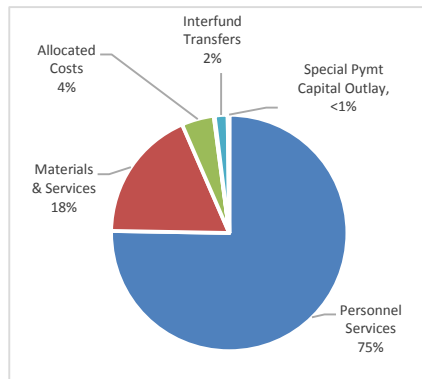
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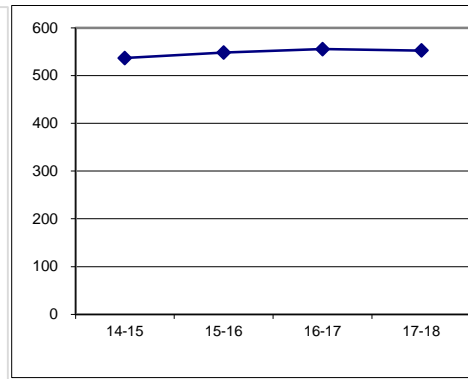
Summary of Requirements by Department

Sheriff's Department

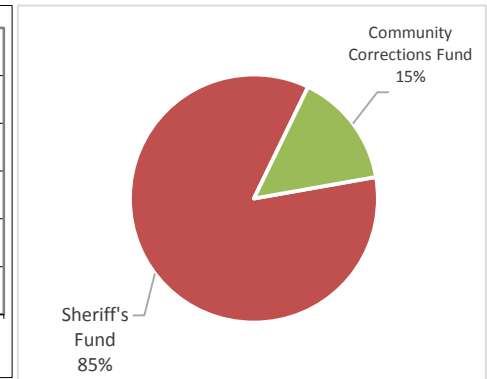
	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Budget
Requirements by Budgetary Category					
Personnel Services	67,596,392	73,014,200	78,661,439	75,943,145	81,635,858
Materials & Services	15,864,761	17,538,344	20,846,618	18,675,972	19,739,353
Allocated Costs	3,834,717	3,989,848	4,387,996	4,387,996	4,797,981
Capital Outlay	137,425	420,097	437,526	433,202	132,530
Subtotal Current Expenditures	87,433,295	94,962,489	104,333,579	99,440,315	106,305,722
Special Payments	-	174,099	206,077	205,177	225,000
Interfund Transfers	1,651,432	1,511,184	1,509,216	1,215,216	1,915,165
Contingency	-	-	-	-	-
Ending Fund Balance(s)	5,922,780	5,398,364	-	5,037,895	
Total Requirements by Category	95,007,507	102,046,136	106,048,872	105,898,603	108,445,887
Requirements by Fund					
Public Safety Local Option Levy Fund	11,295,431	11,235,569	10,805,289	11,200,383	-
Sheriff's Fund	69,163,526	73,598,980	77,375,165	76,675,391	92,138,341
Community Corrections Fund	14,548,550	17,211,587	17,868,418	18,022,829	16,307,546
Total Requirements by Fund	95,007,507	102,046,136	106,048,872	105,898,603	108,445,887
Budgeted Full-Time Equivalents	536.50	548.00	555.35	555.35	552.35



2017-18 Requirements by Category



Full-Time Equivalents



2017-18 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."

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 10 staff members who provide additional enforcement to combat methamphetamine-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.

Clackamas County Sheriff's Office Strategic Plan
Fiscal Year 2017-18

Countywide Area of Focus: Keep Our Residents Safe, Healthy and Secure

DEPARTMENT GOAL 1: IMPROVE LIVABILITY FOR THE CITIZENS OF CLACKAMAS COUNTY					
		Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Activity to Further Goal	Participate in the Regional Joint Information Network (RegJIN); 40 regional law enforcement agencies on a common criminal database. Continue to fund and provide leadership to the Clackamas County Inter-Agency Taskforce targeting drug trafficking organizations. Created the Neighborhood Livability Project where deputies, employees and community partners collaboratively developed a way to streamline the process of cleaning up nuisance houses; reducing the process from months to weeks				
Performance Measure	By 2018, the property crime rate will be less than 2,400 per 100,000 persons	2,242	2,208	2,195	2,150
Activity to Further Goal	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				
Performance Measure	By 2019, the violent crime rate will be less than 95 per 100,000 persons per year	80	80	78	77

DEPARTMENT GOAL 2: HOLD OFFENDERS ACCOUNTABLE FOR COURT APPEARANCES AND COMPLIANCE WITH RELEASE CONDITIONS					
		Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Activity to Further Goal	Develop a system for service and tracking of arrest warrants through sweeps and daily assignments				
Performance Measure	Reduce the number of outstanding warrants per year over the next three years	8,646	8,594	8,723	8,700

DEPARTMENT GOAL 3: REDUCE THE NUMBER OF INMATES FORCE RELEASED INTO THE COMMUNITY					
		Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Activity to Further Goal	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				
Performance Measure	Reduce forced releases by 2 percent per year	1,857	2,865	2,897	3,200



District Attorney

John S. Foote, District Attorney

**807 Main Street
Oregon City, Oregon 97045
503-655-8431**

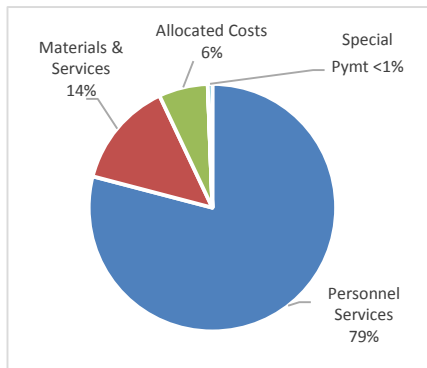
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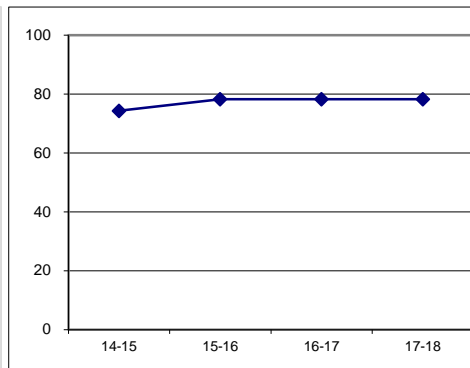
Summary of Requirements by Department

District Attorney's Department

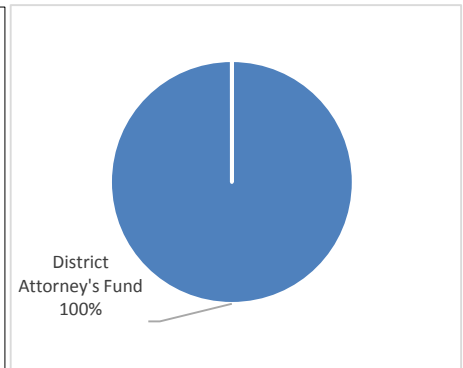
	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Budget
Requirements by Budgetary Category					
Personnel Services	8,876,752	9,082,739	10,629,009	9,764,975	10,662,034
Materials & Services	1,436,625	1,421,109	1,835,159	1,589,555	1,874,122
Allocated Costs	716,016	736,887	828,508	828,508	867,146
Capital Outlay	73,267	5,619	-	-	-
Subtotal Current Expenditures	11,102,660	11,246,354	13,292,676	12,183,038	13,403,302
Special Payments	-	-	-	-	80,000
Ending Fund Balance(s)	654,725	914,251	-	787,844	-
Total Requirements by Category	11,757,385	12,160,605	13,292,676	12,970,882	13,483,302
Requirements by Fund					
District Attorney's Fund	11,757,385	12,160,605	13,292,676	12,970,882	13,483,302
Total Requirements by Fund	11,757,385	12,160,605	13,292,676	12,970,882	13,483,302
Budgeted Full-Time Equivalents	74.30	78.30	78.30	78.30	78.30



2017-18 Requirements by Category



Full-Time Equivalents



2017-18 Requirements by Fund



Department Mission/Purpose

It is the mission of the Clackamas County District Attorney's Office to pursue justice and enforce the law while providing the highest quality of service to victims, witnesses, law enforcement agencies, and the citizens of Clackamas County. In pursuit of this mission, the District Attorney's Office is also dedicated to promoting and advocating programs that reduce crime.

General Overview of Programs

The District Attorney is required by state law to represent the State of Oregon in felony and misdemeanor prosecutions, grand jury proceedings, mental health commitment hearings, child support collections, family abuse prevention hearings, and juvenile dependency and delinquency court hearings. The Oregon Constitution and state law require the District Attorney to provide support and assistance to victims of crime, including preserving and protecting crime victim's rights granted under the Oregon Constitution. The office continues to monitor crime, making every effort to reduce and/or prevent crime by initiating and participating in a wide variety of programs throughout the community, and with our local courts.

In FY 2015-16, the District Attorney reviewed 9,293 criminal cases of adult offenders who are suspected of committing a crime. This is an increase of 13.27% from FY 2014-15. These crime reports range from misdemeanor charges, such as driving under the influence of intoxicants, to the most serious felony crimes, including Aggravated Murder with the possibility of the death penalty as a sentence. The District Attorney provides legal advice and support to the Sheriff's Office, Community Corrections, the Juvenile Department, Police Agencies located within the county, Medical Examiner's Office, and the Oregon State Police.

The District Attorney's Office employs one District Attorney, 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 support staff, investigators, victim advocates, and child support agents.

The Clackamas County District Attorney's Office is part of a law enforcement partnership that includes the Clackamas County Sheriff's Office, Juvenile Department, Community Corrections, eight municipal police agencies and the Oregon State Police.

The District Attorney's Office contributes to the County's public safety network as a member of the Local Public Safety Coordinating Council (LPSCC); the Council's Juvenile Justice and Juvenile Crime Prevention Subcommittees; the Family Violence Coordinating Council; the Criminal Justice Council; the Multidisciplinary Child Abuse Investigation Team (MDT); the Multidisciplinary Elder Abuse Team; the Family Justice Center; and the Children's Center of Clackamas County.

In addition, the District Attorney's Office leads the County's Inter-Agency Major Crimes Team and participates as a member of many state and regional law enforcement task forces. Examples include a multi-jurisdictional investigation and prosecution unit known as Regional Organized Crime and Narcotics (ROCN) and the High-Intensity Drug Task Force (HIDTA).

The District Attorney partners with the Circuit Court in many areas, including alternative solution programs such as the Domestic Violence Deferred Sentencing Program and specialty courts including: Mental Health, DUII, Restitution, Truancy, Community, and Adult and Juvenile Drug Courts.

Department:	District Attorney				
Strategic Plan:	Fiscal Year 17-18	Actual 14-15	Actual 15-16	Estimated 16-17	Projected 17-18
Countywide Area of Focus:	Build Public Trust Through Good Government				
Department Goal 1:	Conversion to a file-less office:				
Activity to Further Goal:	We have dedicated resources to further ongoing efforts to streamline operations to gain efficiency through LEAN techniques. We are in the final stages of a project that integrates law enforcement agencies (LEA) case management system (CMS) with the District Attorney's (DA) CMS to electronically transmit data, documents, and evidence eliminating redundancy at the intake stage for DA staff to pull, enter data, and save crime reports that have already been entered by law enforcement.				
Performance Measure:	The number of electronic incident reports with adult criminal suspects transmitted from law enforcement agencies (Fiscal Year, July - June). • Achieved! All LE reports are received electronically, with the exception of homicide cases and that is by choice. <i>Please note that incident reports may result in several separate cases. This leads to a higher case counts than incident reports received.</i>				
		6,390	8,283	8,439	All Reports
Performance Measure:	The number of electronic discovery packets distributed to defense. (Fiscal Year, July - June) • Achieved! All attorneys who are part of the defense bar receive electronic paper discovery. Requests for discovery by new attorneys are usually received by mail or a phone call, then we set them up on electronic discovery.				
		10,888	11,182	11,544	12,000
Department Goal 2:	To ensure families are receiving Court Ordered child support in the month in which it is due.				
Activity to Further Goal:	To continue establishing fair and equitable Child Support Orders consistent with the parties' circumstances, to encourage timely payments, and to proactively pursue judicial and administrative enforcement actions to further encourage compliance.				
Performance Measure:	To increase the percentage rate of current monthly child support payments collected from 80.3% to 82.0%.	77.9% 19.2M 23.2M (Total Collected)	80.3% 18.9M 23.1M (Total Collected)	82.0% 19.4M 23.1M (Total Collected)	82.4% 19.7M 22.3M (Total Collected)

Department:	District Attorney	Actual	Actual	Estimated	Projected
Strategic Plan:	Fiscal Year 17-18	14-15	15-16	16-17	17-18

Countywide Area of Focus:	Ensure safe, healthy and secure communities				
Department Goal 1:	Ensure early resolution of cases to increase efficiency and effectiveness of the criminal justice system:				
Activity to Further	Continue to allocate staff and resources to case Goal: management hearings.				
Performance	Reduce the percentage of all criminal cases Measure: scheduled for trial by resolving cases early at the case management hearings. 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. (Fiscal Year, July - June)	15%	15%	16%	16%
Department Goal 2:	Protect the constitutional rights of victims:				
Activity to Further	Continue to provide victim(s) "prompt notice" of their Goal: 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.				
Performance	The percentage of adult criminal cases where the Measure: named victim(s) are provided notice of victims' constitutional rights. (Fiscal Year, July - June)	100%	100%	100%	100%
Department Goal 3:	To resolve qualifying cases through early disposition programs such as:				
Activity to Further	Allocate prosecution staff to Community Court, Drug Court, Mental Health Court, Domestic Violence Deferred Sentencing Program, DUII Diversion Program, and Violation Eligible First-Time Offenders cases.				
Performance	The number of cases resolved in early resolution Measure: programs - Community Court, Drug Court, Mental Health Court, Domestic Violence Deferred Sentencing Program, DUII Diversion Program, and Violation Eligible First-Time Offenders. (Fiscal Year, July - June)	416	409	512	595
Department Goal 4:	To provide legal protection for children who have been abused or neglected:				
Activity to Further	To continue to provide legal consultation, support, Goal: and courtroom advocacy on all juvenile dependency cases in collaboration with the State Department of Human Services.				

Department: District Attorney

		Actual	Actual	Estimated	Projected
		14-15	15-16	16-17	17-18
Strategic Plan:	Fiscal Year 17-18				
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). (Fiscal Year, July - June)	303	217	218	220

** The DA's office has achieved some of the goals listed above. We are in the process of setting new broader goals that include an area or areas of specific focus that will produce a measurable result.



Justice Court

Karen Brisbin, Justice of the Peace

**11750 SE 82nd Ave #D
Happy Valley, Oregon 97086
503-794-3800**

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

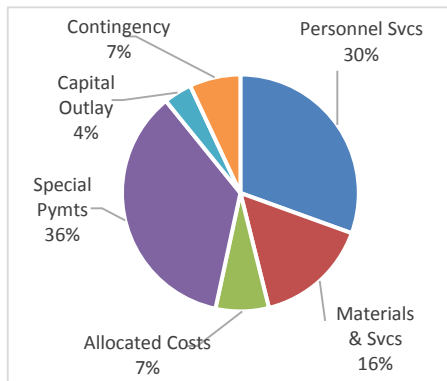


Summary of Requirements by Department

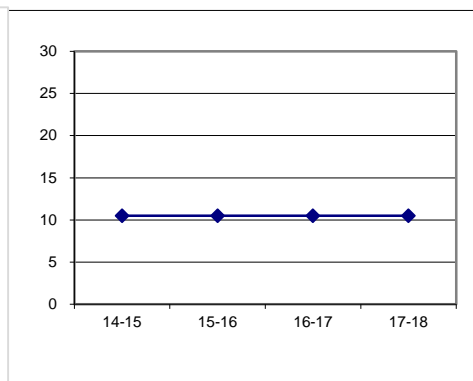
Justice Court Department

	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Budget
Requirements by Budgetary Category					
Personnel Services	838,859	832,265	1,067,673	1,069,513	1,147,216
Materials & Services	1,815,767	586,287	571,768	574,708	586,254
Allocated Costs	208,471	208,815	246,380	246,380	273,074
Capital Outlay	-	-	345,000	200,000	145,000
Subtotal Current Expenditures	2,863,097	1,627,367	2,230,821	2,090,601	2,151,544
Special Payments	-	1,243,444	1,345,000	1,450,000	1,345,000
Interfund Transfer	225,087	916,237	1,305,683	1,305,683	-
Reserves	-	-	-	-	-
Contingency	-	-	1,159	-	262,145
Ending Fund Balance(s)	916,236	1,305,682		238,089	-
Total Requirements by Category	4,004,420	5,092,730	4,882,663	5,084,373	3,758,689
Requirements by Fund					
Justice Court Fund	4,004,420	5,092,730	4,882,663	5,084,373	3,758,689
Total Requirements by Fund	4,004,420	5,092,730	4,882,663	5,084,373	3,758,689

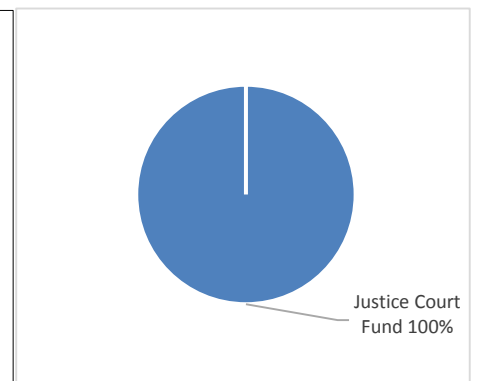
Budgeted Full-Time Equivalents	10.50	10.50	10.50	10.50	10.50
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2017-18 Requirements by Category



Full-Time Equivalents



2017-18 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 in a rented space at Clackamas Corner located in the northeast corner of the Clackamas Town Center property. Clackamas Corner is a convenient location for law enforcement officers and citizens with free parking and easy access to public transportation.

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. Citizens have many options in resolving cases such as pleading 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, entering a no contest plea and paying the fine online. Citizens can enter a Not Guilty plea by mail or in person then appear before the judge at trial 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 Resolution Services for mediation 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.

On May 1, 2017, Justice Court is implementing new court software that will be compatible with county technology standards as well as being consistent with best practices in other courts in the state. Court specific technology will manage court processing of individual violation and civil cases, calculate disbursement of revenue per Oregon law and provide accurate financial reports.

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, electronic posting of traffic violation convictions to the Department of Motor Vehicles eliminating paper printing and postage costs.

Department: JUSTICE COURT

Strategic Plan	Actual 14-15	Actual 15-16	Estimated 16-17	Projected 17-18
<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>DEPARTMENT GOAL: Justice Court will utilize public resources efficiently to demonstrate fiscal responsibility and sustainability</p> <p>Activity to further goal: Civil court orders and judgments will be entered in the courtroom, electronically attach to the case, then electronically email the court order 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>Performance Measure: Number of cases using electronic court orders & Judgments</p> <p>Activity to further goal: In its continuing development of a paperless Court, eSignature pads will be utilized at the front counter windows allowing citizens to sign a payment plan contract or an eReceipt for credit card payments 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>Performance measure: Number of citizens using eSignature pads</p>	N/A	N/A	N/A	1,518
	N/A	N/A	N/A	16,560



Juvenile

Christina McMahan, Director

**2121 Kaen Road
Oregon City, Oregon 97045
503-655-8342**

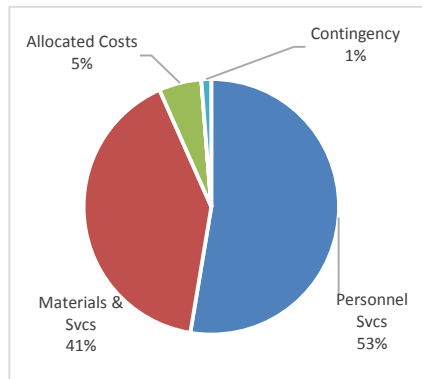
Website Address: <http://www.clackamas.us/juvenile/>



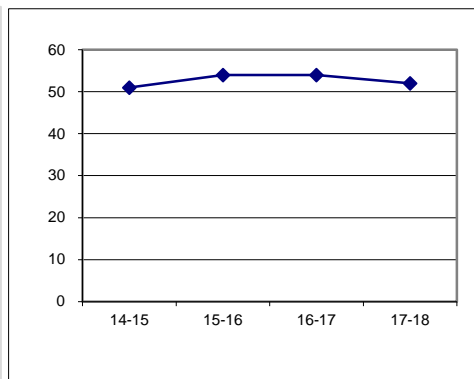
Summary of Requirements by Department

Juvenile Department

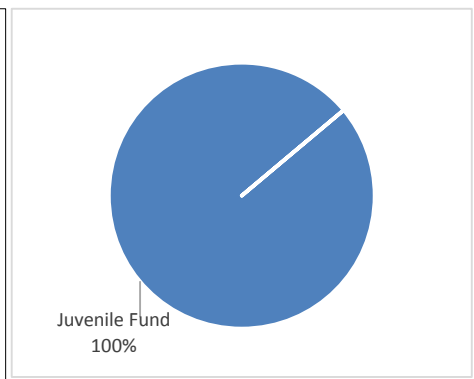
	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Budget
Requirements by Budgetary Category					
Personnel Services	5,300,189	5,590,446	6,241,015	5,437,118	6,320,437
Materials & Services	3,390,601	3,606,142	5,464,269	4,170,138	4,889,829
Allocated Costs	489,641	552,266	586,469	586,472	647,085
Capital Outlay	1,702	680	89,000	73,000	-
Subtotal Current Expenditures	9,182,133	9,749,534	12,380,753	10,266,728	11,857,351
Special Payments	-	36,042	-	-	-
Contingency	-	-	150,000	-	150,000
Ending Fund Balance(s)	2,393,249	2,011,603	-	1,850,000	-
Total Requirements by Category	11,575,382	11,797,179	12,530,753	12,116,728	12,007,351
Requirements by Fund					
Juvenile Fund	11,575,382	11,797,179	12,530,753	12,116,728	12,007,351
Total Requirements by Fund	11,575,382	11,797,179	12,530,753	12,116,728	12,007,351
Budgeted Full-Time Equivalents	51.00	54.00	54.00	54.00	52.00



2017-18 Requirements by Category



Full-Time Equivalents



2017-18 Requirements by Fund



Department Mission/Purpose

Mission Statement:

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.

General Overview of Programs

The Juvenile Department is a state mandated agency under Oregon Revised Statutes. The stated purpose of the juvenile justice system declares: "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. 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.001). The Clackamas County Juvenile Department (CCJD) follows this directive through the implementation of a continuum of services that enable it to adhere to best practices allowing youth to receive interventions relevant to their risk to reoffend.

The **Juvenile Intake and Assessment Center (JIAC)** is integrated within the Department and serves as a holding center for youth that are taken into police custody for violations and delinquent acts. The JIAC is open 24 hours a day, 7 days a week and is professionally staffed by personnel who receive the youth from police officers, conduct an assessment of the youth's risk factors and needs, develop a release plan and provide on-going supervision and counseling services. Performance goals in this area are to increase the utilization of JIAC by police agencies and increase public safety through the use of a variety of assessment tools and creation of safety plans for youth.

An integral component to the Department's successful continuum of effective case management is **Diversion Panels**. The Department currently has contracts with 11 cities that allow low risk, first time youth offenders the ability to be diverted to their community for early interventions. These panels consist of community volunteers and are coordinated through two private non-profit agencies. CCJD manages the contract for these services and provides training for the community volunteers. To provide equity in Diversion services, the Diversion programs in Canby and Milwaukie are designated to serve the Latino population, providing bilingual/bi-cultural services.

Juvenile Services, the primary function of the Department, provides community safety, accountability and assists youth with positive skill development and integration in their community. Juvenile Counselors are the primary personnel responsible to manage medium and high risk youth through assessment, intervention, probation, and case management. A continuum of services is utilized including comprehensive risk assessments, diversion, informal supervision, formal court proceedings or placement of youth in residential settings, including commitments to the Youth Correctional Facilities. Services utilized by the Department to successfully manage these youth include cognitive skill development, counseling, service learning opportunities, intensive supervision, shelter care and detention.

Cognitive Skills Groups are offered in a variety of curriculum. Cognitive skill curriculums are an evidenced based intervention for delinquent youth. Anger management, positive youth development, social skill development, empathy expansion, and gender specific services are some of the classes offered. The success of the delivery of skills classes is dependent upon volunteers, interns and Juvenile Department Staff all being trained as facilitators.

The Juvenile Department is committed to the principles and values of **restorative justice**. In practice this means our Department is committed to the needs of crime victims, the needs of youth committing the offense, and the needs of the community in which the crime occurred. The **Victim Impact Program**, in operation since 2011, is committed to responding effectively to the needs and concerns of community members who are the victims of crimes committed by juvenile offenders. The primary goal through the Victim Impact Program is to reach out to crime victims in order to

effectively respond to, and serve, their interests. Additionally, it is the intent for youth to gain an understanding of the harm victims have experienced and to have those impacts help shape how the offender is held meaningfully accountable. The **Victim-Offender Dialogue Program** was created in partnership with Clackamas County Resolution Services, to provide crime victims and their youth offenders the opportunity to have direct, personal communication. Dialogues provide victims with the opportunity to share the impact that the youth's actions have had on them, ask any questions that are unanswered, and discuss what they need in order to move forward in processing the experience. Youth are given the opportunity to be responsible to their victims, hear directly about the impact their actions had, and to take steps necessary to meaningfully address their victim's needs.

Project Payback provides short-term employment and vocational training for youth in order to support the fulfillment of their financial obligations to their victims by the payment of restitution and court fees, as well as providing opportunities for youth to earn stipends. The success of this program relies on many community partnerships that offer opportunities for youth to work in their community.

The **Community Connections Program** is a long-standing program developed to provide an opportunity for youth to give back to their communities, to address the harm caused through their actions while participating in restorative community service. Community Connections maintains many partnerships including county parks, animal shelters, food banks, cities and non-profit organizations. These partnerships provide added capacity to Juvenile Department resources through the development of restorative community service projects which allow youth an opportunity to give back to the community and form sustainable relationships.

Department:	Juvenile	Actual	Actual	Estimated	Projected
Strategic Plan:	Fiscal Year 17-18	14-15	15-16	16-17	17-18
Countywide Area of Focus:	Ensure Safe, Healthy and Secure Communities				
Department Goal 1:	Reduce Incidents of Repeat Juvenile Offenders and Reduce the Level of Risk of Juvenile Offenders				
Activity to Further Goal:	Utilize Evidence-Based Principles in Juvenile Justice focusing on youth risk and protective factors.				
Performance Measure:	Percent of youth without new crime within one year of case closing.	82.6%	81%	76.3%	77%
Performance Measure:	Percent of supervised youth who had one (or more) risk factors decreased upon case closing.	61%	54%	62.2%	63%
Performance Measure:	Percent of supervised youth who had one (or more) protective factors increased upon case closing.	43%	34.2%	38.2%	40%
Activity to Further Goal:	Increase community supervision of youth indentified as "High Risk" to re-offend.				
Performance Measure:	Percent of Tracker Services which are dedicated to "High Risk" youth.	71.6%	55.6%	61.6%	62%
Activity to Further Goal:	Identify youth who are at risk of being "Chronic Offenders".				
Performance Measure:	Reduce the percent of juvenile recidivists who become "Chronic Offenders".	26.2%	31.4%	29.5%	28%
Department Goal 2:	Hold Youth Accountable				
Activity to Further Goal:	Youth will complete assigned community service hours.				
Performance Measure:	Percent of completed community service hours relative to amount ordered.	92.6%	89.1%	89.1%	90%
Activity to Further Goal:	Youth will complete assigned restitution payments.				
Performance Measure:	Percent of restitution collected relative to amount ordered.	100.0%	86.9%	93%	93%
Department Goal 3:	Increase the Success of Juvenile Department Dispositions				
Activity to Further Goal:	Youth will successfully complete formal probation.				
Performance Measure:	Percentage of youth successfully completing formal probation.	64%	56%	67%	68%
Activity to Further Goal:	Youth will successfully complete Formal Accountability Agreements.				
Performance Measure:	Percentage of youth successfully completing Formal Accountability Agreements.	78%	77%	75.3%	76%
Activity to Further Goal:	Youth will successfully complete Diversion Panel Agreements.				

Department:	Juvenile				
Strategic Plan:	Fiscal Year 17-18	Actual 14-15	Actual 15-16	Estimated 16-17	Projected 17-18
Performance Measure:	Percentage of youth successfully completing Diversion Panel Agreements.	96.7%	96.7%	97.6%	97.6%
Department Goal 4:	Public Safety Utilization of Juvenile Intake and Assessment Center				
Activity to Further Goal:	Juveniles in custody will be taken to the Juvenile Intake and Assessment Center for screening.				
Performance Measure:	Percentage of youth referred to the Juvenile Department initially taken by a police officer to the Juvenile Intake and Assessment Center.	45%	48%	45%	60%
Performance Measure:	Youth Identified as a "community safety risk" will be placed at a facility, cited to court or released with a safety contract.	92%	88%	94%	92%
Department Goal 5:	Attend to Victim's Needs				
Activity to Further Goal:	Communicate with victims to address their rights and needs (Victim Impact Program).				
Performance Measure:	Percent of Juvenile Department cases whose victims were contacted (or a good faith effort at contact was made).	94%	93.4%	96.3%	96.5%
Department Goal 6:	Establish Youth Related Partnerships Between the Community and the Juvenile Department				
Activity to Further Goal:	Develop and maintain partnerships with community organizations to develop and facilitate projects for youth.				
Performance Measure:	Number of Community Organization Partnerships.	86	78	76	85
Performance Measure:	Youth hours contributed to projects.	14,243	13,896	13,209	13,800
Performance Measure:	Adult volunteer hours contributed to projects.	1,229	2,608	4,034	4,100



Emergency Communications

(Clackamas County 911)

Bob Cozzie, Director

**2200 Kaen Road
Oregon City, Oregon 97045
503-655-8370**

Website Address: <http://clackamas911.org/>

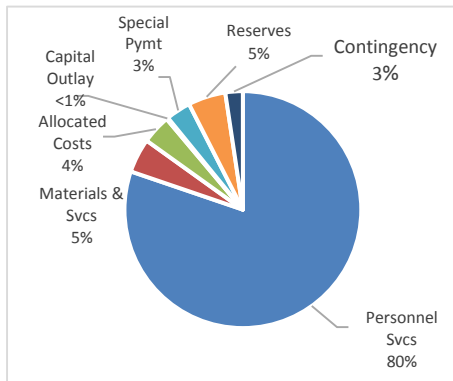


Summary of Requirements by Department

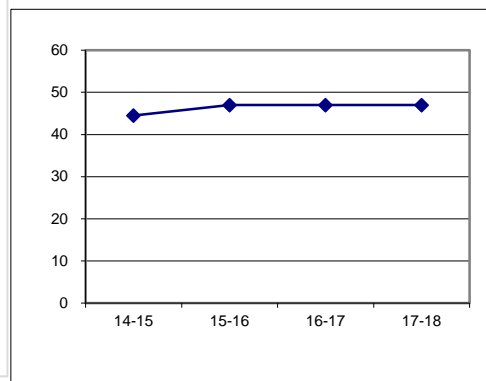
Emergency Communications Department

	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Budget
Requirements by Budgetary Category					
Personnel Services	5,133,255	5,364,443	5,814,205	5,843,606	6,736,141
Materials & Services	661,554	460,436	652,752	551,998	392,605
Allocated Costs	306,450	311,254	325,152	325,152	332,997
Capital Outlay	-	-	20,000	-	20,000
Subtotal Current Expenditures	6,101,259	6,136,133	6,812,109	6,720,756	7,481,743
Special Payments	-	266,936	492,000	290,694	284,390
Reserves	-	-	400,484	-	430,484
Contingency	-	-	522,340	-	200,000
Ending Fund Balance(s)	1,390,681	1,581,218	-	1,280,027	-
Total Requirements by Category	7,491,940	7,984,287	8,226,933	8,291,477	8,396,617
Requirements by Fund					
Central Dispatch Fund	7,491,940	7,984,287	8,226,933	8,291,477	8,396,617
Total Requirements by Fund	7,491,940	7,984,287	8,226,933	8,291,477	8,396,617

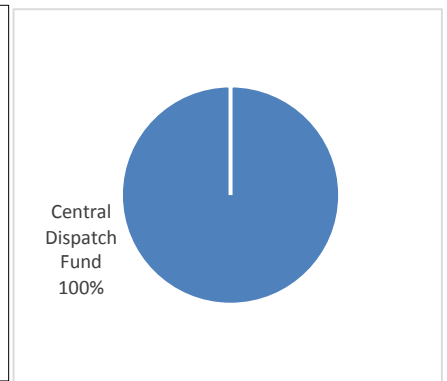
Budgeted Full-Time Equivalents	44.50	47.00	47.00	47.00	47.00
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2017-18 Requirements by Category



Full-Time Equivalents



2017-18 Requirements by Fund



Emergency Communications Department

Department Mission and Purpose

Clackamas County 9-1-1 provides superior public safety dispatch services in a skilled, expedient, and respectful manner to the citizens and agencies we serve. With a commitment to excellence and through continuing education and improved technology, we help save lives, protect property, and proudly know we make a difference.

Core Values: SERVICE, RESPECT, TRUST, UNDERSTANDING

General Overview of Programs

Central Dispatch answers nearly 285,000 public safety calls per year. Each response is tailored to the individual needs of the caller. Dispatchers assist callers by providing guidance, medical instruction and support during times of emergency. Appropriate help is dispatched in a timely manner, and dispatchers serve as the first vital link in the emergency response process. Their role and responsibility to the community is fundamentally intertwined with that of the firefighter, paramedic and law enforcement officer responding to the emergency.

Primary dispatch services are supported within the department by the Administrative Team and by the Technical Services Team. Administration develops and implements policies, provides in-service training, and supervises and mentors call takers, dispatchers, technical, and administrative staff. Technical Services provides planning and project management for technology upgrades and troubleshoots problems with the emergency radio, telephone, Computer Aided Dispatch System and other computer-based applications. They also ensure the accuracy of 9-1-1 addressing for the county and maintain various security and operational systems within the facility.

Department: Emergency Communications (CCOM)		Actual 14-15	Actual 15-16	Estimated 16-17	Projected 17-18
Strategic Plan:	Fiscal Year 17-18				
Countywide Area of Focus:	Keeping our residents safe, healthy and secure.				
Department Goal 1:	Expediently answer 9-1-1 calls for service.				
Activity to Further Goal:	Answer 9-1-1 calls within 10 seconds 95% of the time.				
Performance Measure:	Percentage of 9-1-1 calls that are answered within 10 seconds (three rings or less).	99.80%	99.77%	99.74%	99.75%
Department Goal 2:	Promptly and accurately appropriate emergency help for the public.				
Activity to Further Goal:	Enter law calls for service as outlined in the CCOM User Agreement.				
Performance Measure:	90% of Priority 1 and 2 law calls that entered within 105 seconds).	73.68%	75.97%	73.88%	75.50%

Department:	Emergency Communications (CCOM)				
Strategic Plan:	Fiscal Year 17-18	Actual 14-15	Actual 15-16	Estimated 16-17	Projected 17-18
Activity to Further Goal:	Enter and dispatch fire and EMS calls for service to the proper fire and medical agencies as outlined in the CCOM User Agreement.				
Performance Measure:	80% of Tier 1 Priority Fire and EMS calls shall be processed (receipt through tapout) within 60 seconds, and 95% shall be processed within 106 seconds.	90.29% 97.40%	89.80% 97.37%	89.74% 97.22%	90.00% 97.00%
Performance Measure:	80% of Tier II Priority Fire calls shall be processed (receipt through tapout) within 75 seconds, and 95% shall be processed within 120 seconds.	86.94% 95.75%	85.64% 96.37%	87.06% 96.70%	85% 96%
Department Goal 3:	Demonstrate trainee certification rates.				
Activity to Further Goal:	Utilize background and psychological pre-screening tools; Coordinate in-house training, daily trainee feedback, and quality assurance review.				
Performance Measure:	Certify at least 3 trainees per fiscal year.	3	0	3	5
Department Goal 4:	Reduce Overtime Expenditures				
Activity to Further Goal:	Implement measurers to reduce overtime expenditures				
Performance Measure:	Demonstrate a steadily declining trend in overtime expenses	7.1% decrease	11.1% increase	1.4% decrease	28.8% decrease



Human Resources

Evelyn Minor Lawrence, Director

**2051 Kaen Road
Oregon City, Oregon 97045
503-655-8459**

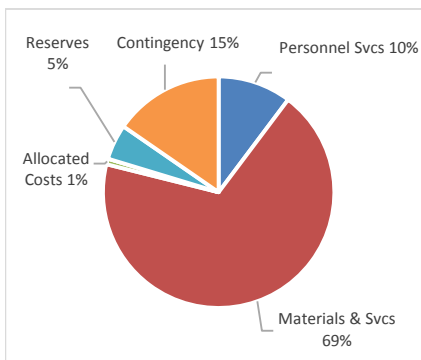
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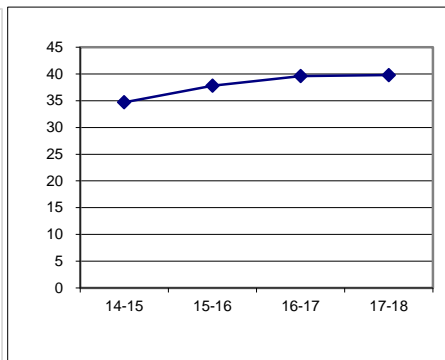
Summary of Requirements by Department

Human Resources Department

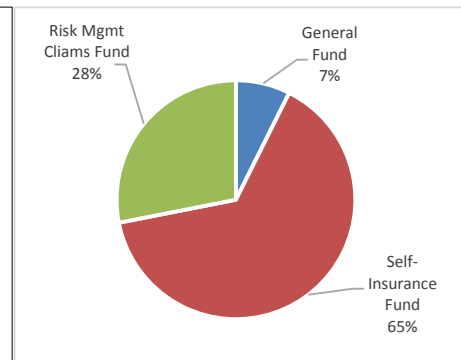
	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Budget
<u>Requirements by Budgetary Category</u>					
Personnel Services	4,011,137	4,425,073	5,002,764	5,048,664	5,536,417
Materials & Services	23,337,210	35,262,000	37,217,414	32,618,981	37,042,262
Allocated Costs	353,398	360,407	640,300	390,300	426,013
Subtotal Current Expenditures	27,701,745	40,047,480	42,860,478	38,057,945	43,004,692
Special Payments	-	132,078	89,000	-	-
Reserves	-	-	6,017,646	-	2,668,000
Contingency	-	-	7,875,365	-	8,298,981
Ending Fund Balance(s)	6,858,505	8,422,677	-	12,274,837	-
Total Requirements by Category	34,560,250	48,602,235	56,842,489	50,332,782	53,971,673
<u>Requirements by Fund</u>					
General Fund - Employee Svcs	2,501,571	2,905,350	3,486,186	3,468,986	3,974,043
General Fund - Risk & Benefits Admin	2,333,238	2,471,554	2,560,636	2,554,886	-
Self-Insurance Fund	18,505,545	31,861,668	35,738,478	29,236,721	34,837,145
Risk Management Claims Fund	7,619,658	11,363,663	15,057,189	15,072,189	15,160,485
Sheriff's Office Retiree Medical Fund	3,600,238	-	-	-	-
Total Requirements by Fund	34,560,250	48,602,235	56,842,489	50,332,782	53,971,673
<u>Budgeted Full-Time Equivalents</u>	34.70	37.80	39.60	39.60	39.80



2017-18 Requirements by Category



Full-Time Equivalents



2017-18 Requirements by Fund



Department Mission/Purpose

The mission of the Department of Human Resources is to provide services to County departments and agencies so they can provide high quality services to achieve their strategic results. As an internal service department, we provide consultative services and the infrastructure that sustains our department customers. We provide comprehensive, timely and progressive employment practices and services to support the departments' missions, which are carried out by our employees. It is our job to act as a strategic partner with our customers to understand and collaborate so that they can achieve their strategic results.

General Overview

The Department of Human Resources is composed of two major divisions: Human Resources Administration and Risk Management and Benefits Administration.

Human Resources Administration is charged with six major human resources activities: labor and employee relations; recruitment and selection; classification and compensation; learning and development; workforce planning; and managing the human resource management information system (HRIS). The following examples illustrate our current strategic initiatives and ways that our services support County department business needs.

In the labor and employee relations section we work closely with department management to maintain positive relationships with our unions. We also work closely with County managers and supervisors to support them in managing employee relations within their workforce.

The County's recruitment activity continues to increase. As an Affirmative Action employer, we attend approximately 24 job fairs per year for outreach, and distribute our job announcements to approximately 80 local partner agencies. Our goal is to help our customers fill their positions so they can perform their work, and that every applicant feels positive about their experience with Clackamas County.

The classification and compensation section provides classification and compensation plans and organizational structure consultation services to County departments, enabling them to have the right person in the right classification at the appropriate pay to achieve their strategic results. We have embarked on an initiative to update our classification plan to ensure that the work County employees perform is described accurately. We also consult with our department customers regarding staff reorganizations and other changes they encounter in managing their workforce.

As our workforce continues to change, we face challenges in maintaining a workforce that will lead us into the future, as 43% of our employees will be eligible to retire within the next five years. Based on the approval of the Budget Committee last year for a Workforce Planning Coordinator position, we have filled the position and are developing a workforce planning program that will address our customer's needs for workforce planning and development into the future.

The learning and development section takes the lead in providing learning events, consultation and individual development planning services so that departments can be innovative and resilient in the face of change and high demand for services. The Leadership Academy is an example of the partnership with our departments in developing leadership skills and increasing the bench strength of their employees. As a result, more employees are ready for the challenges of leadership as well as increased contribution in their current positions.

The HRIS section provides systems management, reports and analysis, and education services to HR, County departments and agencies to facilitate the use of HR systems and data to make informed decisions and achieve their strategic results.

Risk and Benefits Administration provides comprehensive administration of the County's employee benefits, safety, and risk management and loss control programs. Employee benefit programs include medical, dental, life and disability insurance; wellness and employee assistance program; flexible spending accounts; deferred compensation; and retiree medical funds. The Risk Management Claims program provides risk management services to County departments in order to manage the risks associated with public entity activities.

The Risk and Benefits Division has administrative responsibility for two separate Self-Insurance and Employee Services Funds: Benefits Self-Insurance (medical, dental, short-term disability, flexible spending accounts, deferred compensation and the wellness and employee assistance program); and the Risk Management Claims Fund (workers' compensation, casualty, liability and unemployment claims).

Our Wellness Program promotes a healthier workplace and life by offering education, awareness and activities to increase employee health and productivity as well as reduce health plan costs. The program focuses on the themes of eating nourishing food, finding movement we enjoy and building resilience. We also offer programs and activities for family members and retirees since they are part of our health plan experience.

In our Risk Management program, we partner with our departments to build a culture that supports a safe and low risk work environment. As a self insured entity for workers compensation, liability, and casualty, we assist departments in both compliance and best safety and loss control practices. We are active in developing and supporting safety committees to best match resources to the diverse needs of the County programs. We work with County Counsel as a team on risk management claims to alert the County of possible litigation and to resolve claims with minimal cost to the County.

Department:	Department of Human Resources	Actual	Actual	Estimated	Projected
Strategic Plan:	Fiscal Year 16-17	14-15	15-16	16-17	17-18
Countywide Area of Focus:	Promote financial stability and leadership				
Department Goal 1:	Promote a healthier workplace through education, awareness and activities to increase employee productivity and reduce health plan claims experience.				
Activity to Further Goal:	Provide opportunities for employees, retirees and family members to improve their physical, mental and financial wellness, through exercise classes, wellness events and education on relevant topics.				
Activity to Further Goal:	Develop and deliver job related courses that support wellness, including Building Resiliency, Communication & Leadership for an Effective Workplace (C.L.E.W.), Communication with Angry People, Frontline I & II and Core Communication.				
Performance Measure:	Number of participants in wellness/EAP activities	6,377	6,952	4,000	3,000
Performance Measure:	Medical benefit cost increases compared to national average				
	County overall medical increase	-2.4%	-0.5%	12.5%	10.0%
	National average	8.0%	7.1%	5.9%	5.7%
Performance Measure:	Participants rate Wellness Sustainability and Safety Fair (Scale of 0-5, 5 = Excellent)	4.5	4.7	4.7	4.7
Performance Measure:	Percentage of participants rating job-related training as satisfied	97%	99%	98%	98%
Department Goal 2:	Develop processes to build a strong Risk Management culture that provides a safe, low risk work environment.				
Activity to Further Goal:	Assist departments in compliance with Occupational Safety and Health (OSHA) requirements leading to the reduction of OSHA incidents and casualty and workers' compensation claims.				
Performance Measure:	OSHA incident rate per 100 employees	4.75	5.01	4.88	4.75
Performance Measure:	Number of casualty and workers' compensation claims files	167	229	193	196
Activity to Further Goal:	Provide training and guidance to managers and supervisors on employment laws and county policies in order to ensure compliance.				
Performance Measure:	Number of employees attending Progressive Discipline, Workers' Compensation, Family Medical Leave, and Labor Contract training.	81	60	98	120

Department:	Department of Human Resources	Actual	Actual	Estimated	Projected
Strategic Plan:	Fiscal Year 16-17	14-15	15-16	16-17	17-18
Performance Measure:	Participants rate training as Exceeds or Meets Expectations	98%	100%	97%	98%
Activity to Further Goal:	Support the County's culture through employee connections and recognition programs.				
Department Goal 3:	Identify and build strategic response to changing workplace and population demographics, fostering communication and strategic initiative planning with performance outcomes.				
Activity to Further Goal:	Sustain County-wide Leadership Academy to develop and strengthen leadership skills in participating employees and increase bench strength for leadership positions.				
Activity to Further Goal:	Support the County's culture through employee connections and recognition				
Activity to Further Goal:	Support management in attracting qualified, diverse applicants and maintaining county departments' workforce through recruitments and promotions.				
Performance Measure:	Hiring managers/supervisors rate quality of applicants as Good or Excellent.	100%	98%	98%	98%
Performance Measure:	Hiring managers/supervisors rate onboarding process as Good or Excellent.	100%	95%	95%	95%
Performance Measure:	Diversity of Leadership Academy participants by dept/division and role.	17 depts/ divisions	18 depts/ divisions	18 depts/ divisions	17 depts/ divisions
		50% represented	50% represented	40% represented	53% represented
Performance Measure:	Percent of employees completing Leadership Academy.	94%	90%	94%	95%
Performance Measure:	Number of employment applications received.	11,552	11,512	11,571	11,000
Performance Measure:	Number of positions filled.	258	326	310	310
Performance Measure:	Number of participants in recognition activities (BRAVO, Team Excellence, Recognition Luncheon)	650	641	650	675



Tourism & Cultural Affairs

Danielle Cowan, Executive Director

**150 Beavercreek Road
Oregon City, Oregon 97045
503-655-8490**

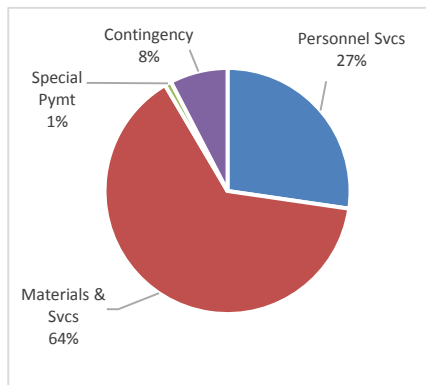
Website Address: <http://www.mthoodterritory.com/>



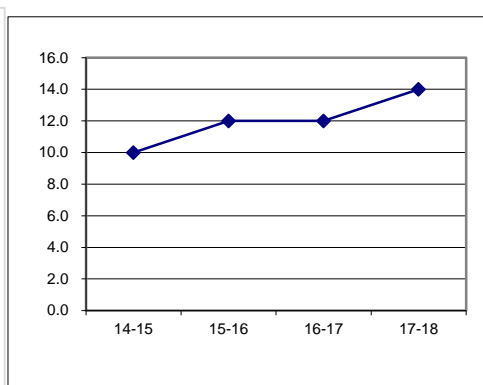
Summary of Requirements by Department

Tourism & Cultural Affairs Department

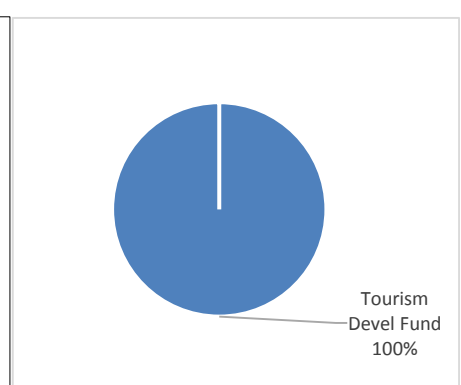
	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Budget
Requirements by Budgetary Category					
Personnel Services	1,052,842	1,171,175	1,383,032	1,390,032	1,614,228
Materials & Services	2,700,057	2,824,647	4,016,052	4,015,405	3,796,885
Allocated Costs	-	-	-	-	-
Subtotal Current Expenditures	3,752,899	3,995,822	5,399,084	5,405,437	5,411,113
Special Payments	-	-	52,000	-	52,000
Contingency	-	-	450,000	-	450,000
Ending Fund Balance(s)	539,893	944,476	-	587,898	-
Total Requirements by Category	4,292,792	4,940,298	5,901,084	5,993,335	5,913,113
Requirements by Fund					
Tourism Development Council Fund	4,292,792	4,940,298	5,901,084	5,993,335	5,913,113
Total Requirements by Fund	4,292,792	4,940,298	5,901,084	5,993,335	5,913,113
Budgeted Full-Time Equivalents	10.00	12.00	12.00	12.00	14.00



2017-18 Requirements by Category



Full-Time Equivalents



2017-18 Requirements by Fund



Department Mission and Purpose

The mission of Tourism and Cultural Affairs (CCTCA) is to increase overnight stays at county lodging facilities and encourage visitors to linger longer in Clackamas County. Tourism accomplishes this by serving as the primary entity in the county responsible for destination brand development, awareness and inspiration to potential visitors and for providing trip planning tools and information for travelers in Clackamas County and the region. Tourism works in partnership with members of the industry and communities to develop and enhance local tourism assets and experiences; the key to the successful implementation of tourism programs and projects. This collaborative approach creates opportunities for residents and visitors to enjoy the many recreational, agritourism and cultural attributes of the county while achieving more livable, distinctive and economically sustainable communities throughout the county.

General Overview of Programs

The Tourism Program is funded by a countywide 6% voter-approved transient room tax focused solely on tourism promotion and development that is led by the Tourism Development Council (TDC). 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. Besides being a popular outdoor recreation destination, Clackamas County is the terminus of the Oregon Trail and the birthplace of governance in the West. Clackamas County has a rich arts and culture scene, and the County, through its General Fund, supports Arts and Culture programs to ensure that arts and culture opportunities, jobs and businesses thrive and access to the Arts is available to residents and visitors and adds to the quality and vitality of life in the county.

Tourism (CCTCA) Vision:

To serve as the leading force in growing and sustain tourism in Clackamas County through effective and efficient marketing and asset development strategies and by building strong partnerships with businesses, organizations, other governmental entities and citizens.

Guiding Principles of Tourism:

- 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 Tourism
- Effective and Efficient Use of Public Resources
- Build and Strengthen Public and Private Partnerships

Arts & Cultural Affairs

- Provide information, resources and outreach to promote and support development and best practices of the arts, humanities and culture in Clackamas County.

- Administer programs and services that uniquely connect and facilitate skill-building opportunities for arts and culture practitioners.
- Provide leadership and advocacy to increase public awareness of arts and culture as vehicles for achieving more livable, distinctive and economically sustainable communities.
- Provide organizational structure, systems, strategies and funding base adequate to ensure that the Arts Alliance operates efficiently and cost-effectively to support achievement of their mission and goals.
- Coordinate operation of cultural activities and attractions with Tourism to provide effective, targeted marketing of cultural experience opportunities to visitors and resident.

Department:	Tourism and Cultural Affairs	Actual	Actual	Estimated	Projected
Strategic Plan:	Fiscal Year 2017-18	14-15	15-16	16-17	17-18
Countywide Area of Focus:	Provide Financial Stability and Leadership				
Department Goal 1:	Increase visitor spending in Clackamas County				
Activity to Further Goal:	Implement effective destination marketing efforts focused primarily on overnight travelers				
Performance Measure:	Annual destination spending in Clackamas County as calculated by B/Dean Runyan and Associates for Travel Oregon	\$461.3M	\$476.5M	\$482.9M	
TRT Collections / Revenues:	Annual collection of revenues resulting from the TRT Tax Collections - County	\$3.7M	\$4.4M	\$4.4M	\$4.6M
Countywide Area of Focus:	Create a Network of Vibrant Communities				
Department Goal 1:	Increase the value of tourism to economic development and public awareness of the arts, culture, and heritage				
Activity to Further Goal:	Fund strategic tourism projects and visitor services in local communities				
Performance Measure:	Annual grant funding made available for local tourism projects	\$530,000	\$530,000	\$575,000	\$575,000
Activity to Further Goal:	Provide leadership and support to local arts, culture, and heritage organizations				
Performance Measure:	Individual encounters with arts and culture resources and activities provided by the Arts Alliance: helpline & mentor services, training workshops & videos, seminars, community forums, special events, public art, web-based dialogue, social media interaction	218,275	298,000	342,700	



Miscellaneous and Pass-Through Items



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CLACKAMAS
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Summary of Requirements by Department

Miscellaneous & Pass-Through Items

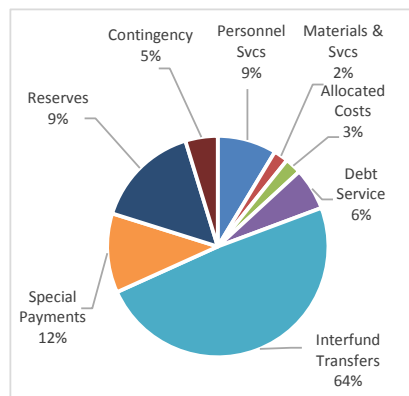
	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Budget
Requirements by Budgetary Category					
Personnel Services	16,559,289	17,340,391	19,000,958	17,657,566	20,047,933
Materials & Services	3,448,173	1,963,456	8,721,282	8,212,557	4,915,729
Allocated Costs	4,707,553	5,291,698	5,761,379	5,761,379	5,583,225
Capital Outlay	31,783	256,156	-	22,535	-
Subtotal Current Expenditures	24,746,798	24,851,701	33,483,619	31,654,037	30,546,887
Special Payments	82,807	1,631,622	61,188,665	18,741,086	26,896,835
Debt Service	9,256,039	9,283,425	17,404,230	9,304,131	14,280,315
Interfund Transfers	98,963,583	108,762,716	117,609,666	109,659,666	113,537,538
Reserves	-	-	17,626,876	-	35,808,776
Contingency	-	-	8,570,524	-	10,971,880
Ending Fund Balance(s)	31,675,022	28,859,166		79,663,633	
Total Requirements by Category	164,724,249	173,388,630	255,883,580	249,022,553	232,042,231

Requirements by Fund

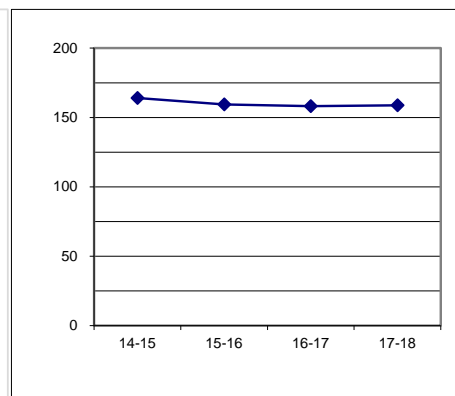
General Fund - WES Payroll	10,210,973	11,192,798	11,996,860	11,237,449	12,277,730
General Fund - NCPRD Payroll	4,405,536	4,163,245	4,853,758	4,357,086	5,596,637
General Fund - Dev Agcy Payroll	659,393	644,169	643,306	657,680	644,382
General Fund - Non Departmental	130,358,643	137,412,872	200,481,196	203,529,805	185,681,049
County School Fund	355,603	572,321	351,178	858	500
Resolution Services Fund	1,379,578	1,455,978	1,539,426	1,497,966	1,552,729
Law Library Fund	832,425	805,614	777,826	778,826	672,326
Employer Contribution Res Fund	2,302,066	2,316,716	3,026,716	2,684,716	2,702,716
Cty Safety Net Leg Local Proj Fund	49,047	49,294	474,440	441,002	392,242
Transient Room Tax Fund	3,998,591	4,630,195	5,038,789	5,038,139	5,190,250
Debt Service Fund	9,638,235	9,608,233	9,559,927	9,557,768	9,478,333
General Obligation Bond Debt Svcs Func	-	-	7,600,000	-	4,557,679
Local Improvement District Cons Fund	534,157	537,195	540,158	541,258	545,658
Damascus Successor Private Purpose Trust Fund	-	-	9,000,000	8,700,000	2,750,000

Total Requirements by Fund	164,724,249	173,388,630	255,883,580	249,022,553	232,042,231
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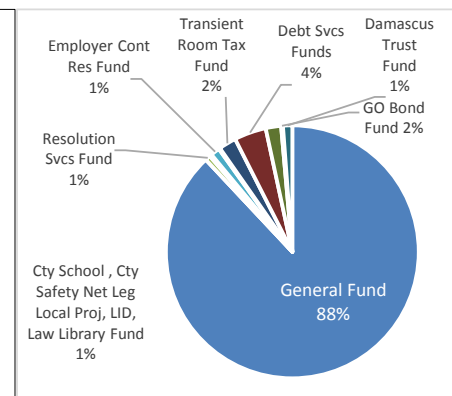
Budgeted Full-Time Equivalents	164.01	159.39	158.14	158.14	158.82
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2017-18 Requirements by Category



Full-Time Equivalents



2017-18 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. To help offset required increases in employer contributions to the Public Employee Retirement System (PERS), \$650,000 is budgeted to be transferred from this fund to the General Fund in 2017-18.

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.



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CLACKAMAS
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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.

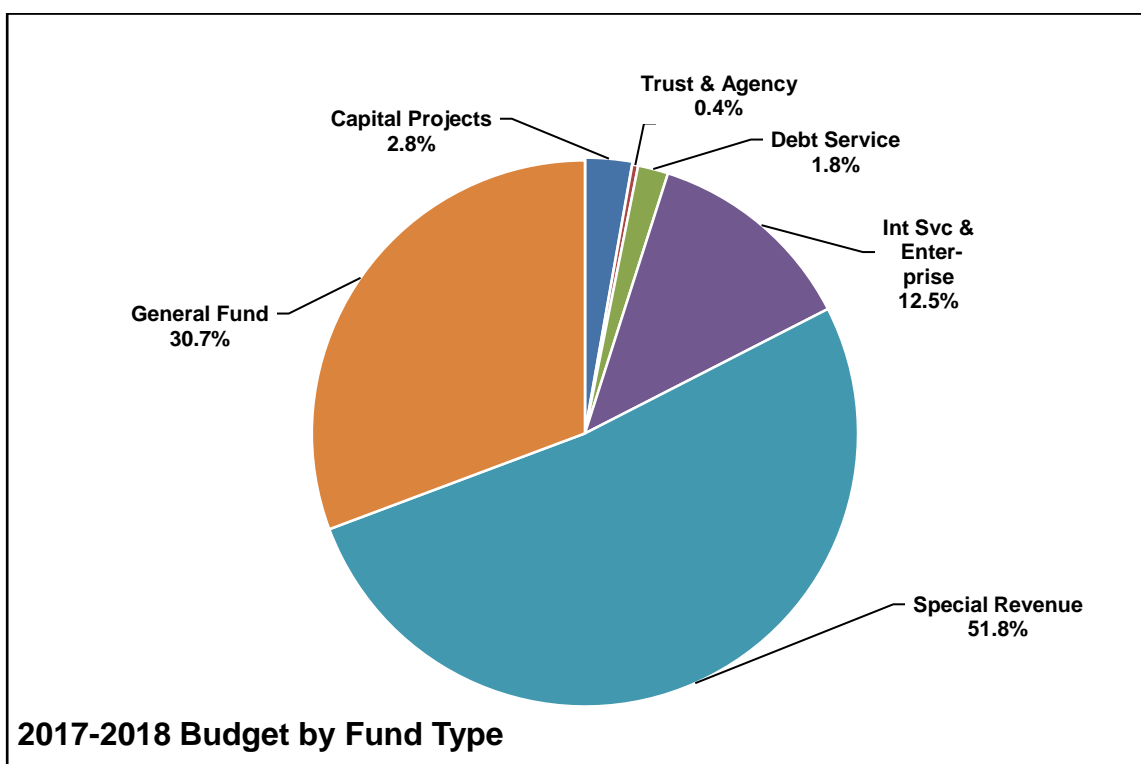
Special Revenue Funds – This type of fund accounts for specific revenue sources that are restricted to expenditures for designated purposes.

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.

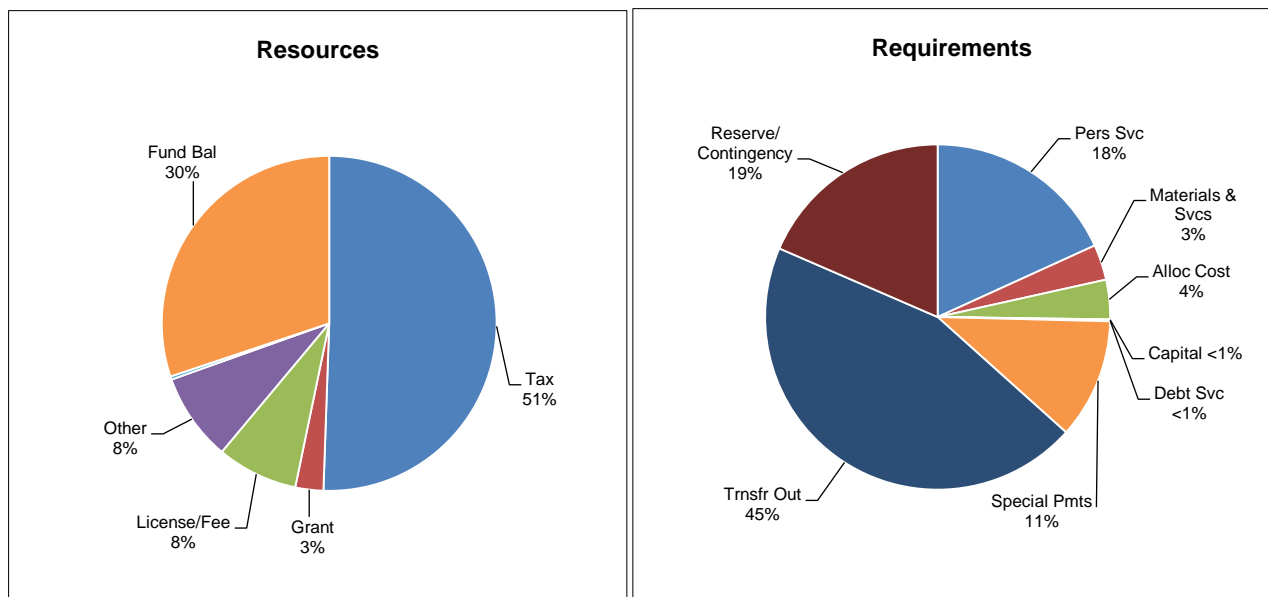




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CLACKAMAS
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General Fund



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 Government

General Fund

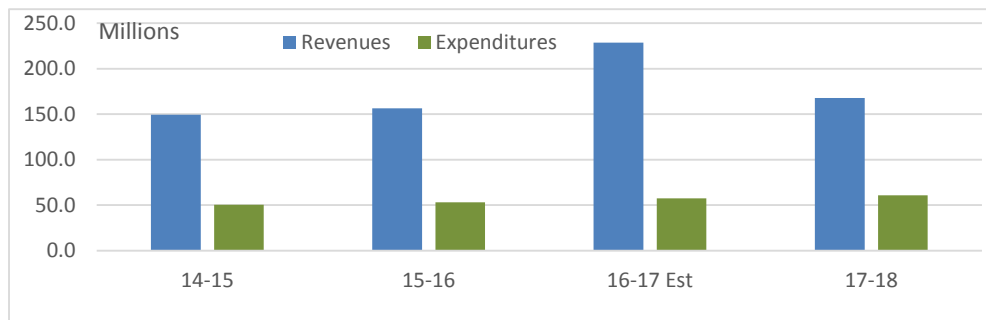
Resources and Requirements by Fund

	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	24,027,414	27,247,686	24,756,082	24,756,082	72,411,731
Current Revenues					
Taxes	106,735,942	111,269,171	116,925,000	116,821,000	121,461,581
Federal Revenue	1,689,883	1,753,962	523,000	1,663,284	1,687,380
State Revenue	4,329,106	4,855,196	4,787,550	4,409,722	4,483,075
Local Revenue	3,767	1,083	379,000	352,000	333,565
Licenses	1,879,919	1,951,318	2,174,091	2,090,660	2,147,906
Fees & Fines	15,591,455	16,277,305	16,689,410	17,222,004	16,648,312
Other Revenue					
Salary Reimbursement	15,983,321	16,355,540	18,101,769	16,860,060	19,156,139
Bond Sale Proceeds	-	-	67,100,000	66,165,794	-
Miscellaneous	1,317,391	1,284,948	1,368,367	1,445,605	1,188,472
Interfund Transfers	1,728,420	2,582,905	1,764,210	1,729,210	750,000
Subtotal Current Revenues	149,259,204	156,331,428	229,812,397	228,759,339	167,856,430
Total Resources	173,286,618	183,579,114	254,568,479	253,515,421	240,268,161

Requirements by Category

Current Expenditures					
Personnel Services	35,896,679	38,342,201	43,072,098	40,576,634	43,732,935
Materials & Services	7,173,335	6,153,982	8,871,221	7,620,823	7,975,517
Allocated Costs	7,393,222	7,896,487	8,756,845	8,756,845	8,880,022
Capital Outlay	78,653	664,435	426,000	423,390	181,000
Subtotal Current Expenditures	50,541,889	53,057,105	61,126,164	57,377,692	60,769,474
Special Payments	-	1,090,776	60,524,168	18,764,168	27,016,203
Debt Service	244,303	244,303	244,303	244,303	244,303
Interfund Transfers	95,252,740	104,430,847	112,667,527	104,717,527	107,801,177
Reserves	-	-	11,763,132	-	36,063,866
Contingency	-	-	8,243,185	-	8,373,138
Ending Fund Balance	27,247,686	24,756,083		72,411,731	
Total Requirements	173,286,618	183,579,114	254,568,479	253,515,421	240,268,161

Budgeted Full-Time Equivalents	354.90	359.20	369.21	369.21	351.28
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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 significantly higher than usual in 2017-18 due to the issuance of \$59 million in general obligation debt in 2016-17 to finance an update of obsolete emergency communication equipment. Funds will be disbursed as equipment is purchased during the next two years and fund balance will return to more normal levels.

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 2017-18, property tax revenue (current and delinquent) is budgeted at \$121.5 million, an increase of \$4.5 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 extended, the disbursement formula reverted to the previous legislation. Federal revenue for 2017-18 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 \$2.5 million in cigarette and liquor taxes. Court Assessments provide an additional \$500,000. Overall, state funding is expected to decline \$300,000.

Licenses are budgeted at \$2.1 million for 2017-18, almost all attributable to cable franchise fees. This has been a stable revenue source for the County.

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 \$12.4 million in 2017-18 and provide operating income for the corresponding services. Another significant revenue in this category is recording fees which are estimated to total \$3.5 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 \$19.2 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 2016-17 budget included \$1.3 million from the Justice Court. Although a transfer is expected from the Justice Court again in 2017-18, the amount is unknown and has not been budgeted. New in 2017-18 is an addition of \$650,000 from the Employer Contribution Reserve Fund to help pay required contributions to the Oregon Public Employee Retirement System (PERS).

Expenditure Summary

Personnel Services expenditures account for \$43.7 million in 2017-18, which amounts to only a 1.5% increase over the previous year. Staffing is declining by 18 FTE primarily due to the transfer of positions to the Self-Insurance and Risk Management Claims funds to more accurately account for the costs of those operations. Counted in this category is \$19.2 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 almost \$8 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 \$8.8 million this year, an increase of 1.4%.

The Capital Outlay budget is \$181,000. 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 which will be expended over a period of three years. 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.

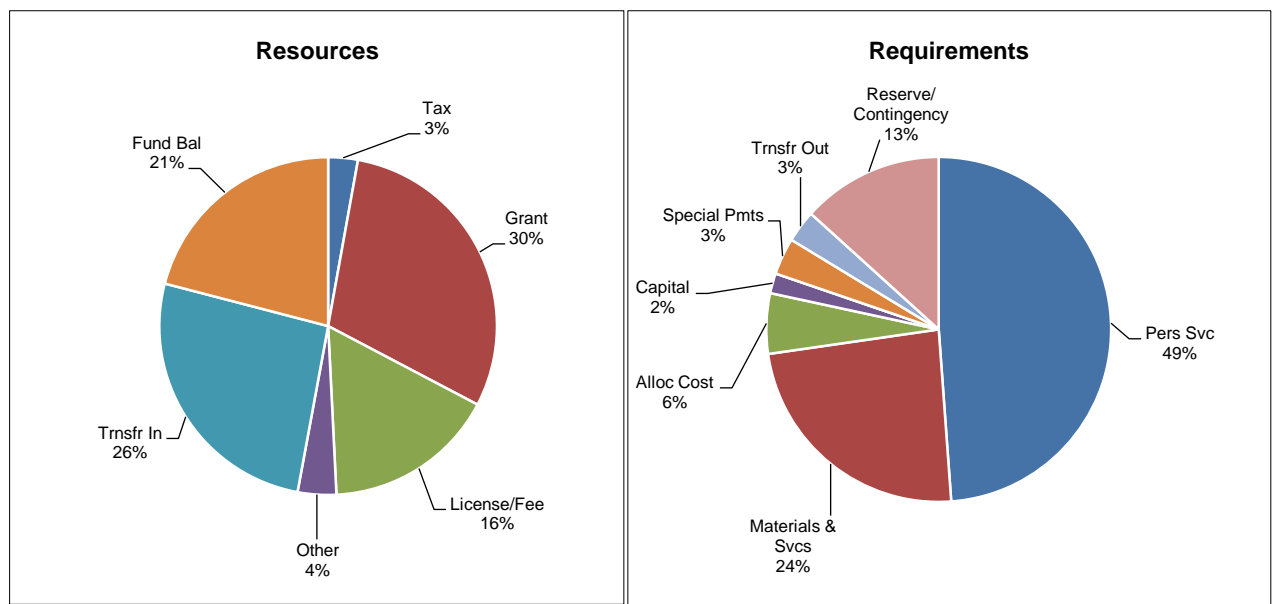
Interfund Transfers totaling \$107.8 million flow from the General Fund to many other funds to support their operations. Among the larger recipients are the Sheriff (\$57.5 million), District Attorney (\$9.8 million), and Juvenile Department (\$7.9 million).

Contingency and Reserves amount to \$44.4 million for 2017-18. 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. Included in this total is \$22.4 million in unspent bond proceeds which will decline in future years as the 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.



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CLACKAMAS
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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
Sunnyside Village Park Road Frontage Construction Fund (History)	Transportation and Development
Sunnyside Village Park Acquisition Fund (History)	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



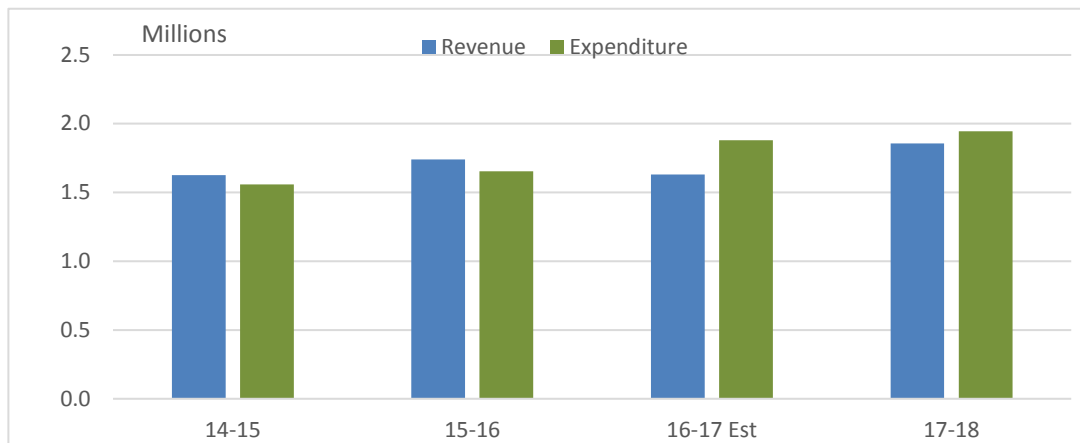
Culture, Education and Recreation

County Fair Fund

Resources and Requirements by Fund

	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	461,375	528,931	615,142	615,142	363,935
Current Revenues					
State Revenue	50,964	53,667	53,667	53,667	50,000
Local Revenue	1,350	2,000	1,500	1,500	1,500
Fees & Fines	479,082	515,485	503,300	444,119	533,600
Other Revenue					
Rents/Concessions	507,801	571,312	539,800	529,668	594,300
Miscellaneous	152,775	154,106	148,800	151,504	218,074
Interfund Transfers	433,653	444,060	449,390	449,390	458,830
Subtotal Current Revenues	1,625,625	1,740,630	1,696,457	1,629,848	1,856,304
Total Resources	2,087,000	2,269,561	2,311,599	2,244,990	2,220,239
Requirements by Category					
Current Expenditures					
Personnel Services	464,151	497,766	509,700	471,383	556,700
Materials & Services	1,044,139	1,140,952	1,241,465	1,249,672	1,246,689
Capital Outlay	49,780	15,701	461,598	160,000	141,341
Subtotal Current Expenditures	1,558,070	1,654,419	2,212,763	1,881,055	1,944,730
Special Payments	-	-	5,000	-	5,000
Contingency	-	-	93,836	-	270,509
Ending Fund Balance	528,930	615,142	-	363,935	-
Total Requirements	2,087,000	2,269,561	2,311,599	2,244,990	2,220,239

Budgeted Full-Time Equivalents



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 111th County Fair will be held in August 2017.

Revenue Summary

Total revenue for the *County Fair Fund* is budgeted at \$2,220,239. Self-generated revenues account for 61% 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 21% of total revenue with the remaining 18% accounted for in fund balance.

Expenditure Summary

Personnel services costs comprise about 25% of total expenditures. This includes eight full-time and two temporary part-time staff as well as additional seasonal workers. Materials and services are budgeted at \$1,246,689, which make up 56% of total expenditures and include all fair expenses, building and grounds maintenance, insurance, and utilities. Capital outlay expenses total 6% of which include planning and design for the livestock barn replacement and several minor projects including new picnic tables, a new oven for Horning Hall, and a new refrigerator for the Main Pavilion building.

Significant Issues & Changes

The Rodeo Arena Tower is in disrepair and presents safety issues to rodeo attendees, volunteers, rodeo participants, and livestock. A local business partner is willing to donate a portion of the materials needed to replace the tower, and local experienced construction contractors are volunteering their time. The permitting process for the new tower is now complete and demolition of the old tower will take place in March 2017, weather permitting. It is anticipated that the new tower will be in place by June 2017.

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 three years, T-Structure tents have been rented to fulfill the needs of the County Fair and other events. The Fair Board is currently reviewing options for replacement of the Livestock Barn.

Finally, County administration is working with the Fair Board to propose a new relationship which will have a positive impact on the funding of all County Fair and Event Center facilities.

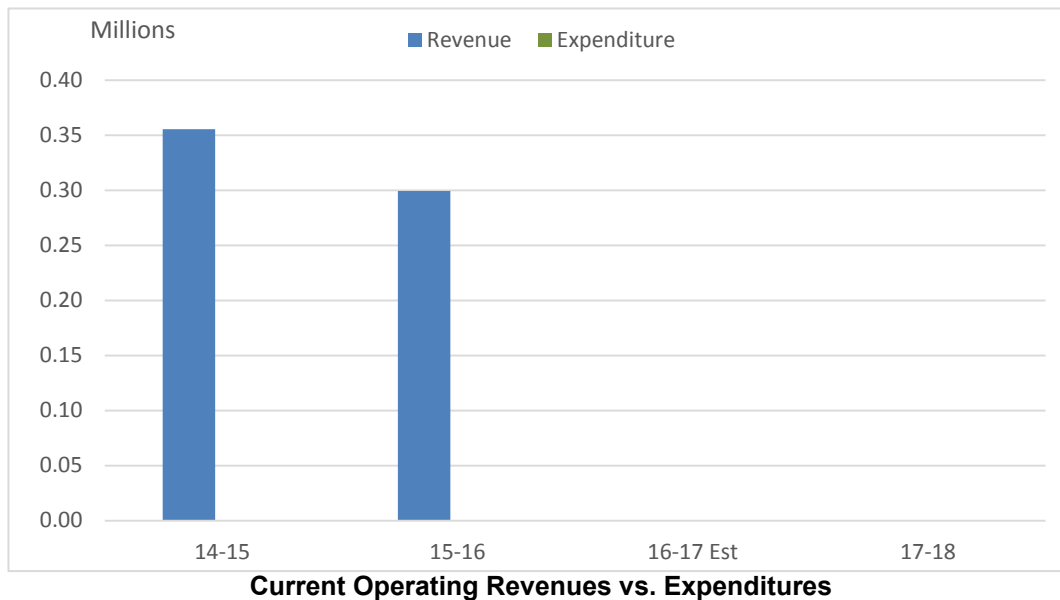


Not Allocated to Organizational Unit

County School Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	85	272,797	378	378	-
Current Revenues					
Federal Revenue	355,348	298,982	350,600	470	500
Miscellaneous Revenue	171	542	200	10	-
Subtotal Current Revenues	355,519	299,524	350,800	480	500
Total Resources	355,604	572,321	351,178	858	500
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	-	-	-	-	-
Subtotal Current Expenditures	-	-	-	-	-
Special Payments	82,807	571,943	351,178	858	500
Ending Fund Balance	272,797	378	-	-	-
Total Requirements	355,604	572,321	351,178	858	500

Budgeted Full-Time Equivalents	-	-	-	-
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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

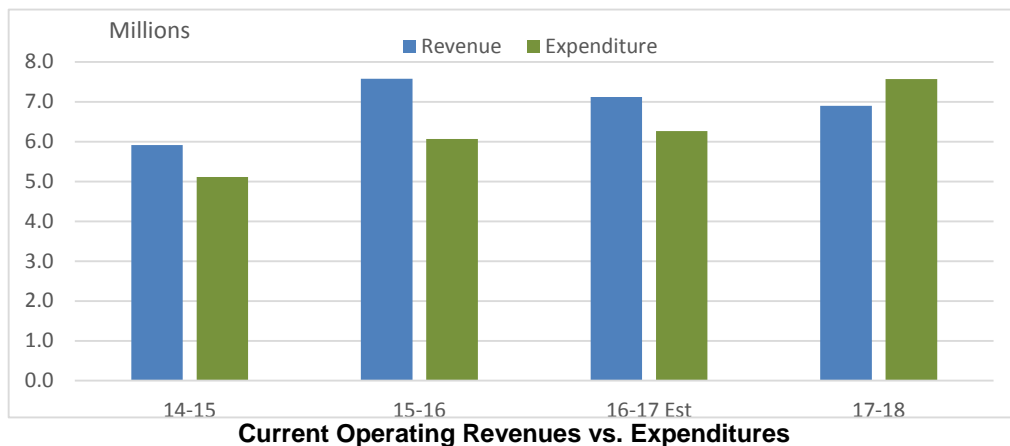
None



General Government

Building Codes Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	2,320,002	3,126,979	4,633,272	4,633,272	5,481,823
Current Revenues					
Federal Revenues	10,382	1,712	-	-	-
Licenses	5,667,571	7,210,039	6,318,150	6,686,121	6,474,525
Fees & Fines	98,414	298,788	303,100	340,542	333,500
Local Revenue	13.00	-	-	-	-
Other Revenue	140,256	63,364	101,479	89,800	91,245
Interfund Transfers	-	875	-	-	-
Total Subtotal Current Revenues	5,916,636	7,574,778	6,722,729	7,116,463	6,899,270
<u>Requirements by Category</u>	<u>8,236,638</u>	<u>10,701,757</u>	<u>11,356,001</u>	<u>11,749,735</u>	<u>12,381,093</u>
Current Expenditures					
Personnel Services	3,536,718	3,999,952	4,729,714	4,276,076	5,122,713
Materials & Services	1,053,813	1,061,910	1,313,235	1,113,763	1,397,269
Allocated Costs	452,543	939,855	713,073	713,073	848,117
Capital Outlay	66,585	66,768	205,500	165,000	205,500
Subtotal Current Expenditures	5,109,659	6,068,485	6,961,522	6,267,912	7,573,599
Reserves	-	-	2,525,000	-	3,525,000
Contingency	-	-	1,869,479	-	1,282,494
Ending Fund Balance	3,126,979	4,633,272	-	5,481,823	-
Total Requirements	<u>8,236,638</u>	<u>10,701,757</u>	<u>11,356,001</u>	<u>11,749,735</u>	<u>12,381,093</u>
<u>Budgeted Full-Time Equivalents</u>	<u>29.00</u>	<u>33.00</u>	<u>38.00</u>	<u>38.00</u>	<u>38.00</u>





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 continued to experience significant development and related permit activity in 2016/2017, with the Division providing approximately 44,700 inspections, and facilitating 19,500 in-person customer transactions, in the 2016 calendar year. Additionally, the Division expects to process more than 20,000 permits of various types in the current year.

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 2017 Oregon Legislative Session as there are a number of proposed bills that could impact our business model, including the addition of tiny homes to our regulatory authority.

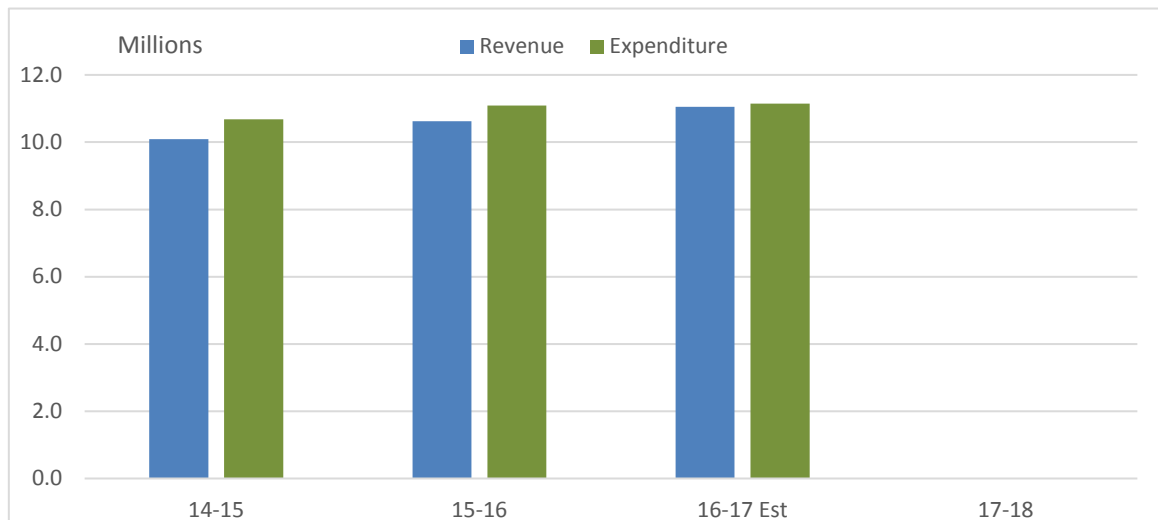


Public Protection

Public Safety Local Option Levy Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	1,204,629	612,709	150,189	150,189	
Current Revenues					
Prior Year Revenue (Dedicated)	2,229	-	-	-	
Federal Revenues	53,852	124,261	18,000	37,350	
Taxes	10,024,928	10,485,292	10,631,100	11,012,500	
Other Revenue	9,794	13,307	6,000	344	
Subtotal Current Revenues	10,090,803	10,622,860	10,655,100	11,050,194	
Total Resources	11,295,432	11,235,569	10,805,289	11,200,383	
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	8,685,624	9,259,397	8,829,554	9,460,150	
Materials & Services	1,704,557	1,451,018	1,588,625	1,301,395	
Allocated Costs	275,574	374,965	387,110	387,110	
Capital Outlay	16,969	-	-	-	
Subtotal Current Expenditures	10,682,724	11,085,380	10,805,289	11,148,655	
Reserves	-	-	-	-	
Contingency	-	-	-	-	
Ending Fund Balance	612,708	150,189		51,728	
Total Requirements	11,295,432	11,235,569	10,805,289	11,200,383	

Budgeted Full-Time Equivalents	59.00	59.00	59.00	59.00
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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.

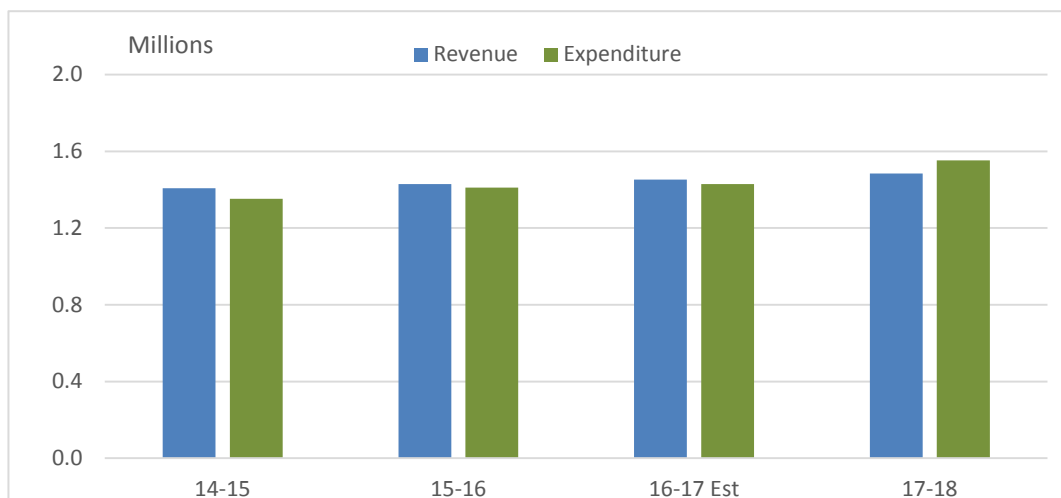


General Government

Resolution Services Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	(27,458)	26,558	46,026	46,026	68,374
Current Revenues					
State Revenue	127,160	125,217	96,235	83,235	87,000
Local Revenue	10,810	8,790	9,360	5,000	12,000
Licenses	23,950	24,160	25,000	25,000	25,000
Fees & Fines	767,120	760,918	820,322	796,604	772,336
Other Revenue	8,747	825	50	(332)	150
Interfund Transfers	469,249	509,510	542,433	542,433	587,869
Subtotal Current Revenues	1,407,036	1,429,420	1,493,400	1,451,940	1,484,355
	1,379,578	1,455,978	1,539,426	1,497,966	1,552,729
Total Resources					
Current Expenditures					
Personnel Services	1,055,123	1,084,543	1,234,324	1,125,641	1,254,520
Materials & Services	142,584	160,543	139,141	137,990	128,379
Allocated Costs	155,313	164,866	165,961	165,961	169,830
Subtotal Current Expenditures	1,353,020	1,409,952	1,539,426	1,429,592	1,552,729
Ending Fund Balance	26,558	46,026	-	68,374	-
Total Requirements	1,379,578	1,455,978	1,539,426	1,497,966	1,552,729

Budgeted Full-Time Equivalents	10.20	10.08	10.63	10.63	10.43
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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 (36%), the Oregon Office of Community Dispute Resolution (3%), the Department of Justice's Oregon Foreclosure Avoidance Program (2%), 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 (4%), and direct fees charged to clients (14%). Finally, we receive County General Fund support (38%).

Expenditure Summary

The largest expenditure is personnel services (81%) for direct services program staff and administrative support. The remaining expenditures are for cost allocations (11%) and materials and services (8%). It is very important to note that the work of Resolution Services is greatly enhanced by our group of approximately 50 dedicated active volunteers. They are projected to provide over 5,800 hours of voluntary service to the citizens of Clackamas County.

Significant Issues & Changes

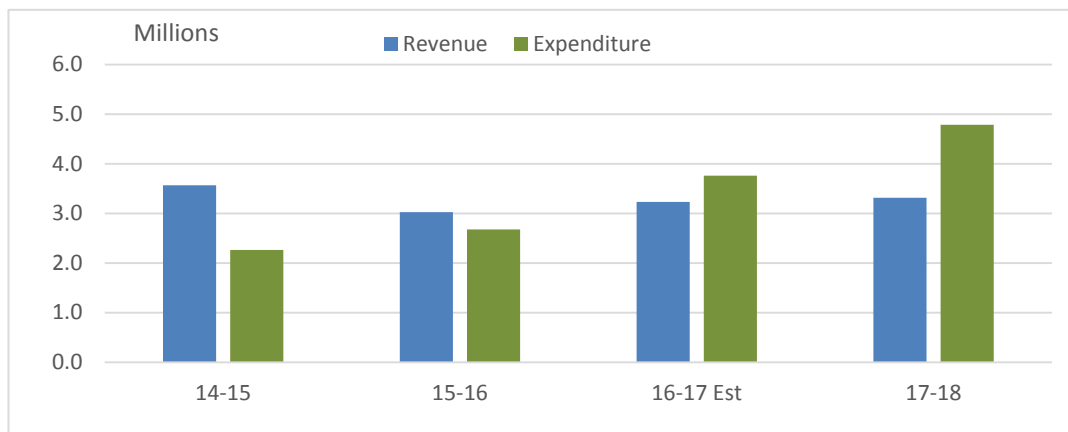
Resolution Services presents a maintenance level budget for 2017-18. We will continue to provide conflict resolution services in order to sustain healthy communities and keep our residents safe, healthy and secure. There are no significant issues or changes for 2017-18. We plan to continue to expand 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>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	1,983,911	2,275,267	2,555,434	2,555,435	1,938,295
Current Revenues					
Federal Revenue	1,376	26,876	4,395	4,202	154,144
State Revenue	1,559,734	1,923,050	2,100,000	2,075,000	2,040,000
Local Revenue	21,000	12,500	250,000	70,000	-
Licenses	6,340	27,487	15,000	5,000	10,000
Fees & Fines	1,018,603	1,016,311	1,034,892	1,034,892	1,101,026
Other Revenue	9,845	18,200	10,000	9,800	12,000
Interfund Transfers	950,000	-	30,000	30,000	-
Subtotal Current Revenues	3,566,898	3,024,424	3,444,287	3,228,894	3,317,170
Total Resources	5,550,809	5,299,691	5,999,721	5,784,329	5,255,465
Requirements by Category					
Current Expenditures					
Personnel Services	1,229,522	1,286,416	1,707,385	1,569,487	1,779,008
Materials & Services	868,111	1,254,902	3,393,678	2,040,728	2,830,164
Allocated Costs	164,909	136,519	147,819	147,819	173,708
Subtotal Current Expenditures	2,262,542	2,677,837	5,248,882	3,758,034	4,782,880
Special Payments	-	3,420	70,000	25,000	25,000
Interfund Transfer	1,013,000	63,000	63,000	63,000	63,000
Contingency	-	-	617,839	-	384,585
Ending Fund Balance	2,275,267	2,555,434	-	1,938,295	-
Total Requirements	5,550,809	5,299,691	5,999,721	5,784,329	5,255,465
Budgeted Full-Time Equivalents	9.40	10.40	10.40	10.40	10.40



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 2017-18, total allocations to be received are budgeted at \$1.1 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 \$1.8 million in Fiscal Year 2017-18.

Expenditure Summary

The *Administration* line of business expenditures are primarily personnel expenditures and represent 63% of the \$1.3 million budget. The remaining expenditures are related to supporting the staff in all BCS divisions.

The *Economic Development* line of business personnel expenditures represent 24% of the \$3.9 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

There are no significant changes within the Economic Development line of business budget because of static lottery income. A few significant projects to note are as follows:

- *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. 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.
- The North Milwaukie Industrial Area Redevelopment Strategy project, funded in part by a grant from Metro, will develop and implement creative redevelopment-based strategies to enhance economic opportunities, increase job creation and investment, build a stronger, more competitive region, and ensure a dynamic framework for quality growth and development. The grant project was managed by Clackamas County in partnership with Metro and the City of Milwaukie for a portion of FY 2016-17. However, the management of this grant will transition to the City of Milwaukie in the spring of FY 2016-17
 - House Bill 2984 passed during the 2015 Legislative Session providing \$400,000 to the *Agriculture and Forest Economic Development Program* for the Urban Lumber Project. This pilot project will determine the feasibility of creating a statewide model for counties to establish cooperatives that provide for the commercial production and marketing of specialty lumber products on nonforest lands in urban areas to promote economic development and generate new public revenues for communities across Oregon. In addition, *Agriculture and Forest Economic Development* is budgeted to receive additional funds from the State of Oregon for continuation of the Urban Lumber Project, contingent on the 2017 legislative process.
 - In FY 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.



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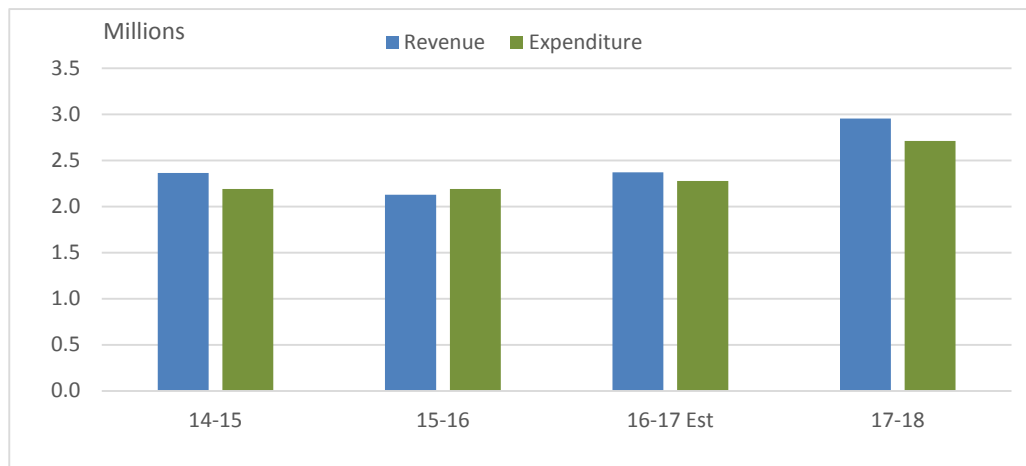
CLACKAMAS
C O U N T Y



Public Protection

Disaster Management Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	785,989	958,919	896,638	896,638	662,642
Current Revenues					
Federal Revenue	594,571	280,845	877,000	620,717	1,082,200
Fees & Fines	1,908	203	-	-	-
Local Revenue	36,131	25,990	-	-	-
Other Revenue	28,509	26,608	-	9,699	-
Interfund Transfers	1,703,161	1,793,911	1,742,118	1,742,118	1,874,696
Subtotal Current Revenues	2,364,280	2,127,557	2,619,118	2,372,534	2,956,896
Total Resources	3,150,269	3,086,476	3,515,756	3,269,172	3,619,538
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	1,413,082	1,476,688	1,536,405	1,535,003	1,659,532
Materials & Services	532,325	463,436	704,850	485,336	768,509
Allocated Costs	240,628	249,713	221,860	221,860	248,907
Capital Outlay	5,315	-	35,000	35,000	35,000
Subtotal Current Expenditures	2,191,350	2,189,837	2,498,115	2,277,199	2,711,948
Special Payments	-	-	500,000	329,331	621,200
Contingency	-	-	517,641	-	286,390
Ending Fund Balance	958,919	896,639	-	662,642	-
Total Requirements	3,150,269	3,086,476	3,515,756	3,269,172	3,619,538
Budgeted Full-Time Equivalents	11.00	11.00	11.00	11.00	11.00



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 and 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 for 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 47% 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 2017-18 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 28% of the total expenditures (both divisions). Each year the department pursues grants to fund staff, planning, training, exercises and equipment; as well as hazard mitigation grants to reduce risk and enhance County sustainability. Out of the total \$1,017,406 in Materials and Services expenses for FY 2017-18, it is estimated that \$825,000 will pay for grant funded and mitigation projects, which are pass through projects to incorporated cities, special districts and eligible homeowners. The department will manage grant projects to provide disaster response and communications equipment for law enforcement, fire and public works responders, city projects, specialized training for fire responders, 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.

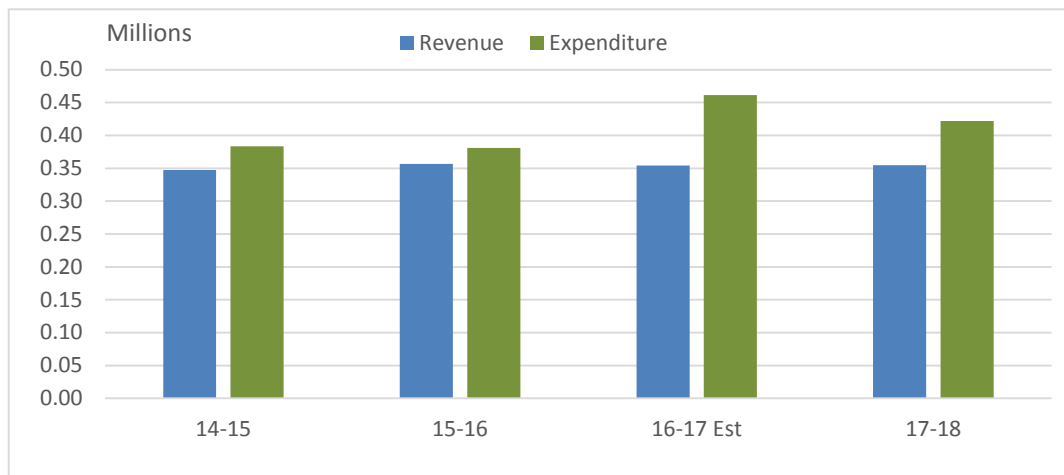
The Medical Examiner's Office is seeing a significant increase in the number of deaths requiring an investigation, up approximately 12% in 2016.. The increase in deaths is taxing existing staffing resources, consideration needs to be given to future planning to add a staff member.



Public Protection

Law Library Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	484,788	448,791	424,472	424,472	317,472
Current Revenues					
Fees & Fines	2,272	3,318	2,500	2,500	2,500
Other Revenue					
Courts Reimbursements	343,375	349,854	349,854	349,854	349,854
Other Financing Sources					
Interest	1,990	3,652	1,000	2,000	2,500
Subtotal Current Revenues	347,637	356,824	353,354	354,354	354,854
Total Resources	832,425	805,615	777,826	778,826	672,326
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	198,318	203,356	227,710	234,710	229,664
Materials & Services	116,050	112,706	155,223	156,223	127,669
Allocated Costs	69,266	65,081	70,421	70,421	64,625
Subtotal Current Expenditures	383,634	381,143	453,354	461,354	421,958
Reserves	-	-	100,000	-	50,000
Contingency	-	-	224,472	-	200,368
Ending Fund Balance	448,791	424,472	-	317,472	-
Total Requirements	832,425	805,615	777,826	778,826	672,326
Budgeted Full-Time Equivalents	2.44	2.24	2.24	2.24	2.44



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 records 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. Current revenue is based on the 2015 biennium with the percentage allocated remaining the same. The Law Library continues to make significant adjustments to minimize the impact on existing resources and services.

Expenditure Summary

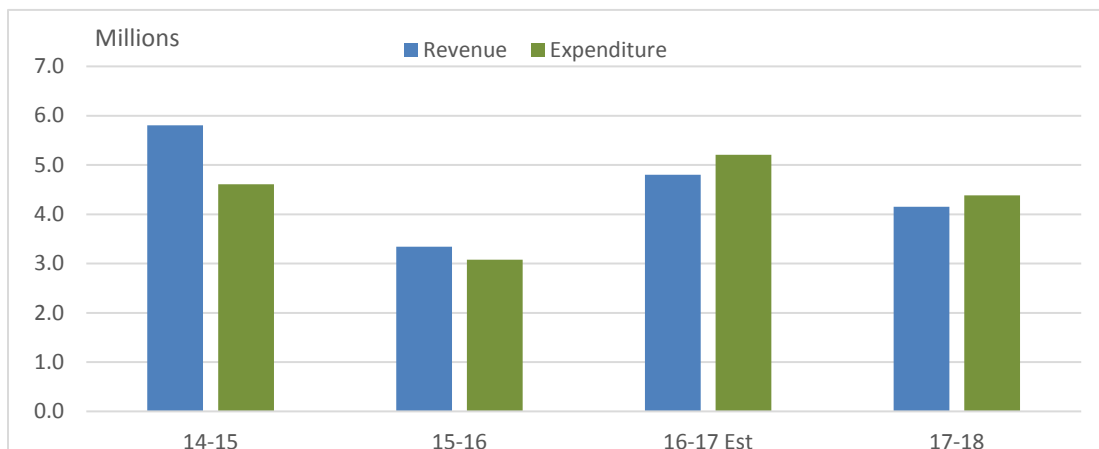
The majority of available funds have been held in reserve and contingency for anticipated future expenditures of continuing to provide, support and maintain a robust Law Library program with modern services at existing levels. Even with significant expenditure adjustments, due to the recent changes in 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 and remained essentially static.



Culture, Education and Recreation

Library Services Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	8,234,556	9,432,096	6,766,930	6,766,930	4,360,866
Current Revenues					
Federal Revenues				3,000	15,000
State Revenue	13,163	5,486	5,700	5,358	5,400
Local Revenue	-	740,000	1,267,662	875,000	1,257,570
Fees & Fines	70,160	17,274	15,600	14,600	14,800
Other Revenue					
Transfers from Library District	3,137,384				
Miscellaneous	267,162	297,823	1,671,400	1,671,700	606,600
Interfund Transfers	2,316,114	2,279,053	2,230,371	2,230,371	2,251,746
Subtotal Current Revenues	5,803,983	3,339,636	5,190,733	4,800,029	4,151,116
Total Resources	14,038,539	12,771,732	11,957,663	11,566,959	8,511,982
Requirements by Category					
Current Expenditures					
Personnel Services	2,389,943	1,411,405	1,883,862	1,586,477	1,987,343
Materials & Services	1,605,810	1,164,687	3,064,838	2,729,576	1,905,517
Allocated Costs	327,203	166,934	185,040	185,040	215,811
Capital Outlay	283,487	336,672	925,647	705,000	274,596
Subtotal Current Expenditures	4,606,443	3,079,698	6,059,387	5,206,093	4,383,267
Special Payment	-	2,925,104	5,100,000	2,000,000	3,100,000
Reserve			694,566		953,213
Contingency	-	-	103,710	-	75,502
Ending Fund Balance	9,432,096	6,766,930		4,360,866	-
Total Requirements	14,038,539	12,771,732	11,957,663	11,566,959	8,511,982
Budgeted Full-Time Equivalents	22.00	14.00	16.00	16.00	16.00



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 \$1,346,182 and \$905,564, respectively. In addition, *Shared Library Services* estimates that it will receive \$575,000 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 \$3,100,000 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 \$1,255,570.

Expenditure Summary

Total expenditures for the *Library Systems* are budgeted at \$5,243,844 of which \$3,100,000 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 \$1,937,468 of which \$575,000 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 \$1,330,670, of which, 52% are for personnel costs.

The *Sunnyside Library* transferred to the city of Happy Valley on July 1, 2015, and thus has no budget for FY 2017-18.

Significant Issues & Changes

Business & Community Services will continue to work to investigate options for the construction of a new library facility to serve the residents of the Oak Lodge service area which will ensure quality library services to its patrons.

Library Systems and *Shared Library Services* are currently coordinating the procurement, implementation, and ongoing management of RFID (Radio Frequency identification) and AMH (Automated Materials Handling) technologies for all libraries within the Clackamas County Library District. The department is anticipating a phased implementation, with the majority of library collections being tagged by the end of July 2017, new self-checkout machines being deployed by the end of August 2017, and installation and configuration of AMH at three sites complete by the end of September 2017.

Library Systems has transitioned from a locally-hosted ILS (Integrated Library System) to a vendor-hosted model. This shift improves security, improves support, reduces capital expenditures, allows local IT staff to focus more on direct service to libraries, and reduces overall operational expenses over a five-year period.

During FY 2016-17, in order to more efficiently, effectively, and sustainably provide the core services mandated by the IGA with District cities, *Shared Library Services* converted two part-time, temporary positions to full-time positions. The budget for part-time labor was reduced by an equivalent amount resulting in a net zero impact to the overall budget.



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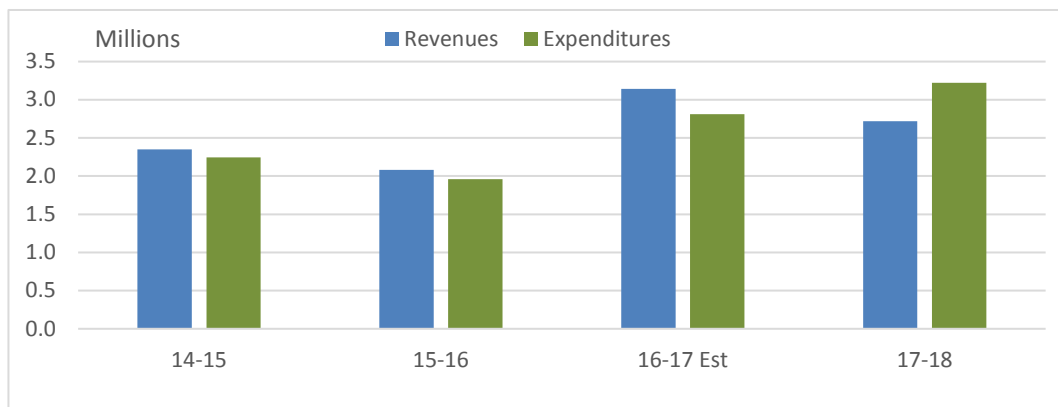
CLACKAMAS
C O U N T Y



Culture, Education and Recreation

Parks Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	248,496	357,238	458,347	458,347	790,489
Current Revenues					
Federal Revenue	90,616	1,350	1,350	1,350	1,350
State Revenue	496,863	611,760	995,600	777,742	906,437
Local Revenue	-	-	-	-	-
Fees & Fines	853,585	920,625	856,353	899,798	902,791
Other Revenue	40,156	94,362	111,600	318,250	84,800
Interfund Transfers	870,567	452,632	1,274,207	1,144,384	825,259
Subtotal Current Revenues	2,351,787	2,080,729	3,239,110	3,141,524	2,720,637
Total Resources	2,600,283	2,437,967	3,697,457	3,599,871	3,511,126
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	1,190,546	937,266	1,047,606	1,047,394	1,138,253
Materials & Services	785,399	576,953	700,541	655,345	647,361
Allocated Costs	213,330	179,089	198,427	198,427	202,566
Capital Outlay	53,769	267,311	1,383,700	908,216	1,233,760
Subtotal Current Expenditures	2,243,044	1,960,619	3,330,274	2,809,382	3,221,940
Special Payments	-	19,000	10,000	-	10,000
Contingency	-	-	357,183	-	279,186
Ending Fund Balance	357,239	458,348	-	790,489	
Total Requirements	2,600,283	2,437,967	3,697,457	3,599,871	3,511,126
Budgeted Full-Time Equivalents	8.40	5.64	5.64	5.64	5.64



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 FY 2017-2018 includes \$790,489 in fund balance, a \$320,000 interfund transfer from the Forest Management Fund for capital improvements, \$205,259 transferred from the General Fund, and \$300,000 transferred from the net proceeds of the Stone Creek Golf Club.

The Oregon Parks and Recreation grant program has awarded County Parks \$160,630 to upgrade and replace the Feyrer Park day-use restroom facility. In addition, staff has applied for \$175,000 from the Oregon Parks and Recreation grant program to upgrade and replace the Barton day-use restroom facility. State RV licensing fees and State marine gas tax revenues are budgeted at \$486,807 which will fund a new Master Plan for Barton Park which currently has 27 acres of undeveloped land. Fees and services are budgeted to bring in \$902,791.

Expenditure Summary

Personnel expenditures are budgeted at \$1,138,253 and represent 35% 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 \$849,927. Capital construction costs are \$1,233,760, 38% of the budget, and include master planning, septic system replacement and replacement of the day-use restroom at Barton Park. In addition, construction of a picnic shelter is planned at Boring Station Trailhead Park, construction of an overflow parking lot at Hebb Park, and replacement of the playground equipment at Eagle Fern Park will be completed in FY 2017-2018.

Significant Issues & Changes

Aging infrastructure will require significant capital investment over the next several years as funds become available. The current estimated backlog of repair and replacement needs in our County Parks system is \$4.8 million. Business and Community Services Management Staff has set aside \$1 million to begin repairing and replacing these assets and will continue to work on a longer term strategy to address this significant need.



Economic Development

Planning Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	313,636	675,429	938,193	938,193	1,001,394
Current Revenues					
Federal Revenue	2,962	33	-	-	-
State Revenue	-	13,000	-	-	-
Local Revenue	94,556	93,104	50,000	100,000	90,000
Licenses	64,133	77,671	65,000	80,000	80,000
Fees & Fines	541,042	745,204	640,095	728,455	688,900
Other Revenue	212,732	14,544	6,000	2,000	2,000
Interfund Transfers	2,363,308	2,461,420	2,570,678	2,570,678	2,823,889
Subtotal Current Revenues	3,278,733	3,404,976	3,331,773	3,481,133	3,684,789
Total Resources	3,592,369	4,080,405	4,269,966	4,419,326	4,686,183
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	1,967,834	2,124,586	2,564,378	2,464,928	2,567,078
Materials & Services	573,675	688,533	601,180	557,420	691,192
Allocated Costs	375,430	317,093	315,584	315,584	436,684
Capital Outlay	-	-	-	-	75,000
Subtotal Current Expenditures	2,916,939	3,130,212	3,481,142	3,337,932	3,769,954
Special Payments	-	12,000	-	-	-
Interfund Transfer	-	-	115,000	80,000	320,000
Reserve for Future Expenditures	-	-	533,114	-	394,347
Contingency	-	-	140,710	-	201,882
Ending Fund Balance	675,430	938,193	-	1,001,394	
Total Requirements	3,592,369	4,080,405	4,269,966	4,419,326	4,686,183

Budgeted Full-Time Equivalents	16.75	19.20	20.70	20.70	20.20
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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

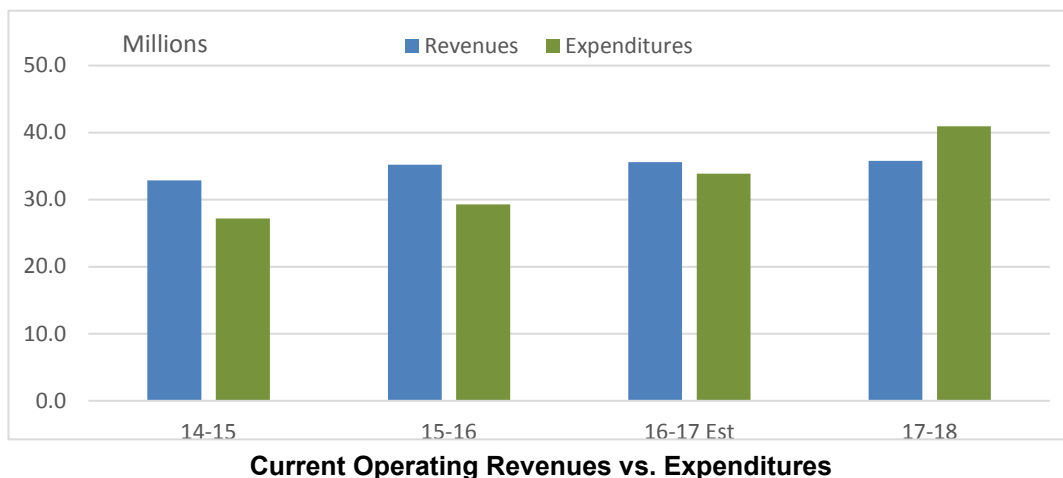
The largest cost reflected in this budget is the cost of personnel. One in approximately every thirty customer interactions results in a paying customer. Public service costs are fully supported by the General Fund.



Public Ways and Facilities

Road Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	8,817,544	13,984,282	19,013,977	19,013,977	18,701,746
Current Revenues					
Federal Revenue	1,024,345	1,039,648	994,843	1,333,670	434,913
State Revenue	23,217,045	26,236,287	26,537,520	26,276,700	26,560,000
Local Revenue	1,024,867	464,332	226,000	342,000	635,409
Licenses	80,777	142,667	75,000	75,000	75,000
Fees & Fines	5,462,441	4,957,467	6,349,159	6,505,322	3,832,476
Other Revenue	1,269,862	338,955	1,726,780	333,740	3,284,780
Interfund Transfers	788,427	2,016,837	751,460	751,460	978,114
Subtotal Current Revenues	32,867,764	35,196,193	36,660,762	35,617,892	35,800,692
Total Resources	41,685,308	49,180,475	55,674,739	54,631,869	54,502,438
Requirements by Category					
Current Expenditures					
Personnel Services	14,532,933	15,131,372	16,774,605	16,477,573	18,429,560
Materials & Services	10,121,532	10,634,364	15,693,775	13,243,048	16,287,858
Allocated Costs	1,968,000	2,490,415	2,248,762	2,248,762	2,340,309
Capital Outlay	581,636	1,058,983	2,914,000	1,927,000	3,884,000
Subtotal Current Expenditures	27,204,101	29,315,134	37,631,142	33,896,383	40,941,727
Special Payments	-	-	500,000	500,000	500,000
Interfund Transfers	496,924	851,365	5,936,864	1,533,740	2,743,366
Reserves	-	-	8,950,000	-	8,500,000
Contingency	-	-	2,656,733	-	1,817,345
Ending Fund Balance	13,984,283	19,013,976	-	18,701,746	
Total Requirements	41,685,308	49,180,475	55,674,739	54,631,869	54,502,438
Budgeted Full-Time Equivalents	151.75	147.55	155.55	155.55	157.75





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, Transportation Safety, Transportation Development Review, Transportation Construction, Long Range Transportation Planning** 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, construction, preservation and emergency response services to the traveling public so they can live, work, conduct business, recreate and travel safely on a well-maintained County transportation system.

Transportation Construction

The purpose of the Transportation Construction program is to provide design, construction and project management services to users of the transportation system so they can experience well-managed projects and connect with goods, services and people, now and in the future.

Transportation Safety

The purpose of the Transportation Safety program is to provide transportation engineering, maintenance, operations, heavy vehicle inspection and education services to the traveling public so they can safely arrive at their destination.

Land Use & Permitting: Transportation Development Review

The purpose of the Land Use, Development & Permitting program is to provide integrated information, plan review, permitting and inspection services to residents, property owners, businesses and the development community so they can advance their projects in a timely manner consistent with applicable codes, facilitating the pace of economic growth.

Long Range Transportation Planning

The purpose of the Long-Range Planning Program is to provide plan development (updates to the Comprehensive Plan, Transportation System Plan and Zoning & Development Ordinance), 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. While Long Range Planning includes both land use and transportation, the Road Fund provides the resources to support the Long Range Transportation Planning activities.

Department Administration

The purpose of the Office of the Director is to provide leadership, supervision, financial, communications and emergency support services to department and county employees, other county departments, policy-makers, decision-makers, other jurisdictions and the public, so they can provide effective, well-managed services to people who live, work, play and do business in Clackamas County safely and successfully. Department Administration provides administrative direction and leadership to ensure that departmental programs are managed to provide the optimum benefits and services to the public within the constraints of available funding and applicable regulations, and perform all operational functions with safety as a priority. The cost of this workgroup is allocated each year for reimbursement for prior year costs.

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. 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 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 Transportation 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.



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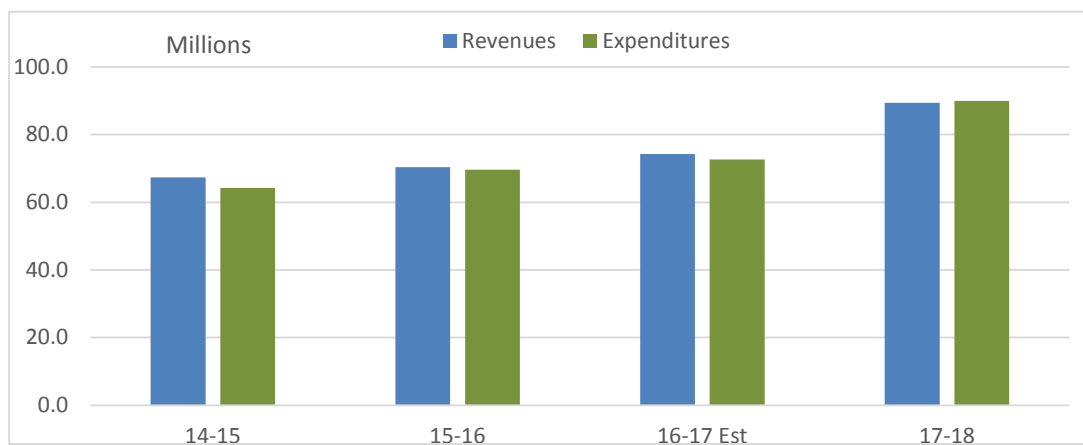
CLACKAMAS
C O U N T Y



Public Protection

Sheriff Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	1,792,113	3,254,975	2,462,852	2,462,852	2,792,785
Current Revenues					
Prior Year Revenue	8,713	-	-	-	-
Taxes	-	-	500	-	11,500,000
Federal Revenue	1,208,253	859,218	1,249,964	1,208,665	1,033,679
State Revenue	307,502	158,849	130,750	241,778	164,500
Local Revenue	8,243,365	8,590,076	9,340,512	7,927,795	8,465,783
Licenses	612,434	682,032	571,000	655,700	480,700
Fees & Fines	2,298,168	2,364,443	2,340,894	3,190,232	3,380,315
Other Revenue					
Salary Reimbursements	5,022,400	5,204,026	5,312,722	5,310,253	5,691,744
Miscellaneous	433,104	500,265	861,450	573,595	1,135,950
Interfund Transfers	49,237,474	51,985,096	55,104,521	55,104,521	57,492,885
Subtotal Current Revenues	67,371,413	70,344,005	74,912,313	74,212,539	89,345,556
Total Resources	69,163,526	73,598,980	77,375,165	76,675,391	92,138,341
Requirements by Category					
Current Expenditures					
Personnel Services	49,682,825	53,677,483	57,515,130	56,029,252	69,785,150
Materials & Services	11,735,054	12,792,101	14,997,207	13,367,478	16,397,246
Allocated Costs	2,745,901	2,784,758	3,121,586	3,121,586	3,788,280
Capital Outlay	93,340	320,579	150,026	119,702	27,500
Subtotal Current Expenditures	64,257,120	69,574,921	75,783,949	72,638,018	89,998,176
Special Payments	-	50,022	82,000	81,100	225,000
Interfund Transfers	1,651,432	1,511,184	1,509,216	1,215,216	1,915,165
Ending Fund Balance	3,254,974	2,462,853	-	2,741,057	-
Total Requirements	69,163,526	73,598,980	77,375,165	76,675,391	92,138,341
Budgeted Full-Time Equivalents	380.50	384.50	390.35	390.35	446.35



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) will merge into the Sheriff's Operations Fund. The Levy dollars will remain distinct within the Sheriff's Operations budget. They will continue to be 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 2016, there were more than 135,000 visitors; some of whom attempted to bring in over 13,000 prohibited items. In FY 2015-16 the Civil Division received more than 5,500 legal papers and transported more than 5,700 inmates from the jail and maintained custody.

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 75% of its revenue from property tax and other general county resources in the form of an interfund transfer from the General Fund (\$57,492,885) and Public Safety Local Option Levy (\$11,500,000). Other major sources of revenue include contracts with the cities of Wilsonville and Happy Valley for patrol services (local revenue) at \$6,897,813; a reimbursement from the Enhanced Law Enforcement District for personnel costs (other revenue) at \$5,661,744 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 \$69,785,150 which pays for 449.35 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 \$2,082,056 for CCOM dispatch services. FY 2017-18 Cost Allocation charges to the Sheriff's Operations Fund total \$3,788,280.

Significant Issues & Changes

An overview of the Sheriff's Operations Fund FY 2016-17 issues and accomplishments include:

- **Additional Patrol Staffing.** The Public Safety Local Option Levy funds 18 staff members in the Patrol Division. Over this last decade the population of Clackamas County has grown at over 10% per year and the number of calls for service has increased similarly. These increased demands have not been met with equally increased resources. This trend of increased demand on fixed resources will likely result in longer response times and diminished patrol time in the neighborhoods of Clackamas County.
- **Clackamas County Interagency Task Force.** The Levy funds support 9 sworn positions and 1 support staff person to the Clackamas County Interagency Task Force (CCITF) for the purpose of investigating, deterring, and combating illegal drug use, manufacturing, and distribution, and the related crimes associated with drug offenses and addiction. In 2016, CCITF investigations resulted in the seizure of: 39 pounds of heroin, 169 pounds of methamphetamine, 5 pounds of cocaine and crack, 23 pounds of marijuana, 18 liters of steroids, 3343 oxycontin and other prescription pills and \$350,107 in cash associated with the drugs. These statistics do not include the heroin overdose death investigations, firearms related seizures, and 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.
- **Creation of Jail Discharge Team.** This is a joint effort with Community Corrections to develop a release plan for inmates to ensure they are connected to services upon exiting custody. A connection to services reduces the likelihood of repeat criminal behavior. The Transition Center is used as a primary hub for connection to services but the team itself is based in the jail. The focus of the Jail Discharge Team is to identify and triage individuals (including pretrial and sentenced) with a focus on inmates with serious and persistent mental illness, dual diagnosis, developmental disabilities, drug and alcohol addiction, veterans and houseless individuals for purposes of discharge planning.
- **Disincorporation of the City of Damascus.** The disincorporation of the City of Damascus has required the Patrol Division to adjust staffing and assignments in order to continue to serve the Damascus area and the former citizens of Damascus. The disincorporation of Damascus led to the Sheriff's Office being forced to cut 4.0 FTE of Patrol Deputies.
- **Keeping Additional Jail Beds Open.** Between 2002 and 2008, 84 existing jail beds in the Clackamas County Jail remained unused due to lack of funding while crowding triggered early release of many prisoners. Inadequate space at the County Jail resulted in the forced release of more than 3,900 prisoners yearly prior to the passage of the levy. This was one of the highest rates in any Oregon county. Public Safety Local Option Tax collections funded 31 additional positions in the Jail that were used to reopen

existing jail beds. This resulted in more jail space for inmates and a reduction in the early release of prisoners caused by overcrowding.

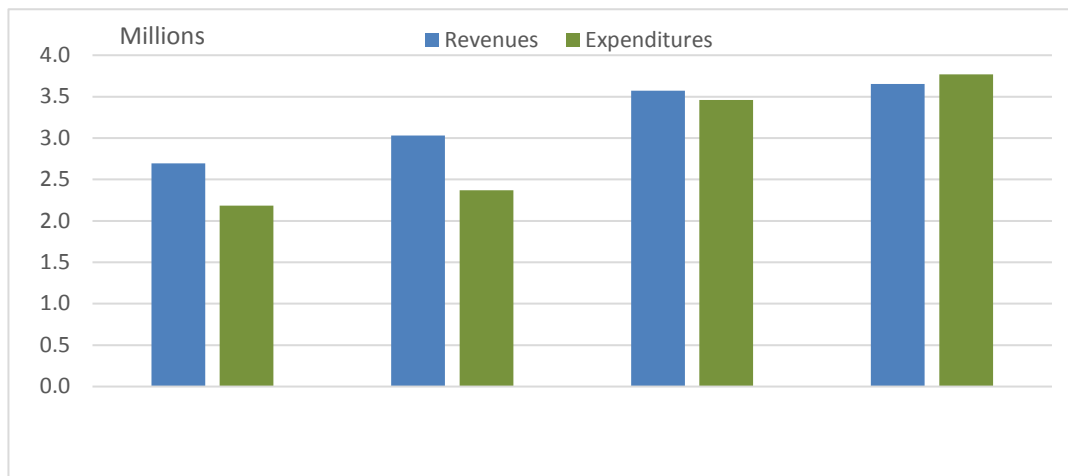
- **Renewal of the Public Safety Local Option Levy.** In November 2016, the voters of Clackamas County, once again, elected to renew the Public Safety Levy at \$51.98 million. The Levy previously renewed in 2011 for a five-year period at \$51.79 million. It was originally passed in November of 2006 at \$42.79 million.
- **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 tracking the various steps in the process. With the new software, the Civil Division's capacity to process writs has increased to 45 each week, allowing us to process 424 foreclosures in the first ten months of this fiscal year.



General Government

Code Enforcement & Resource Conservation & Solid Waste Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	307,806	738,287	1,357,711	1,357,711	1,370,649
Current Revenues					
Federal Revenue	4,779	1,036	-	-	-
Local Revenue	329,661	305,093	436,147	419,872	430,750
Licenses	1,532,965	1,685,958	1,684,230	1,815,000	1,894,000
Fees & Fines	659,035	877,062	1,240,278	1,142,381	1,157,786
Other Revenue	43,876	47,966	32,000	81,826	35,800
Interfund Transfers	123,859	112,558	112,503	112,503	134,534
Subtotal Current Revenues	2,694,175	3,029,673	3,505,158	3,571,582	3,652,870
Total Resources	3,001,981	3,767,960	4,862,869	4,929,293	5,023,519
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	1,244,688	1,400,866	2,267,264	2,196,619	2,392,724
Materials & Services	558,427	638,352	799,746	778,227	927,776
Allocated Costs	381,479	323,269	273,798	273,798	356,825
Capital Outlay	-	5,900	210,000	210,000	91,000
Subtotal Current Expenditures	2,184,594	2,368,387	3,550,808	3,458,644	3,768,325
Special Payments	-	41,862	100,000	100,000	-
Interfund Transfer	79,100	-	-	-	75,000
Reserve for Future Expenditures	-	-	513,522	-	617,522
Contingency	-	-	698,539	-	562,672
Ending Fund Balance	738,287	1,357,711	-	1,370,649	-
Total Requirements	3,001,981	3,767,960	4,862,869	4,929,293	5,023,519
Budgeted Full-Time Equivalents	11.00	14.75	19.75	19.75	19.39



Current Operating Revenues vs. Expenditures



Code Enforcement, Resource Conservation & Solid Waste (RCSW) & Septic and Onsite Wastewater Program (SOWP) 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. 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.

RESOURCE CONSERVATION & SOLID WASTE (RCSW) – SOLID WASTE DISPOSAL FUND

Description of Fund

Resource Conservation & Solid Waste (RCSW) 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.

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 2017-18 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 2017-18 a priority continues to be the development of commercial food scraps collection service. We will also undertake a review and modernization of franchise administrative rules and if the Board confirms interest, explore community bulky waste collection service.

A previous period of decline in the program's Fund was addressed through cost-cutting, closure of vacant positions, and aggressive efforts to close the Code Enforcement funding deficit. Stability and the maintenance of an operational buffer is a current priority, particularly since Resource Conservation & Solid Waste does not receive a contribution from the General Fund.

To that end, reserve funds are targeted for:

- An operational reserve representing just under two months of costs.
- A proposed PERS reserve to address forecasted increases.
- A building improvements reserve to reinvest program income from the solar array on the Development Services Building (a federal grant) in energy efficiency and clean power projects for county operations. This supports the County's Strategic Energy Management framework and Energy Policy.
- Contingencies such as potential investment in emerging priorities such as infrastructure for food donation or food scrap collection, assessment of enhanced commercial plastics collection (film plastics), and bulky waste.

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.

This group recently adopted a new fee schedule in an effort to become a self-sustaining program.

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 a recent increase in fees for service. An additional Soil Scientist Associate is included in the FY 2017-18 budget request in order to better meet permitting demands and to improve processing times.

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. In order to maintain adequate public service levels, the Septic & Onsite Wastewater Program added an additional Permit Specialist and Soil Scientist Associate to the department in 2016-17, and reclassified a Soil Scientist position to Soil Scientist Associate.



General Government

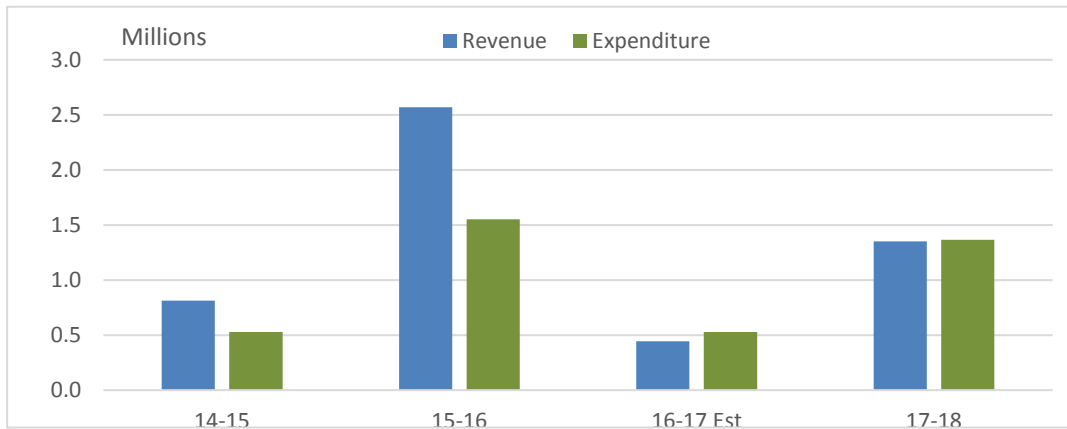
Property Resources Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	135,808	420,014	1,397,825	1,439,607	1,355,125
Current Revenues					
Fees & Fines	250,905	1,568,560	449,788	222,829	672,711
Other Revenue					
Land Sale Proceeds	497,585	943,664	587,000	206,120	665,000
Miscellaneous	64,489	58,503	17,788	13,761	12,711
Subtotal Current Revenues	812,979	2,570,727	1,054,576	442,710	1,350,422
Total Resources	948,787	2,990,741	2,452,401	1,882,317	2,705,547

Requirements by Category

Current Expenditures					
Personnel Services	97,264	124,341	143,047	153,672	180,009
Materials & Services	415,233	1,387,060	605,338	354,834	1,087,586
Allocated Costs	16,276	13,330	18,686	18,686	24,115
Capital Outlay	-	26,403	45,000	-	75,000
Subtotal Current Expenditures	528,773	1,551,134	812,071	527,192	1,366,710
Special Payments	-	-	155,000	-	5,000
Reserve for Future Expenditures	-	-	1,067,000	-	1,240,987
Contingency	-	-	418,330	-	92,850
Ending Fund Balance	420,014	1,439,607		1,355,125	
Total Requirements	948,787	2,990,741	2,452,401	1,882,317	2,705,547

Budgeted Full-Time Equivalents	1.20	1.20	1.20	1.20	1.20
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Current Operating Revenues vs. Expenditures

**Description of Fund**

The *Property Resources 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 \$672,711 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 \$1,240,987 to mitigate costs related to the unknown hazards and possible clean-up of future hazardous contaminated tax foreclosed properties.

Significant Issues & Changes

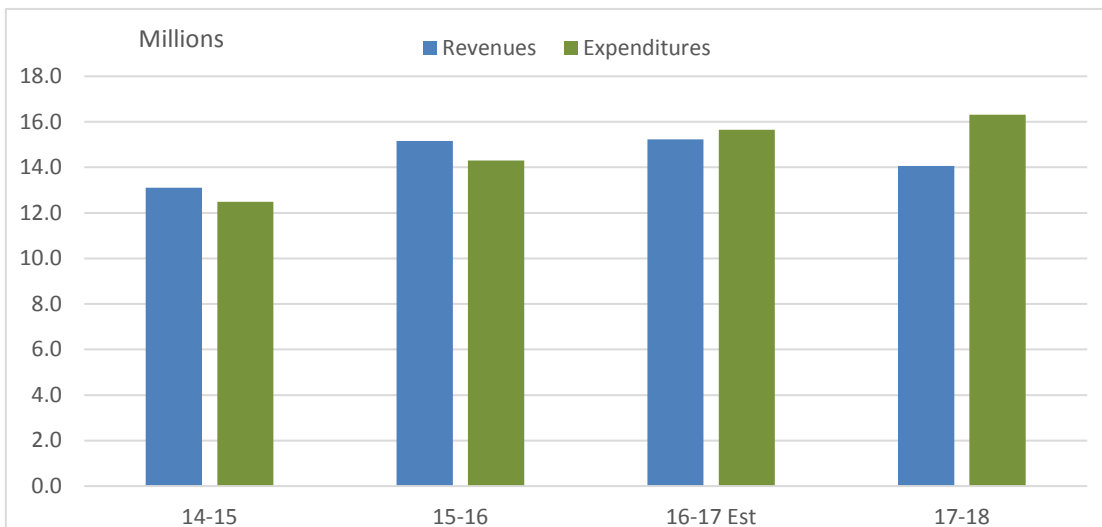
Exposure to unknown hazardous property conditions can create a significant risk management and financial liability to Property Resources. As the division does not receive County general funds, resources must be set aside in reserve to mitigate for these unknown future hazardous tax foreclosed properties.



Public Protection

Community Corrections Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	1,438,559	2,055,097	2,785,322	2,785,320	2,245,110
Current Revenues					
Federal Revenue	367,993	62,524	-	14,478	-
State Revenue	7,379,898	9,615,550	9,613,013	9,656,212	8,409,466
Local Revenue	109,400	93,900	125,000	100,000	100,000
Fees & Fines	1,195,347	998,485	827,605	922,605	837,445
Other Revenue					
Client Maintenance Fees	102,730	112,289	87,000	102,000	102,000
Miscellaneous	73,825	85,024	54,087	65,823	66,587
Interfund Transfers	3,880,798	4,188,718	4,376,391	4,376,391	4,546,938
Subtotal Current Revenues	13,109,991	15,156,490	15,083,096	15,237,509	14,062,436
Total Resources	14,548,550	17,211,587	17,868,418	18,022,829	16,307,546
Requirements by Category					
Current Expenditures					
Personnel Services	9,227,943	10,077,320	12,316,755	10,453,743	11,850,708
Materials & Services	2,425,151	3,295,226	4,260,786	4,007,099	3,342,107
Allocated Costs	813,242	830,125	879,300	879,300	1,009,701
Capital Outlay	27,116	99,518	287,500	313,500	105,030
Subtotal Current Expenditures	12,493,452	14,302,189	17,744,341	15,653,642	16,307,546
Special Payments	-	124,077	124,077	124,077	-
Contingency	-	-	-	-	-
Ending Fund Balance	2,055,098	2,785,321		2,245,110	
Total Requirements	14,548,550	17,211,587	17,868,418	18,022,829	16,307,546
Budgeted Full-Time Equivalents	97.00	104.50	106.00	106.00	106.00



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.
- *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 (52%) which is dedicated to the provision of felony offender supervision. General Fund (28%) is used to provide misdemeanor supervision and client treatment services. Client Fees and Fines make up 5% and Community Service Work contracts contribute 1%. Prior year revenue is 14% of the budget with 40% of that being Justice Reinvestment Act unspent funds from the prior biennium.

Expenditure Summary

Personnel service costs represent the largest expenditure in this fund, accounting for 72.7% of the total budget. Materials and services total 20.5% and include housing, mentoring, employment, mental health and other contracted treatment services. Allocated costs amount to 6.2% and the remaining 0.6% is earmarked for capital expenditures.

Significant Issues & Changes

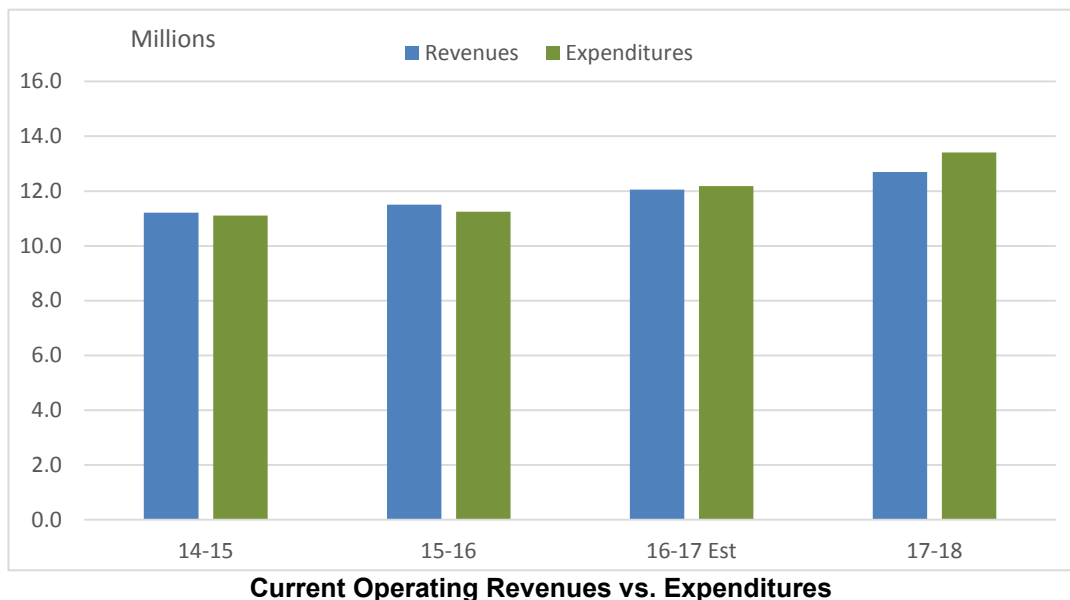
The 2017-2019 State budget and distribution percentage has not yet been finalized. Community Corrections will not be notified of final Grant in Aid funding figures until July. At this time, we are basing our state FY17-18 revenue on the prior year's funding amount. Community Corrections received \$1,203,547 for each year of the 2015-2017 biennium of Justice Reinvestment Act funding (JRA). These funds supported the Transition Center, Corrections Substance Abuse Program, and Short-Term Transitional Leave program and included five FTE, contracts, services, and client basic need subsidies. JRA funding has not yet been granted. The Transition Center and programs will continue on for FY1718 using prior year revenue carryover including \$913,584 in unspent JRA funds received during the 2015-2017 biennium. Ten percent of the JRA funding was earmarked for Victim Services which Clackamas Women's Services, Children's Center, and Los Niño Cuentan received. This will not continue unless 2017-2019 JRA funding is received.



Public Protection

District Attorney Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	541,286	654,725	914,251	914,251	787,844
Current Revenues					
Prior Year Revenue	1,496	3,684	-	-	-
Federal Revenue	1,300,762	1,242,529	1,740,354	1,392,539	1,787,407
State Revenue	840,130	819,747	821,527	821,527	790,038
Fees & Fines	339,953	342,185	279,684	304,684	304,907
Other Revenue	20,691	53,027	22,010	23,031	-
Interfund Transfers	8,713,066	9,044,708	9,514,850	9,514,850	9,813,106
Subtotal Current Revenues	11,216,098	11,505,880	12,378,425	12,056,631	12,695,458
Total Resources	11,757,384	12,160,605	13,292,676	12,970,882	13,483,302
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	8,876,752	9,082,739	10,629,009	9,764,975	10,662,034
Materials & Services	1,436,625	1,421,109	1,835,159	1,589,555	1,874,122
Allocated Costs	716,016	736,887	828,508	828,508	867,146
Capital Outlay	73,267	5,619	-	-	-
Subtotal Current Expenditures	11,102,660	11,246,354	13,292,676	12,183,038	13,403,302
Special Payments	-	-	-	-	80,000
Ending Fund Balance	654,724	914,251	-	787,844	-
Total Requirements	11,757,384	12,160,605	13,292,676	12,970,882	13,483,302
Budgeted Full-Time Equivalents	74.30	78.30	78.30	78.30	78.30





Description of Fund

Prosecution services are the cornerstone of any effective public safety system. The District Attorney's office reviews and prosecutes criminal cases referred by at least sixteen agencies within the county and state. It also represents the State of Oregon in cases of juvenile dependency, delinquency, and in child support matters. In addition, the Senior Investigator for the District Attorney serves as Coordinator of the Clackamas County Inter-Agency Major Crimes Team.

The services provided by the District Attorney's office are separated into three main units - Criminal Prosecution, Family Support and Victim Assistance. Within the criminal prosecution unit there are specialty teams with a dedicated focus in the areas of Misdemeanor, Felony-Property, Felony-Person, Domestic Violence/Vulnerable Adults, Community Prosecution, Inter-Agency Task Force (ITF), and Juvenile Delinquency and Dependency.

Victim Assistance Advocates, Investigators, and Administration support the work of the Criminal Prosecution and Family Support units.

- Victim Advocates assist victims of crime with crisis response, advocacy, court preparation and accompaniment, referral to services, and assistance with obtaining restitution orders from the court.
- The investigators investigate criminal cases, analyze and evaluate police reports and evidence, assist Deputy District Attorneys with case preparation and extradition of fugitives.
- The administrative unit sets 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.

The District Attorney was one of the originators of the Clackamas County Inter-Agency Task Force (ITF) to fight drug-related crime in the community. We continue to work closely and in collaboration with the Sheriff's Office and local municipal law enforcement agencies to attack both drug crimes and quality of life crimes throughout Clackamas County.

The District Attorney's office also led the effort to organize the county's first attendance court. So far, it has been extremely successful as this Court works closely with several school administrations to decrease truancy and dropout rates. The District Attorney continues to work collaboratively with the Court in many other specialty areas, including Drug Court, Mental Health Court, DUI Diversion Program, Domestic Violence Deferred Sentencing Program, and Violation Eligible First-Time Offenders Program. As one of the offices instrumental in starting these programs, we continue to believe they provide important services to populations that need special attention.

Revenue Summary

Programs in the District Attorney's office are funded by state and federal grants, federal incentive monies, the County General Fund, and revenue collected from defendants for discovery fees. The total revenue for FY 2017-18 budget is \$13,483,302, of which \$9,813,106 is provided through the County General Fund.

Expenditure Summary

Personnel Service expenses make up 79% (\$10,662,034) of the District Attorney office's FY 2017-18 budget. Materials and services total 13.9% (\$1,874,122), allocated costs total 6.4% (\$867,146); and special payments under 1% (\$80,000).

Significant Issues & Changes

The District Attorney's office continues its efforts to improve the timeliness and quality of services provided by monitoring the performance and efficiency in the areas of its core responsibilities. The office continues to conduct regular performance

evaluations of its employees to emphasize and reinforce the importance of maintaining or improving the quality and timeliness of services provided. In addition, we allocate resources to encourage and support professional development.

The District Attorney's office has experienced a significant amount of staff turnover through natural attrition and performance management. Throughout the duration of these challenges, our focus remains on the people we serve, who have come to rely on the high quality and timely services the District Attorney's office provides.

The District Attorney's office is pleased to report its participation, in collaboration with agency partners, to provide the victims of domestic violence enhanced onsite services at the Family Justice Center (FJC). The District Attorney's office dedicates a Deputy District Attorney and Victim Advocate 5 days a week to provide enhanced services to victims of domestic violence including – facilitating open communication between local partners at the center and in the local justice system, answering technical legal questions related to domestic violence investigations for the Sheriff's Office, Women's Services, and Adult Protective Services.

The Clackamas County Family Support Enforcement Office continues to be one of the top three counties for highest collection of court-ordered child support. This fiscal year it will focus its collection efforts more in the area of "current monthly" child support. The goal is to increase its collection of "current monthly" support by 1.7% to achieve an 82% collection rate. This will help ensure families are receiving the support in the month in which it is due. Every dollar collected goes directly to support children and families encouraging self-sufficiency.

In 2005, the District Attorney joined with Clackamas County Circuit Court, the Clackamas County Sheriff's Office, Clackamas County Social Services, and neighborhood residents to establish the county's first Community Court. This court got its start by handling property misdemeanors in the Overland Park neighborhood and included a unique blend of services not normally available in Circuit Court. The goal of the Community Court is to allow offenders to pay back the community they victimized with community service and to be connected with mental health and social services that reduce the likelihood that they will reoffend. Community Court has expanded its service area over the past three years to work with chronically homeless individuals throughout the county who commit property misdemeanors.

In July of 2015, the District Attorney developed a partnership with a number of county agencies to create 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.

In 2008, the District Attorney's office began an aggressive initiative to move from paper to electronic files and functions throughout the office. This included converting to electronic discovery, electronic receipt of police reports, and electronic files in court for prosecutors. Since the implementation of this initiative over the past 8 years, the office has been able to eliminate through attrition more than 9 support staff positions which has allowed the office to protect positions which provide essential direct services to victims, witnesses, and law enforcement (such as prosecutors, victim advocates, investigators, child support agents, etc). This constitutes more than a 10% reduction in our workforce over that period.

In 2015, the District Attorney's office installed upgraded wireless equipment to further support network connectivity while Deputy District Attorney's are in the courtrooms. In October 2016, a much needed upgrade was completed on the WiFi system with new wiring and additional access points to increase the signal strength within the Courthouse. Technology Services also consolidated the wireless system to two networks, one for the intra-county employees for their work laptops and devices and one for visitors to the Courthouse. This has greatly increased the efficiency of the system and provided higher quality network access for our Deputy District Attorney's while they are in the courtrooms.

The District Attorney's office is diligently working to eliminate waste by working with agency partners to leverage technology through systems integration. Systems integration between agency partners will facilitate the secure sharing of information and document transfers between multiple systems, eliminating the need for redundant data entry and will reduce paper waste.

Starting in 2004, the District Attorney's office has employed as many as eight law students each year in a work study program. These students participate actively in the work of the office, while under direct supervision of a senior Deputy District Attorney who trains and directs them on the job training. This program provides less expensive legal resources to perform many of the less serious legal tasks. It also has the added benefit of exposing the clerks to the kind of work our office performs on behalf of the public. We have excellent working relationships with all three Oregon law schools at which our program is highly regarded and it is an excellent recruitment tool for future employment opportunities.



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CLACKAMAS
C O U N T Y



Public Protection

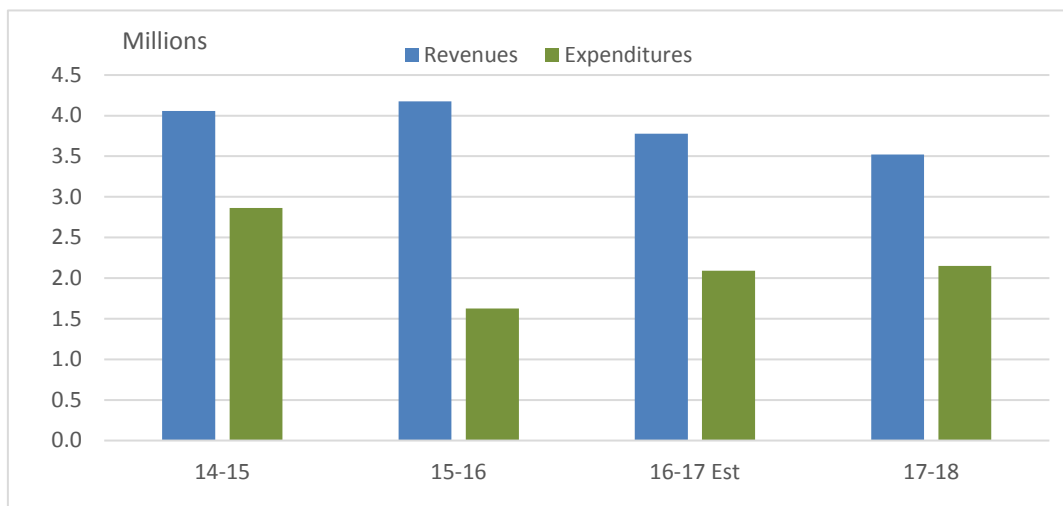
Justice Court Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	(53,227)	916,237	1,305,683	1,305,683	238,089
Current Revenues					
Fees & Fines	4,056,719	4,166,525	3,575,090	3,765,290	3,507,800
Other Revenue	928	9,969	1,890	13,400	12,800
Subtotal Current Revenues	4,057,647	4,176,494	3,576,980	3,778,690	3,520,600
Total Resources	4,004,420	5,092,731	4,882,663	5,084,373	3,758,689

Requirements by Category

Current Expenditures					
Personnel Services	838,859	832,265	1,067,673	1,069,513	1,147,216
Materials & Services	1,815,767	586,287	571,768	574,708	586,254
Allocated Costs	208,471	208,815	246,380	246,380	273,074
Capital Outlay	-	-	345,000	200,000	145,000
Subtotal Current Expenditures	2,863,097	1,627,367	2,230,821	2,090,601	2,151,544
Special Payments	-	1,243,444	1,345,000	1,450,000	1,345,000
Interfund Transfers	225,087	916,237	1,305,683	1,305,683	-
Contingency	-	-	1,159	-	262,145
Ending Fund Balance	916,236	1,305,683	-	238,089	-
Total Requirements	4,004,420	5,092,731	4,882,663	5,084,373	3,758,689

Budgeted Full-Time Equivalents	10.50	10.50	10.50	10.50	10.50
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Description of Fund

The purpose of the Justice Court Fund is to increase public access to courts, reduce overtime costs for Sheriff's Office personnel, help promote traffic safety 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 the Clackamas County Sheriff, Oregon State Police, local police departments and enforcement officers. Pursuant to Oregon law, fine revenue is forwarded to the County General fund, County Assessment fund, the State of Oregon or local Cities. Justice Court's civil division receives filings of FEDs (evictions), Small Claims and civil cases up to \$10,000; civil revenue is retained in the County general fund.

For FY 2017-18, revenue is projected to total \$3,758,689 with \$85,000 civil case revenue and \$1,345,000 of the total sum sent to the State of Oregon and local cities whose police officers issue citations to Justice Court.

Expenditure Summary

For FY17-18, 97% of court revenue deposited by the Court in the County General fund will be disbursed as follows:

- 1) Court operational expenditures: 22% personnel services to support 10.5 FTE, 11% materials and services, 5% allocated costs, 5% contingency, and 3% capital outlay.
- 2) Other agencies: 26% to the State of Oregon and other local cities whose officers file citations with the Court.
- 3) 25% transferred per budget committee decision to county departments.

For FY17-18 3% of court revenue deposited in the County Assessment fund will be disbursed as follows:

- 1) 2% 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.

Significant Issues & Changes

Justice Court violation department operations have continued to expand from 36 to 41 citing agencies. The Court receives violation filings from the Clackamas County Sheriff and other Sheriff departments, Oregon State Police, ODOT weigh masters, Tri Met fare inspectors, state park enforcement officers, and local city police when violations occur outside their city limits. Justice Court reduces overtime costs for all police agencies, including the County Sheriff, by continuing to schedule trials when the police officer is on duty, when possible.

Justice Court civil department filings increased from 1633 in FY 15-16 to a projected number of 1992 in FY 16-17. The Court receives eviction and small claims' filings for local disputes in the County.

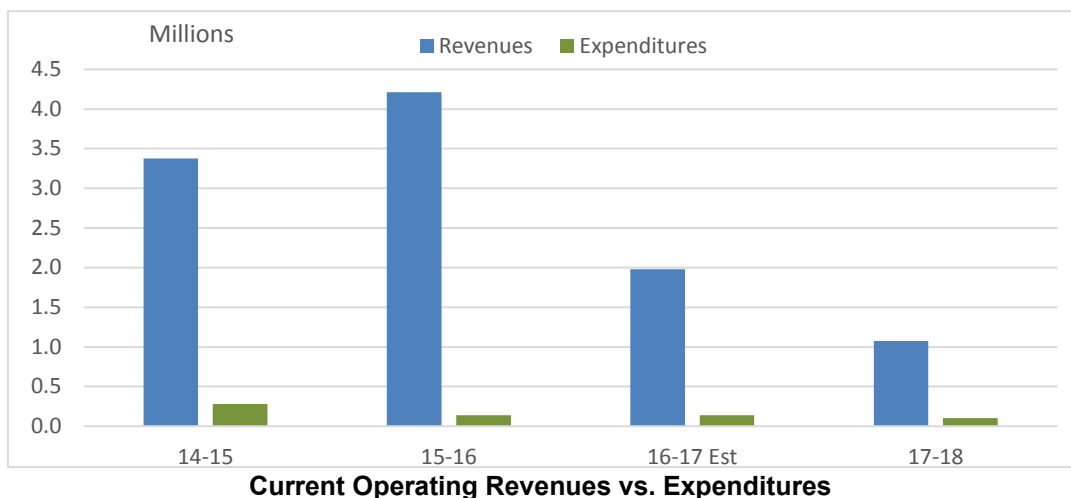
In line with the Court's strategic plan to operate a paperless department, Justice Court continues to make advances through the use of technology. On May 1, 2017, the Court will implement a new software program for court management that will streamline case processing and enable the court to produce accurate reports to track data.



Public Ways and Facilities

Countywide Transportation SDC Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	5,232,497	5,261,770	5,431,915	5,431,915	6,519,074
Current Revenues					
Licenses (Permits)	1,306,418	1,971,101	1,250,000	1,057,392	1,000,000
Fees & Fines	20,795	25,215	26,000	6,630	6,500
Other Revenue					
Land Sale Proceeds	13,058	137,828	12,000	-	-
Miscellaneous	37,724	39,299	11,400	52,827	66,824
Interfund Transfers	2,000,000	2,036,986	863,000	863,000	-
Subtotal Current Revenues	3,377,995	4,210,429	2,162,400	1,979,849	1,073,324
Total Resources	8,610,492	9,472,199	7,594,315	7,411,764	7,592,398
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	217,110	114,273	129,598	123,148	83,127
Allocated Costs	61,010	22,887	13,759	13,759	20,804
Subtotal Current Expenditures	278,120	137,160	143,357	136,907	103,931
Debt Service	2,738,179	3,207,968	-	-	-
Interfund Transfers	332,424	695,156	778,220	755,783	650,000
Contingency	-	-	6,672,738	-	4,338,467
Reserve for Future Expenditures	-	-	-	-	2,500,000
Ending Fund Balance	5,261,769	5,431,915		6,519,074	
Total Requirements	8,610,492	9,472,199	7,594,315	7,411,764	7,592,398
Budgeted Full-Time Equivalents	-	-	-	-	-





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.

All countywide transportation system development charges are receipted into this fund to track the expense of this revenue, the use of which is restricted by Oregon Revised Statute.

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 within unincorporated Clackamas County. 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

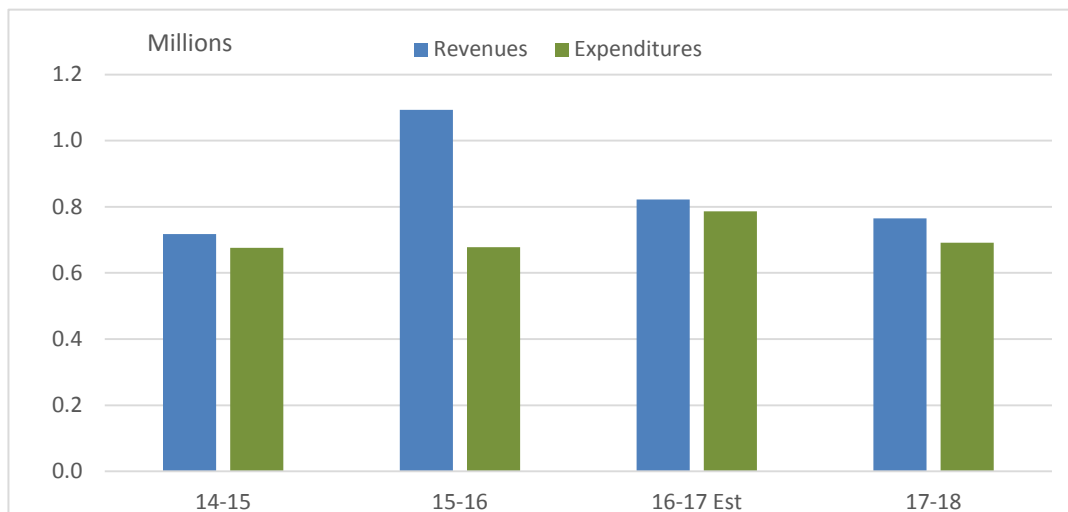
The SDC revenue requires a matching revenue source. Only a percentage of each project in the area can be funded with system development charges. The amount eligible for SDC funding is based on the additional transportation capacity needed to serve new development that will use existing excess road capacity. 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>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	302,994	344,611	759,959	759,959	795,189
Current Revenues					
Fees & Fines	712,068	1,075,612	766,000	807,000	755,000
Other Revenue	5,971	17,320	6,200	15,000	10,000
Subtotal Current Revenues	718,039	1,092,932	772,200	822,000	765,000
Total Resources	1,021,033	1,437,543	1,532,159	1,581,959	1,560,189
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	530,902	536,670	602,141	591,202	504,411
Materials & Services	71,614	73,176	93,272	91,125	101,620
Allocated Costs	73,906	67,739	71,065	71,065	85,127
Capital Outlay	-	-	40,000	33,378	-
Subtotal Current Expenditures	676,422	677,585	806,478	786,770	691,158
Reserve for Future Expenditures	-	-	60,000	-	664,531
Contingency	-	-	665,681	-	204,500
Ending Fund Balance	344,611	759,958	-	795,189	-
Total Requirements	1,021,033	1,437,543	1,532,159	1,581,959	1,560,189
Budgeted Full-Time Equivalents	4.50	4.50	4.50	4.50	4.00



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.



Fund is closed

Sunnyside Village Pk Rd Front Constr Fund

Resources and Requirements by Fund

	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	2,330	-	-	-	-
Current Revenues					
Other Revenue	6	-	-	-	-
Subtotal Current Revenues	6	-	-	-	-
Total Resources	2,336	-	-	-	-
Requirements by Category					
Current Expenditures					
Materials & Services	2,336	-	-	-	-
Subtotal Current Expenditures	2,336	-	-	-	-
Ending Fund Balance	-	-	-	-	-
Total Requirements	2,336	-	-	-	-

Budgeted Full-Time Equivalents	-	-	-	-	-
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Overview

Sunnyside Village Park Road Frontage Construction Fund

Description of Fund

The Sunnyside Village Community Plan, adopted by the Clackamas County Board of Commissioners in 1993, includes six parks. Specific formulas for payment for construction of streets surrounding the parks have been adopted and are found in Section 1602 of the Zoning and Development Ordinance.

The purpose of the *Sunnyside Village Park Road Frontage Construction Fund* is to account for fees assessed to build roads (half-street improvements) adjacent to parks developed within the Sunnyside Village.

Significant Issues & Changes

The project has been completed and the fund closed as of July 1, 2015.



Fund is closed

Sunnyside Village Park Acquisition Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	3,135	-	-	-	-
Current Revenues					
Licenses (Permits)	-	-	-	-	-
Other Revenue	8	-	-	-	-
Subtotal Current Revenues	8	-	-	-	-
Total Resources	3,143	-	-	-	-
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	3,143	-	-	-	-
Subtotal Current Expenditures	3,143	-	-	-	-
Ending Fund Balance	-	-	-	-	-
Total Requirements	3,143	-	-	-	-
Budgeted Full-Time Equivalents	-	-	-	-	-



Description of Fund

The Sunnyside Village Community Plan was adopted by the Clackamas County Board of Commissioners in 1993. Six parks are included in this plan. Specific methods for acquiring park sites have been adopted.

The *Sunnyside Village Park Acquisition Fund* was established to account for development fees to be used to acquire parkland within Sunnyside Village.

Significant Issues & Changes

All parks have been completed and the fund closed as of July 1, 2015.



Public Ways and Facilities

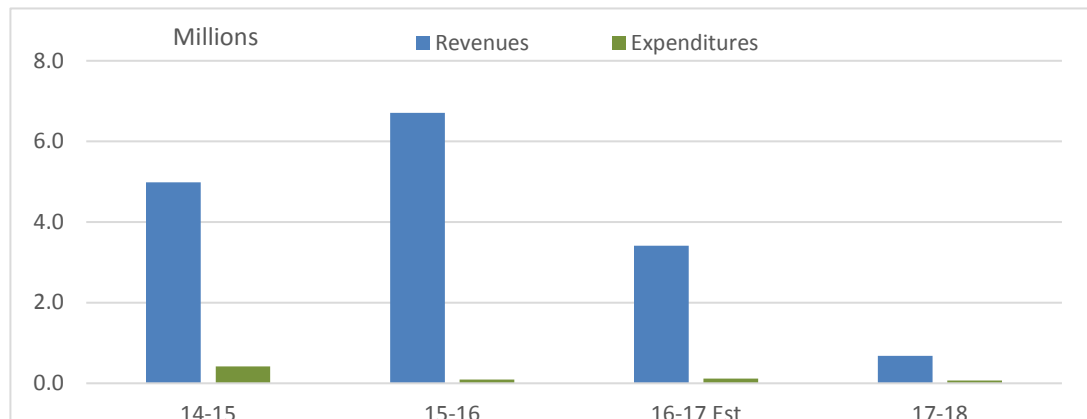
Clackamas Joint Transportation SDC Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	1,878,126	3,310,865	6,735,683	6,735,683	4,942,894
Current Revenues					
Licenses & Permits	2,568,363	6,281,502	1,500,000	2,500,000	650,000
Local Revenue	-	-	-	-	-
Fees & Fines	1,000	15,000	2,000	2,000	1,000
Other Revenue	2,418,836	415,186	347,350	908,103	33,500
Subtotal Current Revenues	4,988,199	6,711,688	1,849,350	3,410,103	684,500
Total Resources	6,866,325	10,022,553	8,585,033	10,145,786	5,627,394

Requirements by Category

Current Expenditures					
Materials & Services	379,198	72,434	147,746	109,142	51,127
Allocated Costs	35,626	18,566	8,750	8,750	15,237
Subtotal Current Expenditures	414,824	91,000	156,496	117,892	66,364
Debt Service	1,140,636	1,157,785	4,222,000	4,222,000	-
Special Payments	-	-	-	-	2,800,000
Interfund Transfers	2,000,000	2,038,085	863,000	863,000	-
Reserve for Future Expenditures	-	-	-	-	1,200,000
Contingency	-	-	3,343,537	-	1,561,030
Ending Fund Balance	3,310,865	6,735,683		4,942,894	-
Total Requirements	6,866,325	10,022,553	8,585,033	10,145,786	5,627,394

Budgeted Full-Time Equivalents	-	-	-	-	-
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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.

The two jurisdictions prioritized the projects by identifying the major roads that would facilitate development in the area, such as Sunnyside Road, SE 147th, and SE 172nd. These three roads accounted for over \$100 million of roadway improvement needs. New and expanded development in the Joint Area will use this existing excess road capacity and contribute to the need for increased capacity roads. The SDC is the mechanism that seeks developer contribution for funding the increased capacity of these facilities and equitably spreads the cost of these increased capacity road projects to new and expanded development within the Joint District.

All joint area transportation system development charges collected by Clackamas County and the City of Happy Valley are receipted into this fund to track the expense of this revenue, the use of which is restricted by Oregon Revised Statutes.

Revenue Summary

Revenues for the Joint 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 within the boundary of the joint district. This can include new construction and redevelopment projects that change the use of the site.

Expenditure Summary

The current budget proposes a distribution of funds and a transition to a maintenance service level as the City and County work toward terminating the Joint District.

Significant Issues & Changes

Over the next year, Clackamas County and the City of Happy Valley will be replacing the Joint District Area with individual plans that cover the respective jurisdictions. As a result, this fund will only house accounts payable transactions and credit voucher redemptions until the installment plans have been paid off and the credit vouchers have either been used or have expired.

Accounts Payable:

The County shall continue to collect the installment payments for those accounts which are active on the date of final termination of the Joint District IGA. Each year funds collected from installment payments from the prior fiscal year shall be distributed to the City/County.

Credit Vouchers:

The County shall retain an amount in the TSDC Fund equal to the current balance of unredeemed credits. After termination of the Joint District IGA, the outstanding credit vouchers may be used in areas under either City or County jurisdiction. Upon receiving a request to apply one of the outstanding credit vouchers, the jurisdiction accepting the credit voucher for payment shall be reimbursed from the TSDC Fund.

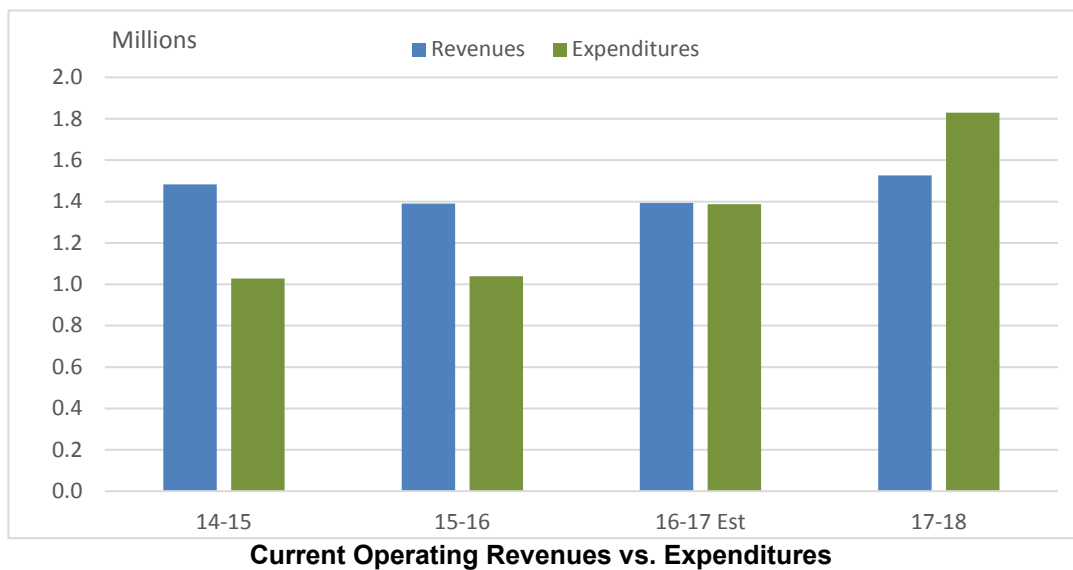


Health and Human Services

Health, Housing & Human Svcs Admin Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	235,635	658,010	961,947	961,947	733,591
Current Revenues					
Fees & Fines	903,375	840,181	743,508	793,610	912,096
Other Revenue	776	9,408	-	2,879	-
Interfund Transfers	579,439	539,950	596,493	596,493	613,522
Subtotal Current Revenues	1,483,590	1,389,539	1,340,001	1,392,982	1,525,618
Total Resources	1,719,225	2,047,549	2,301,948	2,354,929	2,259,209
Requirements by Category					
Current Expenditures					
Personnel Services	763,602	671,772	1,080,648	977,508	1,236,567
Materials & Services	187,546	289,118	871,868	324,398	510,560
Allocated Costs	77,066	77,320	85,546	85,546	82,921
Subtotal Current Expenditures	1,028,214	1,038,210	2,038,062	1,387,452	1,830,048
Interfund Transfers	33,000	47,392	233,886	233,886	399,161
Contingency	-	-	30,000	-	30,000
Ending Fund Balance	658,011	961,947	-	733,591	-
Total Requirements	1,719,225	2,047,549	2,301,948	2,354,929	2,259,209

Budgeted Full-Time Equivalents	6.00	8.00	8.00	8.00	8.00
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Health, Housing and Human Services Administration Fund

Description of Fund

Health, Housing & Human Services (H3S) Administration provides leadership, coordination, and oversight of a wide array of health and human services for individuals, families, and communities in Clackamas County. The following divisions are included in the department: Social Services; Housing and Community Development; Community Solutions for Clackamas County; 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 2017-18 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) to assist with communications needs.

Personnel service expenditures of \$1,236,567 account for 55 percent of the 2017-18 budget. Materials and services at 26 percent of the budget is the next most significant expenditure category at \$593,481. 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

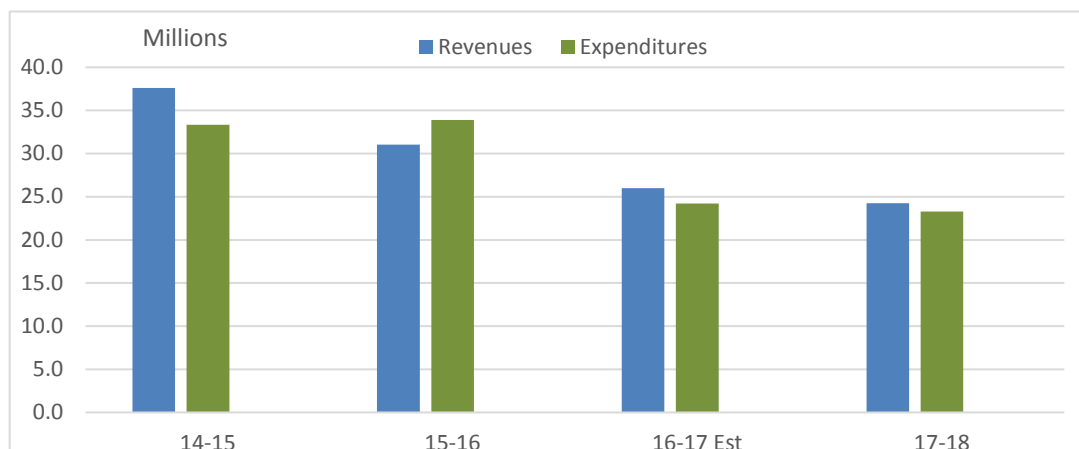
The Department continues to experience an ongoing threat to funding. Decisions made at state and federal levels continue to have a critical impact on many divisional budgets. The Department also closely monitors sources and expenditures at all levels. The Department Administration coordinates and manages all of 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>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	1,293,630	5,517,983	1,950,378	1,950,378	3,032,496
Current Revenues					
Prior Year Revenue	3,684,124	1,784,018	4,065,457	4,065,456	-
Federal Revenues	1,089,564	325,623	1,893,072	1,567,618	1,236,662
State Revenue	29,817,762	26,678,576	20,417,591	18,111,767	19,972,892
Grant Revenues	60,000	40,000	-	-	-
Local Revenue	473,165	414,735	453,615	453,615	611,182
Other Revenue	1,643,687	928,243	1,108,869	792,710	1,406,014
Interfund Transfers	854,886	868,458	998,389	998,389	1,024,482
Subtotal Current Revenues	37,623,188	31,039,653	28,936,993	25,989,555	24,251,232
Total Resources	38,916,818	36,557,636	30,887,371	27,939,933	27,283,728
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	6,384,473	7,007,403	8,504,914	7,277,960	8,971,041
Materials & Services	25,671,734	25,473,350	18,031,202	15,485,175	12,168,831
Allocated Costs	1,295,432	1,401,718	1,890,395	1,434,868	2,127,340
Subtotal Current Expenditures	33,351,639	33,882,471	28,426,511	24,198,003	23,267,212
Special Payments	-	724,787	878,901	709,434	1,225,222
Interfund Transfer	47,194	-	-	-	-
Contingency	-	-	1,581,959	-	2,791,294
Ending Fund Balance	5,517,985	1,950,378		3,032,496	
Total Requirements	38,916,818	36,557,636	30,887,371	27,939,933	27,283,728
Budgeted Full-Time Equivalents	67.24	73.04	75.79	75.79	75.04



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 that oversees mental health and addictions services for individuals who are uninsured, providing 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 (BHD) 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

The division has been working diligently to increase operating reserves with the ultimate goal being to sustain ongoing services within our annual revenues. During the past year we have faced several factors that impacted our ability to meet that goal.

- * Decrease in revenue in Medicaid through our Health Share of Oregon contract due to decline in OHP enrollment
- * As part of our continued work with Health Share and our county partners to create a regional system of care, roughly 60% of payments to providers in FY 17-18 will be made directly by Health Share, meaning a corresponding reduction of funds coming through the Behavioral Health Division.
- * State budget deficit, unless new revenue is found, will likely have a significant revenue impact to county behavioral health through the state general fund that is received. Currently modeling a 10-15% reduction in revenue so to proactively plan for impact to services, supports and personnel.

The division continues to work with our regional partners in Multnomah and Washington Counties to increase standardization of programs, rates, utilization management practices, and clinical practice guidelines where applicable in order to provide to ensure access and quality behavioral health treatment services for county residents and those enrolled with Health Share of Oregon (Oregon Health Plan).

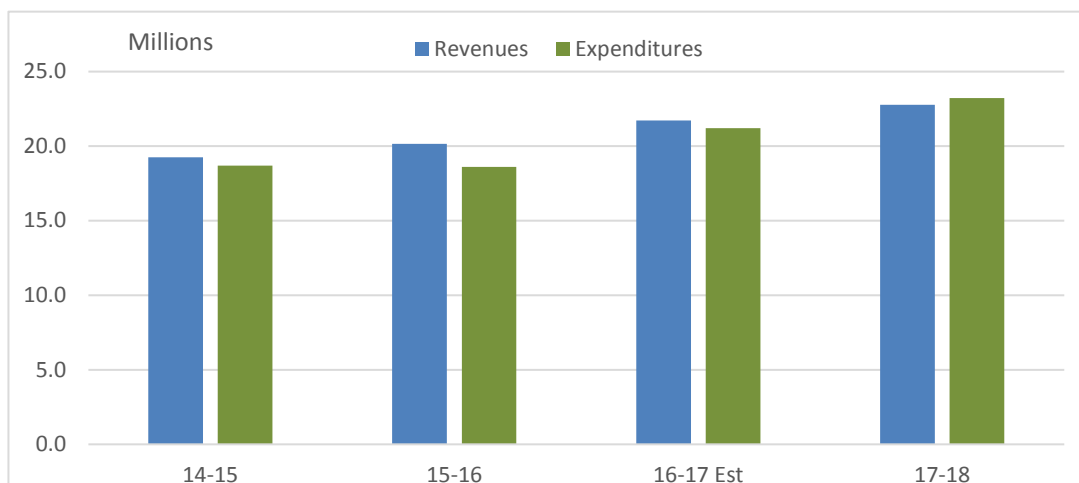
The Clackamas County Behavior Health Division's primary fiscal goal remains to increase its reserves in each funding source to ensure long-term viability.



Health and Human Services

Social Services Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	1,173,943	1,723,997	2,409,432	2,419,060	2,012,460
Current Revenues					
Prior Year Revenue (Dedicated)	539,225	-	9,628	-	-
Federal Revenue	3,862,007	4,347,740	5,247,452	4,849,366	5,151,630
State Revenue	9,206,087	10,117,942	13,343,142	11,442,441	11,828,327
Local Revenue	877,844	730,927	942,418	473,211	841,037
Fees & Fines	1,688,088	1,901,518	2,175,152	2,154,250	2,007,667
Other Revenue	64,351	49,882	15,000	20,426	105,000
Interfund Transfers	3,015,756	3,016,023	2,783,124	2,783,124	2,845,252
Subtotal Current Revenues	19,253,358	20,164,032	24,515,916	21,722,818	22,778,913
Total Resources	20,427,301	21,888,029	26,925,348	24,141,878	24,791,373
Requirements by Category					
Current Expenditures					
Personnel Services	7,820,801	8,334,177	10,289,601	9,505,319	10,374,053
Materials & Services	8,112,213	7,425,589	11,567,499	8,817,745	9,850,951
Allocated Costs	2,473,160	2,628,622	3,058,932	2,874,760	3,000,282
Capital Outlay	297,130	218,975	7,758	-	-
Subtotal Current Expenditures	18,703,304	18,607,363	24,923,790	21,197,824	23,225,286
Special Payments	-	861,607	1,037,030	931,594	953,152
Ending Fund Balance	1,723,997	2,419,059		2,012,460	-
Total Requirements	20,427,301	21,888,029	26,925,348	24,141,878	24,791,373
Budgeted Full-Time Equivalents	87.30	96.65	101.55	101.55	99.95



Current Operating Revenues vs. Expenditures

**Description of Fund**

The mission of Clackamas County Social Services (CCSS) 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, the division strives toward the goal of creating a comprehensive system that meets immediate service needs while encouraging as much self-help and independence as possible. The division recognizes the importance of planning and coordinating with other agencies and organizations and of developing new program approaches to meet identified needs. Finally, the division recognizes 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, the division partners with four agencies in partnership: the *Community Action Agency (CAA)*, which work 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 division's partnerships reach out into the community, as well, where it has contracts, vendor agreements and letters of agreement with 115 organizations.

Revenue Summary

The 2017-2018 budget contains 81 funding sources. The primary sources of revenue are federal, state, and local grants, which comprise 86.90 percent of the total resources for the division. General Fund contributions constitute 11.23 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 1.87 percent comes from foundations and fund balance.

Expenditure Summary

Administration, Advocacy Program Coordination and Development Services (24.85 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, Developmental Disability Council and the Veterans Advisory Council. This is also the program responsible for partnerships, grant writing and the development of new services.

Community Contracts (11.06 percent of the budget) represents community partnerships where CCSS contracts with public, private sector and non-profit agencies in order to provide services such as transportation, nutrition and emergency services.

Basic Services (16.90 percent of the budget) is the program where CAA funds administered directly on behalf of agency clients, including utility assistance, bulk food purchases, rent assistance and other emergency services reside.

Special Projects (8.12 percent of the budget) includes temporary, short term or multi-year projects for CAA and AAA respectively.

Information and Assistance (17.05 percent of the budget) includes the County Veterans Service Office, 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 (5.44 percent of the budget) includes three major programs: the Retired Senior Volunteer Program (RSVP), the Senior Companion Program and the Transportation Reaching People Program. Other smaller volunteer programs also work in collaboration with more than 103 organizations.

Elderly and Disability Services (16.58 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 2017-18 budget totals \$24,791,373 and provides for 99.95 regular FTE. This compares to last year's amended budget of \$26,925,348 and 95.65 FTE. The increase in FTE is due to new housing programs brought on line during fiscal year 2016-17.

Other significant issues include:

Considerable budget uncertainty

86% of the agency's revenue comes from state or federal sources. The state of Oregon is searching for ways to close a \$1.6 billion budget gap. The new federal administration has proposed severely reducing or completely eliminating a number of programs that Social Services relies upon, including the Community Services Block Grant (CSB), Low Income Home Energy Assistance Program (LIHEAP) and the Corporation for National Service, which funds the Senior Companion Program (SCP) and the Retired Senior Volunteer Program (RSVP).

Using agency and program fund balance, Social Services is able to submit a balanced budget for FY 2017-18 with no program reductions, with the exception of the Mt. Hood Express, which will continue under the auspices of another agency or organization.

The conclusion of the 2017 Oregon Legislature will provide certainty on the amount of state funds that will be available to serve older adults, persons with disabilities, low income households, and veterans.

It is possible that we will see significant reductions in federal financial support this federal fiscal year, maybe as early as April, as Congress works to finalize the current year's budget. The federal budget for FY18 will not be known until late summer or early fall.

As actual budget amounts are determined, supplemental budget requests will be made to adjust for any changes in funding.



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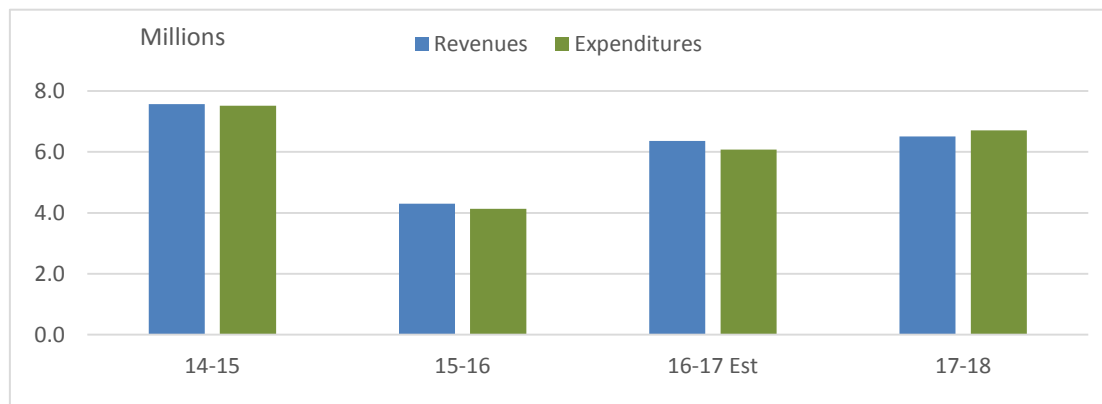
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Economic Development

Community Development Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	532,803	585,033	618,660	583,190	603,190
Current Revenues					
Prior Year Revenue (Dedicated)	154,714	35,000	-	605,782	-
Federal Revenue	4,938,339	2,253,405	4,885,713	4,271,874	4,900,453
Local Revenue	921,593	729,889	700,000	650,000	700,000
Fees & Fines	804,488	297,950	220,000	153,100	210,000
Other Revenue					
Loan Proceeds, Inter & Penalty	606,281	839,697	565,000	533,060	550,000
Miscellaneous Revenue	26	1,291	-	-	-
Interfund Transfers	148,358	149,029	148,801	148,801	149,640
Subtotal Current Revenues	7,573,799	4,306,261	6,519,514	6,362,617	6,510,093
Total Resources	8,106,602	4,891,294	7,138,174	6,945,807	7,113,283
Requirements by Category					
Current Expenditures					
Personnel Services	997,231	1,046,646	1,064,649	1,064,649	1,143,885
Materials & Services	5,884,859	2,807,321	5,295,977	4,735,420	5,244,735
Allocated Costs	203,347	177,674	177,548	177,548	224,663
Capital Outlay	436,130	106,650	200,000	100,000	100,000
Subtotal Current Expenditures	7,521,567	4,138,291	6,738,174	6,077,617	6,713,283
Special Payments	-	169,813	400,000	265,000	400,000
Ending Fund Balance	585,035	583,190		603,190	
Total Requirements	8,106,602	4,891,294	7,138,174	6,945,807	7,113,283
Budgeted Full-Time Equivalents	9.80	9.53	9.53	9.53	9.53



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 \$603,190 for 2017-18. These are internally dedicated funds which come from a variety of local, non-federal sources. Fund Balance falls into two categories: \$483,438 in Restricted Loan Reserves—Funds set aside to cover any HOME loan repayments to HUD; and \$119,752 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. The U.S. Department of Housing and Urban Development 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 ongoing. The current administration is proposing significant cuts to the HUD budget, but the final budget details will be worked out through the congressional process. Community Development has developed its 2017-18 budget with a projected 2% decrease in CDBG and a 5% decrease in HOME federal funding. When the HUD budget is known, the HCD budget will be adjusted to reflect the actual HUD allocations.

The Continuum of Care 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 \$2,294,569, which is a 26% increase over 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 \$2,400,000. 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 \$1,428,959 and housing rehabilitation programs at \$400,000

also represent sizeable expenditures. The combined budgets for these programs are about even with last year's budget. Larger development projects and those projects beginning near the end of the program year will be completed in the subsequent year. Unexpended project funds will be carried forward to next year. Uncommitted funds from cancelled projects and program income received from repayment of project loans will be carried forward and budgeted in the next program year.

The ESG Program is anticipating an allocation of \$170,959 which is a 5.0% decrease in funding compared to last year. 60% of these funds will be used to fund the operation of the 3 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 Continuum of Care funds.

Significant Issues & Changes

The most significant issue continues to be the national debate and uncertainty surrounding CDBG and HOME funding levels. While we saw modest increases in both the CDBG and HOME Programs in FY16, nationally, since 2010 the CDBG program has been reduced by 24% and the HOME program has been reduced by 50%. The current federal administration is proposing significant cuts to the HUD budget, focused around the elimination of both the CDBG and the HOME programs. While this budget scenario is slow to gain traction with congressional leadership, it may indicate that the trend of reduced funding for these programs will continue. This is particularly disturbing given the affordable housing crisis that the region and the nation are currently experiencing, and the critical need for significant investments in public infrastructure.

As the County looks at programs and initiatives to increase the number of affordable housing units in our community and address the years of deferred maintenance to our 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. As these funding sources continue to be reduced at the federal level, so is the County's ability to address its growing housing and infrastructure needs.



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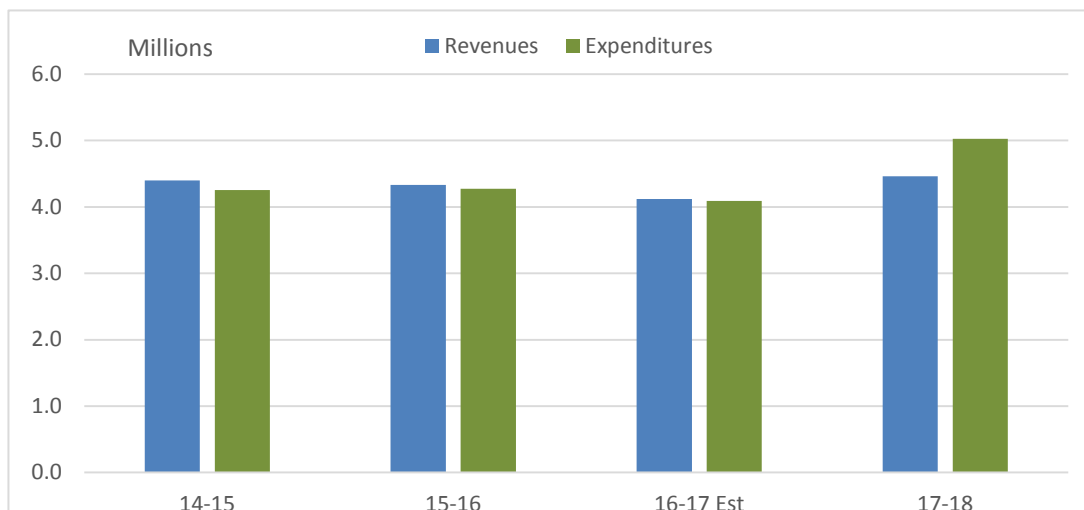
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Economic Development

Community Solutions for Clackamas County Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	332,050	477,488	535,579	535,579	564,071
Current Revenues					
Prior Year Revenue (Dedicated)	-	-	-	448	-
Federal Revenue	1,526,341	676,979	537,251	450,808	537,003
State Revenue	1,704,330	2,173,673	2,513,147	2,146,686	2,517,587
Local Revenue	80,511	163,898	50,000	167,590	82,506
Fees & Fines	312,538	451,079	361,500	378,250	293,000
Other Revenue	988	9,398	-	7,832	-
Interfund Transfers	772,146	854,367	966,077	966,077	1,029,946
Subtotal Current Revenues	4,396,854	4,329,394	4,427,975	4,117,691	4,460,042
Total Resources	4,728,904	4,806,882	4,963,554	4,653,270	5,024,113
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	2,651,862	2,394,570	2,691,687	2,262,225	2,869,664
Materials & Services	1,159,414	1,398,260	1,790,020	1,345,127	1,727,628
Allocated Costs	440,141	457,815	481,847	481,847	426,821
Capital Outlay	-	20,657	-	-	-
Subtotal Current Expenditures	4,251,417	4,271,302	4,963,554	4,089,199	5,024,113
Ending Fund Balance	477,487	535,580		564,071	
Total Requirements	4,728,904	4,806,882	4,963,554	4,653,270	5,024,113
Budgeted Full-Time Equivalents	35.00	29.50	31.50	31.50	30.00



Current Operating Revenues vs. Expenditures



Description of Fund

Community Solutions for Clackamas County (CSCC) is the county's publicly-funded employment, training and home weatherization organization. The division operates customized employment projects for Clackamas County, Community Corrections, and Community Development & State Department of Human Services. These projects are targeted at increasing the employability and wage potential of individuals with significant barriers to employment. Clients are referred by State Departments of Human Services, vocational rehabilitation, Clackamas Community College, Clackamas County Community Corrections, Worksource Clackamas, Veterans Programs, Clackamas County specialized courts, Clackamas County Behavioral Health, Clackamas County Social Services, Oregon Youth Authority and area nonprofit human services organizations, including Clackamas Women's Services.

As the long-time sub-contractor for the State Department of Human Services JOBS/Self-Sufficiency/Food Stamp programs in the county, CSCC works with low-income families to help them improve their lives by building skills, changing attitudes, finding jobs and becoming economically self-sufficient. Through a contract with Clackamas County Community Corrections, CSCC also provides employment and training services to clients who are on parole or probation. Designated Clackamas County General Funds serve veterans who are not served by the traditional workforce system especially those with Post Traumatic Stress Disorder (PTSD) and/or Traumatic Brain Injury (TBI) and County residents with significant barriers to employment who have difficulty navigating the federally funded workforce system. Through a contract with Clackamas County Community Development, residents of the Housing Authority of Clackamas County receive individualized career assessment, job skills training, short term vocational training, case management and job placement and job retention services.

The CSCC Weatherization program provides 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. The most common services provided are ceiling and floor insulation and improving indoor air quality. The weatherization program also provides energy conservation education to income-eligible residents in the County through workshops and home visits. The program performs services on site built homes, multi-family units as well as manufactured homes. Through a contract with Clackamas County Community Development, residents who own their mobile/manufactured home may qualify for a grant for roof repair/replacement.

Revenue Summary

Weatherization receives funding from sources such as U.S. Department of Energy, Low Income Home Energy Assistance Program, Energy Conservation Helping Oregonians, Bonneville Power Administration, Clackamas County & Community Development and Petroleum Violation Escrow. The program may receive leveraged funds rebates from Northwest Natural Gas, landlord contributions on rental properties and Oregon Department of Energy's State Home Oil Weatherization.

Customized workforce services are provided through contracts with the Oregon State Department of Human Services-Children, Adults and Families Division; Community Corrections; Clackamas County & Community Development.

Expenditure Summary

A total of 50% of this fund's resources are workforce funds spent serving Clackamas County residents with significant barriers to employment. The other 50% of the fund's resources are spent weatherizing dwellings and providing energy education to Clackamas County citizens.

Significant Issues & Changes

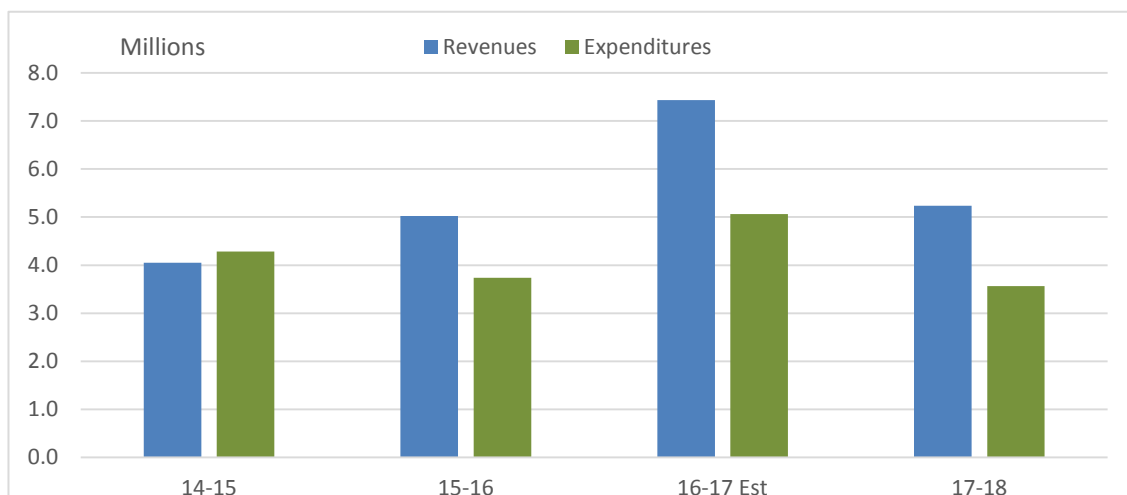
The contract with State DHS for the JOBS Self-Sufficiency program is expected to remain stable. The CSCC and State DHS Oregon Food Stamp Employment and Training (OFSET) contract expired Sept. 30, 2016 and was replaced by the SNAP (Supplemental Nutrition Assistance Program) Able Bodied Adults without Dependents (ABAWD) employment program. This new program increased the CSCC DHS funding by approximately \$440,000.



Health and Human Services

Children, Youth and Families Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	191,513	(44,043)	143,414	143,414	92,979
Current Revenues					
Prior Year Revenue (Dedicated)	198,940	973,151	498,596	118,650	-
Federal Revenue	719,025	586,229	1,010,834	335,040	216,700
State Revenue	1,616,766	1,758,463	4,630,407	5,100,263	3,048,898
Local Revenue	71,693	153,589	136,247	138,964	146,000
Fees & Fines	131,830	114,389	426,614	423,521	359,375
Other Revenue	33,618	64,029	-	570	570
Interfund Transfers	1,278,140	1,373,999	1,314,461	1,314,461	1,467,599
Subtotal Current Revenues	4,050,012	5,023,849	8,017,159	7,431,469	5,239,142
Total Resources	4,241,525	4,979,806	8,160,573	7,574,883	5,332,121
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	927,437	1,038,781	1,426,174	1,391,334	1,228,733
Materials & Services	3,136,596	2,459,128	3,595,493	3,497,446	2,032,107
Allocated Costs	221,534	236,883	170,642	172,025	304,961
Subtotal Current Expenditures	4,285,567	3,734,792	5,192,309	5,060,805	3,565,801
Special Payments	-	1,080,883	2,968,264	2,421,099	1,766,320
Contingency	-	20,717	-	-	-
Ending Fund Balance	(44,042)	143,414		92,979	
Total Requirements	4,241,525	4,979,806	8,160,573	7,574,883	5,332,121
Budgeted Full-Time Equivalents	9.50	10.75	8.75	8.75	8.75



Current Operating Revenues vs. Expenditures



Description of Fund

The Children, Youth, and Families Division (CYF) Fund is a blend of private, County, State, and Federal grant funding sources. 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 so they can experience safe, stable home environments and achieve academic progress. The majority of this fund is outsourced to local nonprofits to implement integrated prevention and early intervention services to high-risk, vulnerable and underserved community members. The remainder of the fund is used to perform associated administrative functions, including contract oversight, system improvements, and information dissemination.

Revenue Summary

59.3% of the CYF budget is comprised of state general funds. The majority is contracted to non-profits for direct services, programs, and oversight of initiatives that align with the county's goal of Ensuring Safe, Healthy and Secure Communities, and address issues of Child Abuse, Domestic Violence, Family Stability, Academic Success, Alcohol and Substance Abuse Prevention.

County general fund dollars equal 23.9% of the total budget and are used to fund a mixture of priority services, staff, and overall operations cost to support the Children, Youth, and Families Division, Positive Youth Development Collective, Leaders for Equity, Diversity and Inclusion Council, Local Public Safety Coordinating Council, Family Violence Coordinating Council, and Children of Incarcerated Parents Committee.

The remaining 16.8% of the FY 2017-18 budget comes from a variety of other sources. These include Fund Balance, Internal Transfer funds for Drug and Alcohol Prevention services, Equity and Inclusion services and the Oregon Parenting Education Collaborative Hub grant.

Expenditure Summary

76.2% of the budget is directed towards *community service contracts and citizen involvement initiatives*. These funds are invested strategically to engage the participation of local agencies, businesses, community groups and schools to serve the needs of the community and create an integrated prevention system.

23.8% of the budget is directed towards the operations function of the division. 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 within the county 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);
- *Evaluation* (measuring the impact of the Division and the implementation of strategies, programs, policies and practices).

Significant Issues & Changes

The FY2017-18 budget reflects a significant decrease in federal and state grant revenue.

Two U.S. Department of Justice grants are expiring September 30, 2017 contributing to a reduction of \$545,536 in federal funds.

One Oregon Department of Human Services grant is expiring June 30, 2017 contributing to a reduction of \$966,993 in State funds.

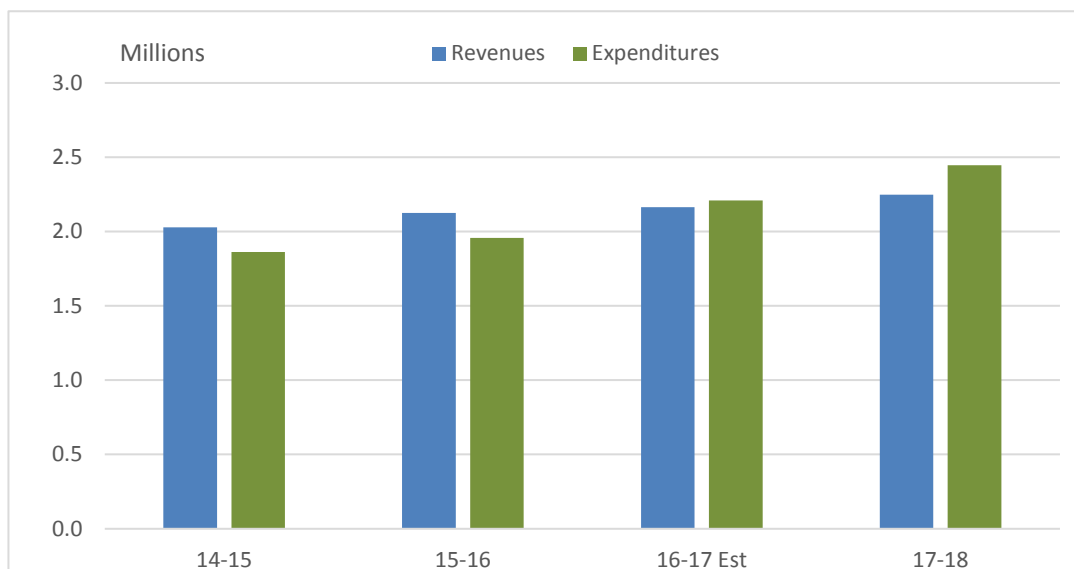
CYF's current business model of outsourcing to local non-profits is under review to determine possible costs savings and community impact for future budgets.



Health and Human Services

Dog Services Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	269,846	435,285	603,948	603,948	558,698
Current Revenues					
State Revenues	-	392	-	-	-
Licenses	489,761	527,574	485,500	569,500	569,300
Fees & Fines	70,885	88,760	62,000	72,000	75,000
Other Revenue	44,855	66,277	25,500	31,000	31,500
Interfund Transfers	1,423,296	1,442,931	1,492,324	1,492,324	1,572,264
Subtotal Current Revenues	2,028,797	2,125,934	2,065,324	2,164,824	2,248,064
Total Resources	2,298,643	2,561,219	2,669,272	2,768,772	2,806,762
Requirements by Category					
Current Expenditures					
Personnel Services	1,136,258	1,256,334	1,543,468	1,415,919	1,562,500
Materials & Services	365,539	332,763	457,772	443,684	441,660
Allocated Costs	349,627	368,174	350,471	350,471	404,884
Capital Outlay	11,933	-	-	-	38,000
Subtotal Current Expenditures	1,863,357	1,957,271	2,351,711	2,210,074	2,447,044
Reserve for Future Expenditures	-	-	258,929	-	126,452
Contingency	-	-	58,632	-	233,266
Ending Fund Balance	435,286	603,948	-	558,698	-
Total Requirements	2,298,643	2,561,219	2,669,272	2,768,772	2,806,762
Budgeted Full-Time Equivalents	15.80	19.10	18.30	18.30	18.30



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.

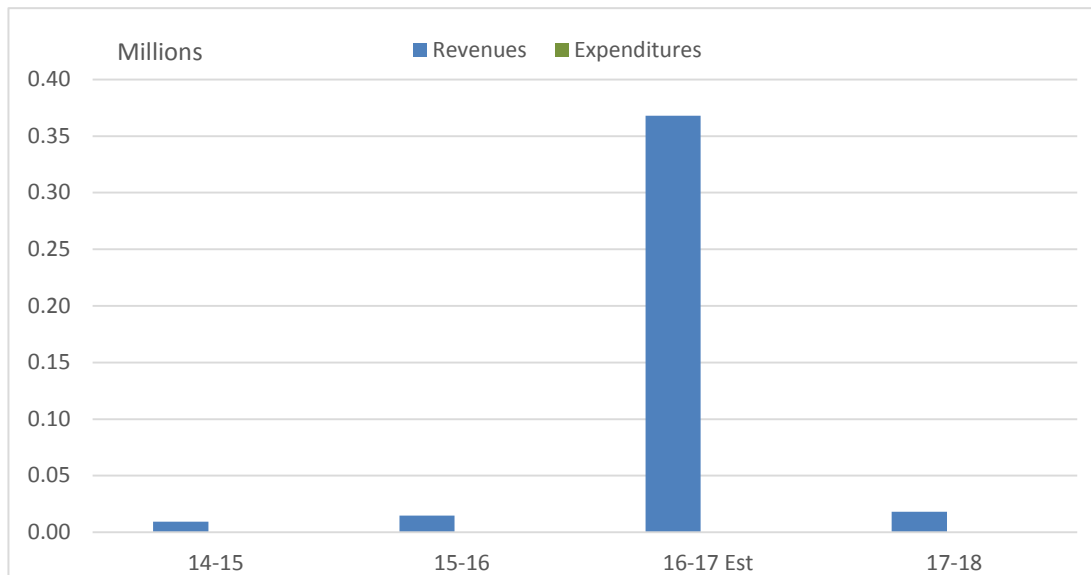
Staff will continue to seek opportunities to expand community relations programming, including school presentations and other partnering opportunities, while participating in a wide variety of events and venues for community-based education and adoptions.



Not Allocated to Organizational Unit

Employer Contribution Reserve Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	2,292,659	2,302,065	2,316,716	2,316,716	2,684,716
Current Revenues					
Other Revenue	9,407	14,651	10,000	18,000	18,000
Interfund Transfers	-	-	700,000	350,000	-
Subtotal Current Revenues	9,407	14,651	710,000	368,000	18,000
Total Resources	2,302,066	2,316,716	3,026,716	2,684,716	2,702,716
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	-	-	-	-	-
Subtotal Current Expenditures	-	-	-	-	-
Interfund Transfers	-	-	-	-	650,000
Reserve for Future Expenditures	-	-	3,026,716	-	-
Contingency	-	-	-	-	2,052,716
Ending Fund Balance	2,302,066	2,316,716		2,684,716	
Total Requirements	2,302,066	2,316,716	3,026,716	2,684,716	2,702,716





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

An interfund transfer of \$0.65 million is budgeted to be returned to the General Fund in 2017-18 to help meet required employer retirement contributions and the remaining \$2 million is held in Contingency.

Significant Issues & Changes

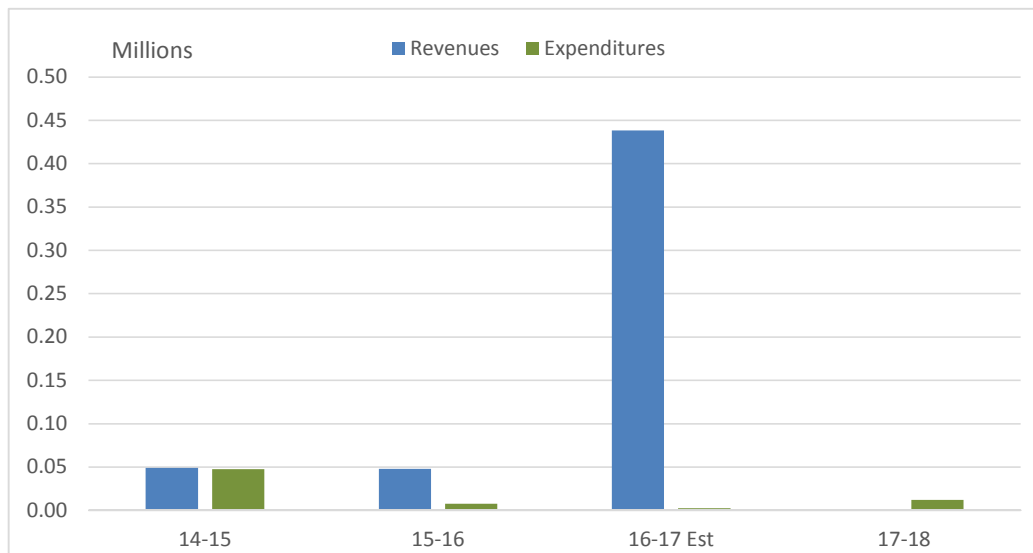
None



Not Allocated to Organizational Unit

County Safety Net Legislation Local Proj Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	-	1,480	472,290	2,636	392,242
Current Revenues					
Prior Year Revenue (Dedicated)	47,568	45,176	-	434,966	-
Federal Revenue	-	-	-	-	-
Other Revenue	1,480	2,638	2,150	3,400	-
Subtotal Current Revenues	49,048	47,814	2,150	438,366	-
Total Resources	49,048	49,294	474,440	441,002	392,242
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	44,245	6,323	88,421	-	-
Allocated Costs	3,323	1,482	2,700	2,700	12,110
Subtotal Current Expenditures	47,568	7,805	91,121	2,700	12,110
Special Payments	-	38,853	383,319	46,060	380,132
Ending Fund Balance	1,480	2,636	-	392,242	-
Total Requirements	49,048	49,294	474,440	441,002	392,242



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

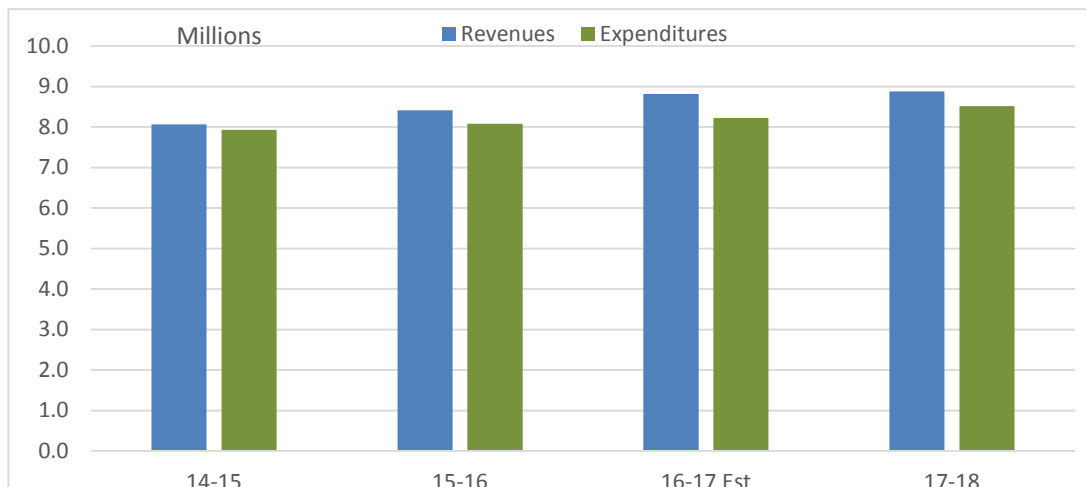
None



Health and Human Services

Public Health Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	648,921	735,732	683,456	683,757	694,627
Current Revenues					
Prior Year Revenue (Dedicated)	7,021	-	-	-	-
Federal Revenue	1,484,792	1,618,069	1,994,974	1,881,010	1,800,440
State Revenue	1,549,140	1,694,000	1,463,702	1,464,355	1,355,205
Local Revenue	337,223	145,262	128,443	94,616	222,319
Licenses	835,458	971,505	1,178,242	1,128,050	1,264,311
Fees & Fines	1,945,381	1,987,946	2,400,148	2,207,242	2,166,547
Other Revenue	23,687	17,768	31,246	28,597	11,665
Interfund Transfers	1,880,249	1,981,361	2,011,933	2,011,935	2,061,958
Subtotal Current Revenues	8,062,951	8,415,911	9,208,688	8,815,805	8,882,445
Total Resources	8,711,872	9,151,643	9,892,144	9,499,562	9,577,072
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	4,914,608	5,005,065	5,236,302	5,040,853	5,558,974
Materials & Services	2,137,292	2,031,770	2,139,759	1,974,842	1,609,307
Allocated Costs	881,240	1,047,449	1,234,831	1,205,681	1,348,332
Subtotal Current Expenditures	7,933,140	8,084,284	8,610,892	8,221,376	8,516,613
Special Payments	-	383,603	736,244	583,559	456,771
Interfund Transfers	43,000	-	-	-	-
Contingency	-	-	545,008	-	603,688
Ending Fund Balance	735,732	683,756	-	694,627	-
Total Requirements	8,711,872	9,151,643	9,892,144	9,499,562	9,577,072
Budgeted Full-Time Equivalents	52.26	52.70	54.30	54.30	52.70





Overview

Public Health Fund

Description of Fund

Clackamas County Public Health Division is designated as the local public health authority (LPHA) for Clackamas County and is one of seven divisions 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 Public Health 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 U.S. 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; this bill 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).

H3S hired a new Director of Public Health in June 2016 charged with leading the Public Health Division through the new Public Health Modernization law. In August 2016, the Public Health Division received 100% support from the Board of County Commissioners to plan and implement the processes necessary to fully meet Modernization.

Revenue Summary

Revenue sources for Public Health are comprised of federal, state, and local grants, which account for 35% of the budget, or \$3.37 million; and fees, fines, licenses, and charges for services, including patient fees and vital statistics certification fees, which account for 36% of the budget, or \$3.44 million. The County General Fund of \$2,061,958 million and \$694,627 of fund balance from prior years completes the revenue picture.

Expenditure Summary

Out of the \$9.57 million dollar budget, personnel service costs account for 58%, or \$5.55 million of total budgeted expenditures and supports 52.70 FTE. Materials and services and special payments account for 21.57%, or \$2.06 million of budget expenditures. Indirect and cost allocation charges account for 14%, or \$1.35 million of budgeted expenditures. The remaining 6%, or \$603,688, is budgeted contingency, which represents funding available for unanticipated expenditures within the Ambulance Cost Savings/Enhancement Fee Program only.

Significant Issues & Changes

Clackamas County's Public Health Division is restructuring the Division to better align our 54 FTE's and program areas with Public Health Modernization / Accreditation requirements and Managing for Results (MFR) performance measures. The new organizational chart also allows Public Health leadership to garner better economies of scale, to establish stronger career advancement opportunities, and to ensure organizational continuity for 49% 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, TB and Sexually Transmitted Infections, natural and man-made disasters, and other public health incidents. To that end, Clackamas County's population has steadily increased over 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.

Legalization of the use of marijuana in Oregon brings impacts on public health policy, regulations, enforcement and prevention education. The Public Health Division actively works, unfunded, to develop a local licensing program for marijuana and tobacco retailers.

Flat or decreasing state and federal funding, ongoing emerging disease threat response, and increasing county allocated costs, greatly impact Public Health's bottom line and their ability to sustain.



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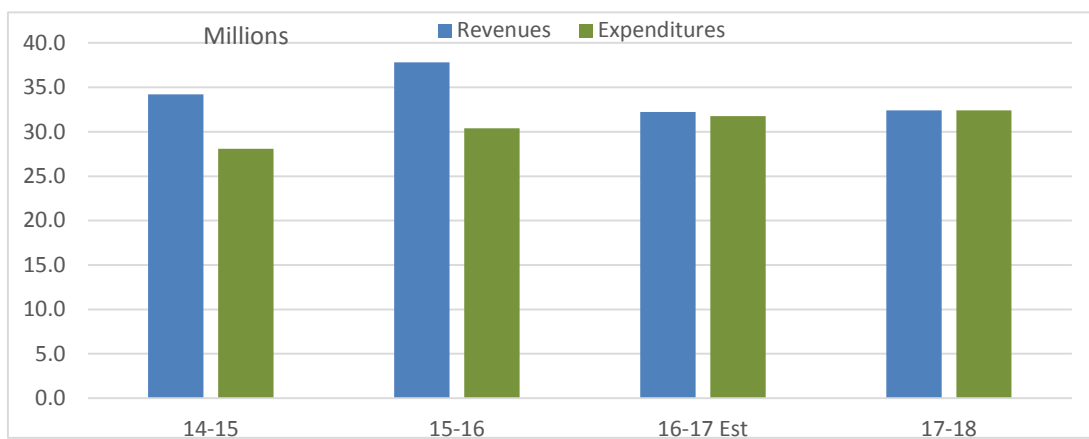
CLACKAMAS
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Health and Human Services

Clackamas Health Centers Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	2,874,953	7,486,769	12,946,562	12,946,562	12,887,793
Current Revenues					
Federal Revenue	1,924,339	2,426,071	2,959,211	2,698,701	2,102,447
State Revenue	876,922	2,203,380	920,378	938,918	861,763
Local Revenue	1,765,057	2,043,269	1,289,977	1,143,290	898,000
Fees & Fines	29,115,416	30,076,865	27,260,800	26,801,766	28,000,087
Other Revenue	40,745	469,252	21,140	115,822	19,140
Interfund Transfers	503,580	606,589	522,976	522,976	543,188
Subtotal Current Revenues	34,226,059	37,825,426	32,974,482	32,221,473	32,424,625
Total Resources	37,101,012	45,312,195	45,921,044	45,168,035	45,312,418
Requirements by Category					
Current Expenditures					
Personnel Services	18,717,065	21,090,388	24,852,082	23,570,259	25,455,841
Materials & Services	6,648,663	6,580,472	4,696,514	4,679,522	3,697,972
Allocated Costs	2,715,182	2,663,572	2,864,006	2,864,006	3,180,812
Capital Outlay	-	54,127	631,590	661,743	90,000
Subtotal Current Expenditures	28,080,910	30,388,559	33,044,192	31,775,530	32,424,625
Special Payments	-	310,406	504,712	504,712	-
Interfund Transfer	1,533,333	1,666,668	-	-	-
Reserves	-	-	-	-	8,083,656
Contingency	-	-	12,372,140	-	4,804,137
Ending Fund Balance	7,486,769	12,946,562	-	12,887,793	-
Total Requirements	37,101,012	45,312,195	45,921,044	45,168,035	45,312,418
Budgeted Full-Time Equivalents	199.72	221.49	221.94	221.94	211.79



Current Operating Revenues vs. Expenditures



Overview

Clackamas Health Centers Fund

Description of Fund

The Clackamas Health Centers Division, a Federally Qualified Health Center (FQHC), provides primary medical care, dental care, and behavioral health services. The health centers are located in Sunnyside, Gladstone, Oregon City, and Sandy for easy access by the community. The Health Centers Division 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. Under Section 330 of the Public Health Service Act, the Health Centers Division provides health care to Oregon Health Plan members, uninsured, and underinsured families in Clackamas County. It also provides medical and dental care to community members insured by Medicare and commercial providers.

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 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 Districts.

Behavioral Health Centers provide a variety of mental health and addiction treatment services to adults, children, adolescents, 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 FY2017-18 budget is \$45 million. 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 FY2017-18 revenue are that there will be conservative growth in new and existing revenue streams when compared to FY2016-17 year-end projected totals.

Expenditure Summary

In the FY2017-18 budget, personnel services costs account for about 56% of total expenditures and support 211 FTE. Materials and services and cost allocations are operating expenditures, which equal 16% of the budget. The remaining 28% is budgeted as contingency and reserves, which represents the additional resources available to the Health Centers Division for unanticipated expenditures. The use of the contingency requires prior approval by the Board of County Commissioners and the Health Centers Division Community Health Council.

Significant Issues & Changes

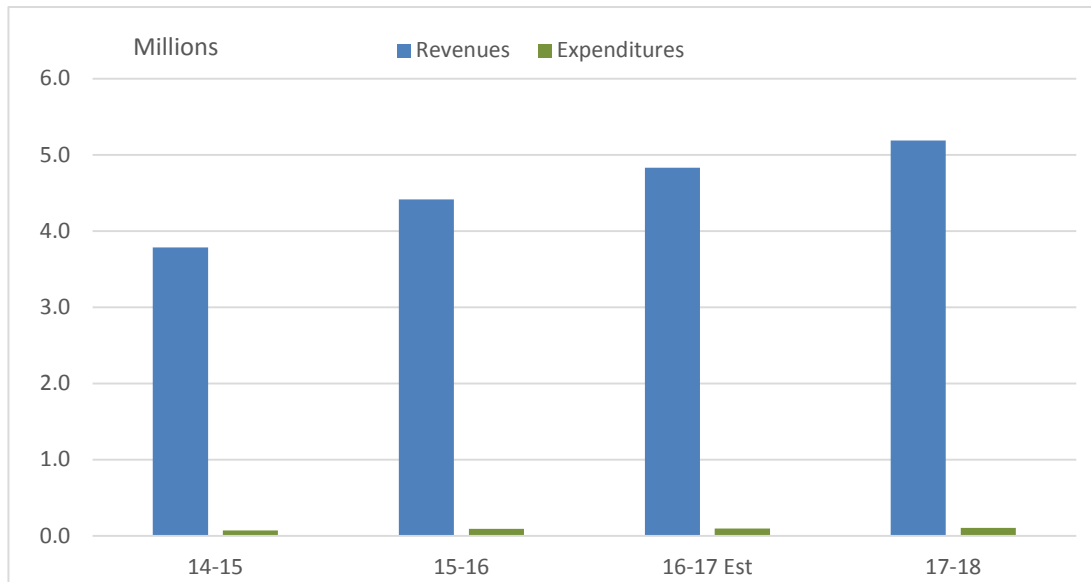
The Health Centers Division made reductions to operating expenditures in order to align with the conservative growth in Federal and State revenue. The Health Centers Division will closely monitor and manage revenue and expenditures due to federal and state legislation, which can impact new and existing revenue. Furthermore, the Division will monitor its quality metrics in order to ensure its pay for performance revenue is sustained by meeting established benchmarks. The Health Centers Division continues to work toward revenue growth and sustainable operations, and those efforts will continue into the FY2017-18 fiscal year.



Not Allocated to Organizational Unit

Transient Room Tax Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	211,988	215,348	206,589	206,589	-
Current Revenues					
Local Revenue	3,786,205	4,414,853	4,832,100	4,831,550	5,190,250
Other Revenue	398	(6)	100	-	-
Subtotal Current Revenues	3,786,603	4,414,847	4,832,200	4,831,550	5,190,250
Total Resources	3,998,591	4,630,195	5,038,789	5,038,139	5,190,250
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	72,400	91,737	96,650	96,000	103,889
Subtotal Current Expenditures	72,400	91,737	96,650	96,000	103,889
Interfund Transfers	3,710,843	4,331,869	4,942,139	4,942,139	5,086,361
Ending Fund Balance	215,348	206,589	-	-	-
Total Requirements	3,998,591	4,630,195	5,038,789	5,038,139	5,190,250



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 \$5.1 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 \$458,830 for the County Fair and \$4,627,531 for the Tourism Development Council.

Significant Issues & Changes

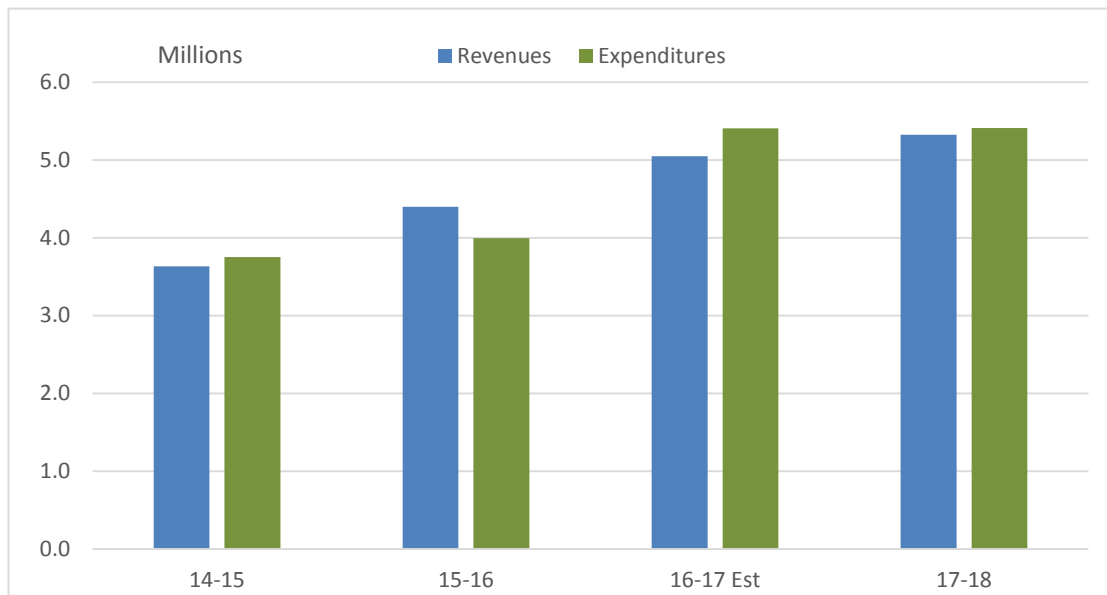
None



Culture, Education and Recreation

Tourism Development Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	658,446	539,892	944,476	944,476	587,898
Current Revenues					
Fees and Local Revenue	62,517	211,898	175,000	270,066	388,825
Other Revenue	15,279	21,340	9,500	6,685	9,500
Interfund Transfers	3,556,549	4,167,168	4,772,108	4,772,108	4,926,890
Subtotal Current Revenues	3,634,345	4,400,406	4,956,608	5,048,859	5,325,215
Total Resources	4,292,791	4,940,298	5,901,084	5,993,335	5,913,113
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	1,052,842	1,171,175	1,383,032	1,390,032	1,614,228
Materials & Services	2,700,057	2,824,647	4,016,052	4,015,405	3,796,885
Subtotal Current Expenditures	3,752,899	3,995,822	5,399,084	5,405,437	5,411,113
Special Payments	-	-	52,000	-	52,000
Contingency	-	-	450,000	-	450,000
Ending Fund Balance	539,892	944,476	-	587,898	-
Total Requirements	4,292,791	4,940,298	5,901,084	5,993,335	5,913,113
Budgeted Full-Time Equivalents	10.00	12.00	12.00	12.00	14.00



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 Room Tax Ordinance (TRT). 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 Room Tax Fund. The remaining revenue is interest, miscellaneous fees and sales, reimbursements, and monies carried forward from the prior fiscal year.

Expenditure Summary

Personnel services accounts for \$1,614,228 of the Department's overall budget and funds twelve (12) full-time equivalent positions. In addition, the team is supported by one dedicated software specialist- Webmaster under an arrangement with Technology Services. Costs for this position are captured in materials and services as internal contracted county services.

The biggest expenditure from the TRT is for the Tourism Marketing & Promotions 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 2017-18 is \$1,360,000.

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 products in the county is through the Development Grant Program which provides grants up to \$100,000 for individual projects. A total of \$250,000 in Development Grants will be awarded in FY 2017-18. 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 \$75,000 towards such efforts. (An additional \$30,000 for Partner Training is included below under Community Relations.) In total, Development efforts are \$665,000 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 2017-18. The Community Relations total FY 2017-18 budget is \$455,000.

The County, through its General Fund, supports arts and culture through a partnership 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 2017-18, \$279,359 will be provided for this work.

Lastly, the Department maintains a 10% Contingency fund to respond to unforeseen opportunities or challenges. In FY 2017-18, \$450,000 will be programmed as contingency funds.

Significant Issues & Changes

MARKETING PROGRAM

The Tourism and Cultural Affairs Department continues to implement the branding identity for Clackamas County as Oregon's Mt. Hood Territory (OMHT) as a coordinated message for marketing the area as a visitor destination, promoting 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 a four-year integrated marketing strategy that identifies the county's visitor profiles and lays out strategies to achieve success within our targeted market segments including the multi-cultural pathfinder prospect audience. Additionally, BPN leads our dedicated investment market strategy to promote OMHT in conjunction with a direct flight destination. Austin, TX was the first target market in FY 2014-15; FY 2015-16 and continued annually to FY 2017-18, as well as Minneapolis, MN for a second year in FY 2017-18.

In FY 2016-17, Tourism continued to partner on a number of special advertising efforts. *Horizon Travel Magazine* included an insert in their midwest issue including Chicago and Minneapolis, as well as southwest issue including Texas and the Western Canadian publications with a full-page advertorial, a 5-second commercial spot aired on 10 screens in the Toronto 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 with Travel Oregon in the *Discover America* printed guide, the VisitTheUSA.com website, Culinary initiative, and China Multi-channel campaign.

MtHoodTerritory.com, CCTCA's branded website is undergoing a look and feel redesign in FY 2016-17 working with GumCo Inc. Tourism engaged in an SEO program working with Drozian Webworks, the website development company. FY 2017-18 will employ a dedicated contract integrating SEO and SEM as a unified and efficient program.

Tourism continued to expand successful Public Relations and social media efforts, by incorporating new social media strategies, including Facebook Live program to promote tourism partners and experiences. PR efforts will continue to utilize the services of Lawrence PR to expand our reach into new media markets FY 2017-18.

Tourism continued to expand the video content in FY 2016-17, specifically with production programs including World's Greatest DMO, and Behind the Scenes promotional programs. Next Stop Video was contracted to provide seven additional video segments highlighting the fall and spring agritourism and heritage experiences.

Tourism staff also worked to coordinate and deliver award-winning marketing programs, including two consecutive year awards for Outstanding Social Media Program from Travel Oregon.

CCTCA continues the co-operative advertising program to partner with Clackamas County Arts Alliance in sponsoring the quarterly *Clackamas County Cultural Guide* produced by Pamplin Media. This publication provides editorial content and free event listings promoting the county's cultural/heritage assets. Tourism's paid sponsorship considerably reduces advertising rates in order to allow local businesses and organizations to advertise in these community newspapers.

Tourism worked with 360 Labs to produce four experiential 360 videos for Virtual Reality (VR) technology. The VR experience is utilized through the Mobile Visitor Information Center (MVIC) at consumer shows, as well as a new public relations tool on deskside media tours. Staff will continue to identify application uses for sharing the 360 VR experience as a promotional tool.

DESTINATION DEVELOPMENT

Development Grant funds are the mechanism used by the TDC to invest directly in local projects that focus on the three pillars of tourism in Clackamas County. Grant funding was increased by \$50,000 to \$250,000 in FY 2016-17 as a result of growing tourism revenues. Funds supported new heritage and cultural assets through awards to Clackamas County Historical Society for the Genealogy Research Lab, the Willamette Falls Heritage Area Coalition for market research and a strategic and implementation plan, the Clackamas County Cultural Coalition for an updated cultural plan, and to the Molalla Chamber of Commerce for the Rodeo Walk of Fame. Funds supported increased access to water recreation through funds to address technical questions related to a water or portage trail at Willamette Falls. The TDC continued investment in cycle tourism through grants for a Canby Bike Hub, bike friendly amenities in West Linn and trailhead improvements at Sandy Ridge. \$250,000 in Development Grants will be available in FY 2017-18

Agritourism—Staff worked with operators and the web team to develop a more user friendly way for visitors to find agritourism opportunities on MtHoodTerritory.com. This new system will be incorporated in the website redesign. The Development Team worked with OSU Extension in Marion County to bring a keynote speaker from Vermont Extension Services to the Clackamas County Agritourism Summit hosted by CCTCA. 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's Agritourism Network and the non-profit Oregon Agritourism Partnership.

Digital Visitor Information Kiosk – CCTCA worked with Oregon Travel Experience to offer the digital kiosk program at the Government Camp Rest Area. This delivers visitor information twenty-four hours a day, year round at this popular stop for visitors and recreation enthusiasts. The digital kiosk program is now available at the French Prairie Rest Area, the Sandy Historical Museum and at the Government Camp Rest Area. CCTCA will diversify this program by adding digital kiosks at hotels in FY 2017-18.

Mountain Multi-Modal – CCTCA 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.

Willamette Falls Heritage Area Coalition – A supporter of these efforts from the beginning, CCTCA continues to work on securing the National Heritage Area designation and leveraging the designation as a State Heritage Area.

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 and the Willamette Falls Locks. Work in the last year included efforts to address transportation and over use issues on public lands, addressing user conflicts from public shooting and camping, and maintaining/extending Mt. Hood Express Bus service. CCTCA continues to pursue future investment/project partnerships within this area.

Outdoor Recreation Development – In FY2016-17, CCTCA worked closely with lodging and activity operators on Mt. Hood and international tour operators to package and promote winter recreational opportunities as bookable product for international markets. Aligned tourism messages with agency resources and messaging to address over-use at popular recreation sites and trails. Building on the success in fostering cycling tourism as a county wide asset, CCTCA commissioned a water tourism strategic plan in FY 2016-17. Work in FY 2017-18 will focus on increased access, diversity and quality of outdoor recreation opportunities.

Heritage/Culture Tourism Projects – This year CCTCA updated and rebranded the Tele-Tales program as the Heritage Trail to better serve the visitor in the smartphone era and align with the Mt. Hood Territory brand. The Heritage Trail tells the story of 26 heritage sites around the county, identifies nearby tourism attractions and includes suggested bicycle tour routes. This year CCTCA, Business & Community Services, Public & Government Affairs and the Heritage Council welcomed the heritage coordinator hired to improve coordination and collaboration among heritage partners. The Heritage Capital Improvement Grants dedicated to improving visitor readiness at heritage sites continued at \$50,000. As a pillar of Clackamas 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.

Connecting with Partners – 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 – The Department’s Community Relations Coordinator shares information about its programs and services and builds relationships with chambers, other businesses and community organizations. CCTCA offers partners a variety of services such as business listings, co-op advertising and events listings, project coordination and strategic planning.

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 – Department staff work with communities and local partners to evaluate their tourism strengths, weaknesses, assets and opportunities and helps them develop 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 2017-18, 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. Additionally, staff is working to increase the number of communities offering Geocaching experiences.

Partner Training – Through its partner training program the Department offers technology and social media skill building trainings to its tourism partners. In FY 2017-18 it will begin offering PR and “story telling” trainings to help partners hone narratives for visitor, and travel writers and social media influencers. It will also offer assistance for frontline staff customer service training. In addition, Community Relations staff coordinates familiarization (“FAM”) tours for local hotel front line staff and tour operators so that they can gain firsthand knowledge about the sites, attractions, events, and activities that are offered throughout the County. The Department typically offers two to three of these tours annually.

Visitor Information Services – Community Relations staff is responsible for managing contracts with several vendors who provide visitor information services to travelers. These include partnerships with 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 allow 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 Troutdale and Hood River. A majority of the route, the middle section, is in Clackamas County. For FY 2017-18, in coordination with neighboring jurisdictions, the Department will implement and approved reroute of the Byway.

Partner Education - Tourism partners in Clackamas County participate in the CCTCA’s familiarization tours for frontline staff from Clackamas County and the surrounding area highlighting tourism attraction and amenities. With the goal of deliver exceptional customer service to visitors and world-class attractions, CCTCA creates specialized training for industry partners, such as the Tourism Tech Symposium and the Agritourism Summit, and shares industry specific educational opportunities with partners to keep Clackamas County current with the industries best practices.



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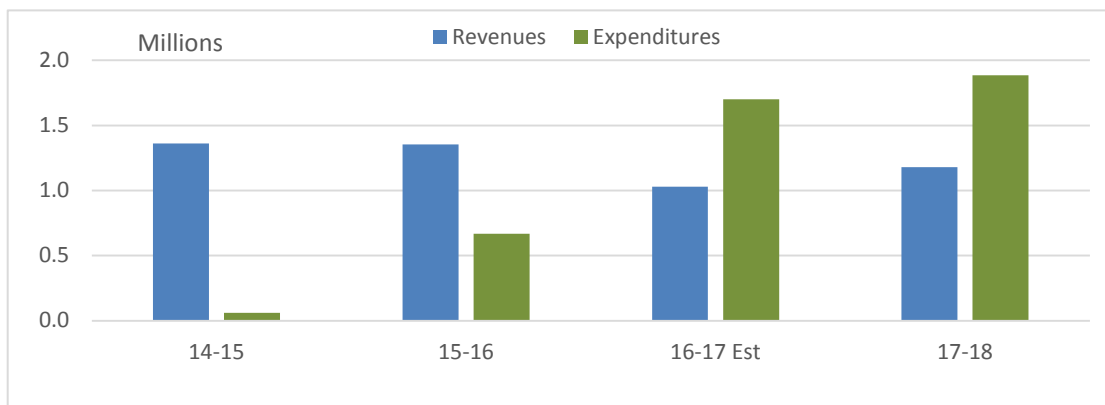
CLACKAMAS
C O U N T Y



Culture, Education and Recreation

Forest Management Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	3,037,648	4,045,185	4,542,834	4,731,369	3,518,661
Current Revenues					
Federal Revenue	-	71,037	80,000	120,238	79,000
Other Revenue					
Land and Timber Sales	1,347,305	1,163,461	867,500	877,726	1,000,000
Miscellaneous	13,793	29,633	21,400	30,950	26,000
Interfund Transfers	-	90,000	-	-	75,000
Subtotal Current Revenues	1,361,098	1,354,131	968,900	1,028,914	1,180,000
Total Resources	4,398,746	5,399,316	5,511,734	5,760,283	4,698,661
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	-	406,580	421,476	447,456	479,317
Materials & Services	32,727	207,011	363,434	371,944	280,684
Cost Allocation Charges	-	53,883	50,302	50,302	54,685
Capital Outlay	27,184	473	939,100	831,743	1,071,000
Subtotal Current Expenditures	59,911	667,947	1,774,312	1,701,445	1,885,686
Special Payments	-	-	5,000	-	5,000
Interfund Transfer	293,651	-	670,000	540,177	320,000
Reserves	-	-	1,926,747	-	2,365,772
Contingency	-	-	1,135,675	-	122,203
Ending Fund Balance	4,045,184	4,731,369	-	3,518,661	-
Total Requirements	4,398,746	5,399,316	5,511,734	5,760,283	4,698,661
Budgeted Full-Time Equivalents	-	2.76	2.76	2.76	2.76



Current Operating Revenues vs. Expenditures



Description of Fund

The *Forest Management Fund* was established with proceeds from the sale of Deep Creek Park in 1983. In 1991, a portion of the fund was used to acquire the Boones Ferry Marina. Timber harvest activity on County-owned forest land is currently receipted into the fund along with proceeds from land sales.

Revenue Summary

FY 2017-18 beginning fund balance is expected to be \$3,518,661. Other budgeted revenues include \$1,000,000 in land sale proceeds, \$79,000 in grant funds, \$75,000 interfund transfer from the Department of Transportation and Development Office of Sustainability, and interest earnings of \$25,000.

Expenditure Summary

Expenditures in FY 2017-18 include \$479,317 in personnel services to provide for 2.76 full-time equivalent positions. Materials and service expenditures of \$280,684 will facilitate the removal of 20 tons of debris from approximately 42 dumpsites and provide for reforestation of newly harvested forest stands. An interfund transfer of \$320,000 to the County Parks Fund supports capital improvements at our County Park facilities. Finally, \$1,010,000 has been budgeted for the potential purchase of additional timberland.

Significant Issues & Changes

A forest lands inventory is underway to allow for the development of a new ten year Forest Management Plan to guide future timber production and harvesting strategies.

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. Uncertainty continues regarding the funding of the Dump Stoppers program which has helped transform the upper Clackamas, Molalla and Sandy watersheds for citizens to enjoy cleaner, healthier and safer forest recreation experiences. This year, the Office of Sustainability program in the Department of Transportation and Development will be providing \$75,000 in matching funds to support the Dump Stoppers program. Funding is coming from the Sandy Transfer Station tipping fee.

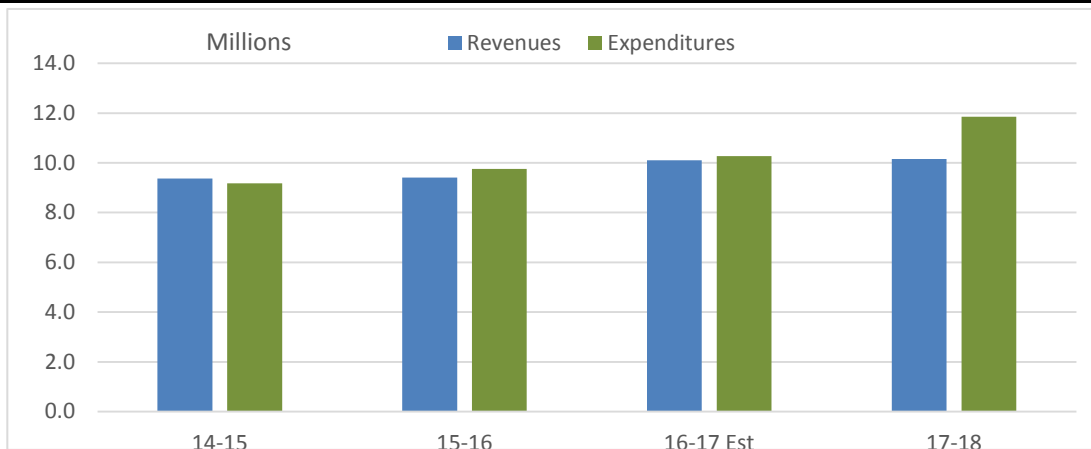


Public Protection

Juvenile Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	2,202,647	2,393,248	2,011,602	2,011,602	1,850,000
Current Revenues					
Prior Year Revenue (Dedicated)	-	-	480,610	480,610	-
Federal Revenue	620,220	332,289	312,008	216,237	318,008
State Revenue	1,280,605	1,149,230	1,577,101	1,254,987	1,454,216
Local Revenue	107,230	89,551	129,930	129,930	134,450
Fees & Fines	549,272	367,909	368,202	368,202	322,714
Other Revenue					
Miscellaneous Revenue	18,081	6,669	3,500	7,360	3,500
Services Reimbursement	13,767	699	-	-	-
Interfund Transfers	6,783,559	7,457,583	7,647,800	7,647,800	7,924,463
Subtotal Current Revenues	9,372,734	9,403,930	10,519,151	10,105,126	10,157,351
Total Resources	11,575,381	11,797,178	12,530,753	12,116,728	12,007,351
Requirements by Category					
Current Expenditures					
Personnel Services	5,300,189	5,590,446	6,241,015	5,437,118	6,320,437
Materials & Services	3,390,601	3,606,142	5,464,269	4,170,138	4,889,829
Allocated Costs	489,641	552,266	586,469	586,472	647,085
Capital Outlay	1,702	680	89,000	73,000	-
Subtotal Current Expenditures	9,182,133	9,749,534	12,380,753	10,266,728	11,857,351
Special Payments	-	36,042	-	-	-
Contingency	-	-	150,000	-	150,000
Ending Fund Balance	2,393,248	2,011,602		1,850,000	-
Total Requirements	11,575,381	11,797,178	12,530,753	12,116,728	12,007,351

Budgeted Full-Time Equivalents	51.00	54.00	54.00	54.00	52.00
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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 82% 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). It is anticipated that the Juvenile Department will receive just over 1.6 million for the 2017-19 biennium, and an estimated reduction in funding of \$217,984 for the biennium, representing a 12% reduction from the 2015-17 biennium. The amount of this reduction could be more or less, depending on the outcome of the 2017 session of the Oregon Legislature.

JCP Prevention funding is received from the State Youth Development Commission (YDC). It is anticipated that the Juvenile Department will be receiving just over \$156,000 for the fiscal year 2017-18, which reflects a reduction of 25%. The amount of this reduction could be less or more, depending on the outcome of the 2017 session of the Oregon Legislature. 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 Ant Farm, Bureau of Land Management, and the Cities of West Linn, Milwaukie, Happy Valley, and Gladstone. These partnerships consist of low-cost meaningful service learning projects in communities throughout Clackamas County. These projects provide opportunities for youth to complete the obligation they have created for themselves to repair the harm caused by their actions. These partnerships allow the Juvenile Department to provide true restorative community service as the youth are working in the actual community where they live (If they live in Molalla, committed a crime in Molalla, they should complete their community service in Molalla) working alongside people who live where they live and who can develop relationships with youth that are sustainable long after their hours are complete. These restorative projects allow youth the ability to earn stipends and repay victims. An added value as a result of these partnerships has provided educational credit and vocational skills for youth participating in these services. Significant projects are accomplished in our communities including restoration of City parks, building and maintenance of BLM trails, removal of invasive plants and restoration of native plants.

The Juvenile Drug Court received a two year grant in 2015 for \$167,701 that added significant support services for youth and the drug court team, but is set to end on June 30, 2017. The Department has reapplied for a new two year grant which if awarded would provide \$124,830 for FY17-18 and FY18-19. The amount of this reduction could be more or less, or completely eliminated, depending on the outcome of the 2017 session of the Oregon Legislature. The

Department's FY17-18 budget proposal assumes a loss of this funding since the status of this revenue source was unknown at the time of budget proposal submission.

Expenditure Summary

Detention services are statutorily mandated services. The Juvenile Department contracts with Multnomah County for 17 secure custody beds, one of which serves Ballot Measure 11 offenders. This contract was re-negotiated 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). For fiscal year 2016-17 rates increased 0.3%, and the daily bed rate for FY2016-17 increased to \$288.92. In FY2017-18, the daily bed rate will increase to \$300.00, an increase of \$11.08 per bed day. The contract amount for detention beds will be \$1,861,500. Detention is 85% funded through General Fund and the balance is from State funding sources, specifically, 13% from OYA Basic, and 9% from OYA Diversion.

The Department contracts for 12 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 \$886,981. Only 21% is funded through General Fund, with the remaining from OYA Basic and OYA Diversion revenue sources, as well as federal Title IVE 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 private 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. Beds were fully utilized within 7 months. Title IV-E reimbursements were utilized in 2015-16 to match the funding amount as utilization of the resource was again fulfilled prior to the end of the fiscal year. This contract is currently \$117,756 with the increased 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.

Efficiencies/Sustainability

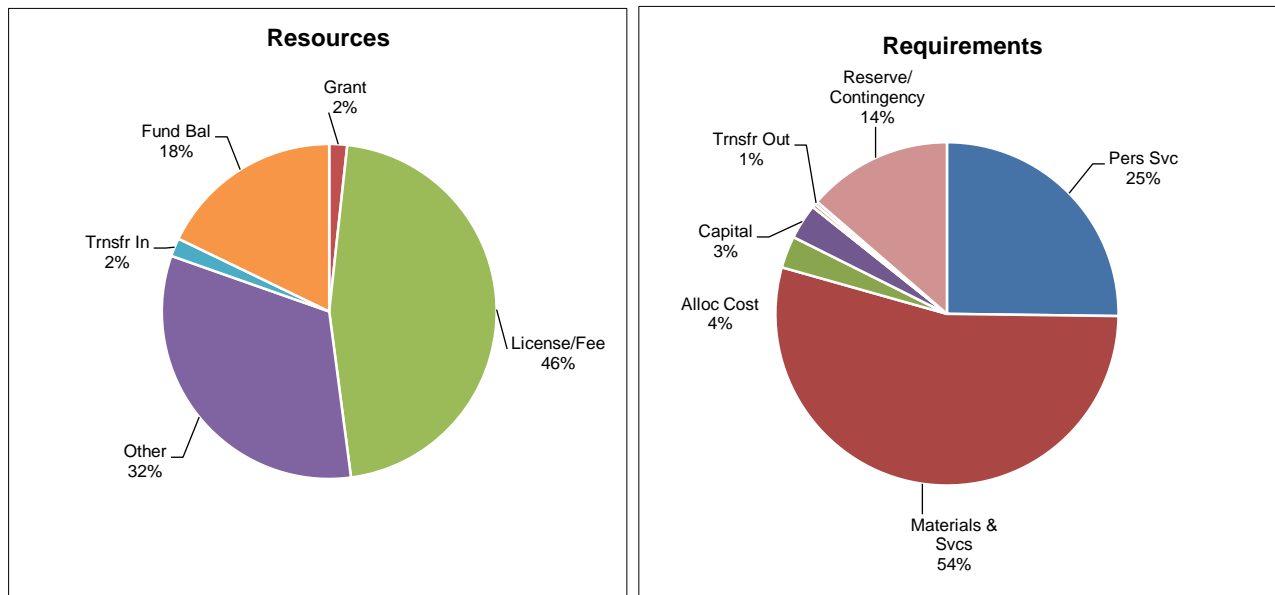
- The Department has worked collaboratively with Fleet Services to continue to introduce fuel efficient vehicles to the Department's fleet. The Department currently has ten fuel efficient vehicles. The Department has met its goal to have at least 50% of the vehicles within the efficient fuel range by 2017.
- 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 replaced old heating and air conditioning elements in offices with energy efficient units; completed a remodel of the staff kitchen creating more space; major repair was completed on a sewer line; the parking lot for County cars was graveled improving safety conditions for staff walking to and from the cars; and carpet over 30 years old is currently being replaced. On-going maintenance of leaking water pipes in the ceilings will continue to need priority repairs. Windows and carpet has been replaced in the building that improve efficiency and a cosmetic upgrade. The Juvenile Department added a small building to its campus that will be used for program development and storage. 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 increased the utilization of Master level internships. The Department currently has 3 Master level interns who have made a 9-month commitment, working up to 16 hours a week. These interns are utilized in the facilitation of skills groups, Victim Offender Dialogues, and our Victim Impact Program.



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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:**

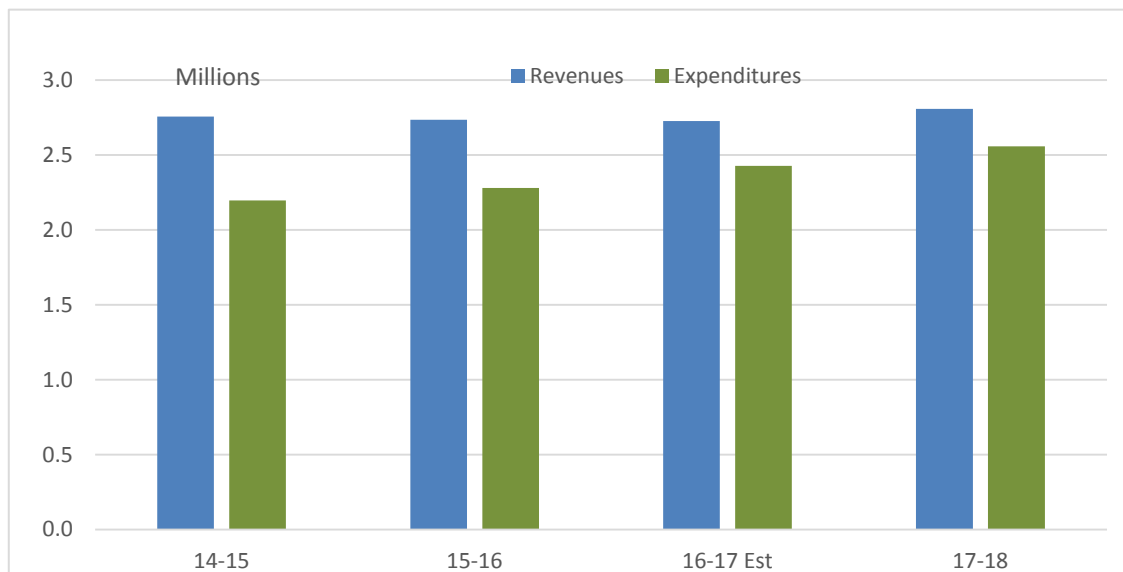
Stone Creek Golf Course Fund	Business and Community Services
Clackamas Broadband Utility Fund	Technology Services
Cable Administration Fund (History)	Public and Government Affairs
Records Management Fund	Clerk
Facilities Management Fund	Finance
Telecommunication Service Fund	Technology Services
Technology Services Fund	Technology Services
Central Dispatch Fund	Emergency Communications
Self-Insurance Fund	Employee Services
Risk Management Claims Fund	Employee Services
Sheriffs Office Retiree Medical Benefits Fund (history)	Employee Services
Fleet Services Fund	Finance



Golf Course (Business-type Activity)

Stone Creek Golf Course Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	423,256	683,367	888,449	888,449	786,123
Current Revenues					
Fees & Fines	2,754,443	2,731,835	2,716,585	2,720,317	2,801,066
Other Revenue	2,167	4,370	2,500	6,000	6,000
Subtotal Current Revenues	2,756,610	2,736,205	2,719,085	2,726,317	2,807,066
Total Resources	3,179,866	3,419,572	3,607,534	3,614,766	3,593,189
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	2,095,968	2,195,535	2,263,434	2,246,488	2,451,715
Allocated Costs	-	-	6,155	6,155	7,107
Capital Outlay	100,530	85,590	187,000	176,000	100,000
Subtotal Current Expenditures	2,196,498	2,281,125	2,456,589	2,428,643	2,558,822
Special Payments	-	-	5,000	-	5,000
Interfund Transfers	300,000	250,000	400,000	400,000	300,000
Reserve for Future Expenditures	-	-	400,000	-	409,720
Contingency	-	-	345,945	-	319,647
Ending Fund Balance	683,368	888,447	-	786,123	-
Total Requirements	3,179,866	3,419,572	3,607,534	3,614,766	3,593,189



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 \$2.8 million in FY 2017-18, 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 \$2.5 million. Operating equipment and building improvements for golf course maintenance are budgeted at \$100,000, with an interfund transfer of \$300,000 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.

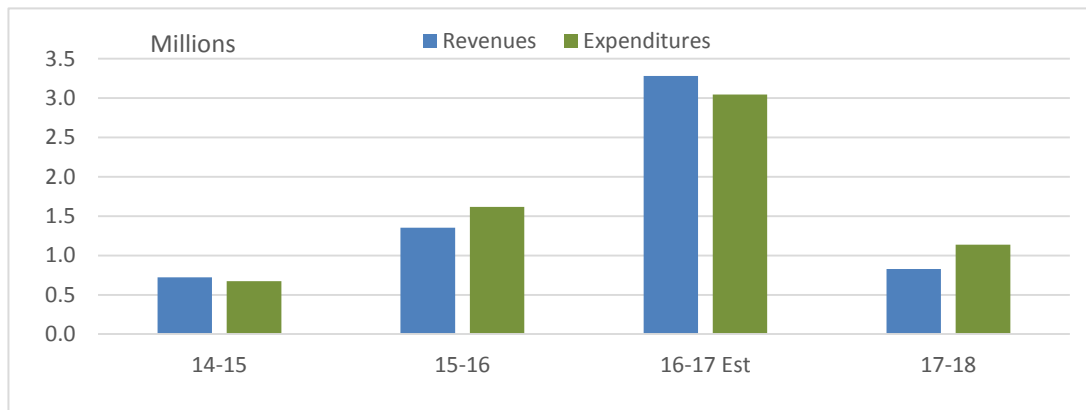
With the approval of the Board of County Commissioners in July 2012, *Business & Community Service's Forest Division* began an accelerated timber harvest program with the goal of defeasing \$3,775,000 in debt at Stone Creek Golf Course. The debt was paid off in November 2013 and saved the County approximately \$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>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	381,715	427,636	144,699	144,699	347,285
Current Revenues					
Licenses & Permits	16,388	13,897	22,000	36,000	36,000
Fees & Fines	695,199	1,302,388	2,550,000	3,246,069	790,000
Program Income	-	-	670,000	-	-
Other Revenue	8,725	37,411	200	250	200
Subtotal Current Revenues	720,312	1,353,696	3,242,200	3,282,319	826,200
Total Resources	1,102,027	1,781,332	3,386,899	3,427,018	1,173,485
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	148,774	163,677	300,686	278,044	323,843
Materials & Services	171,994	187,868	265,500	255,947	402,873
Allocated Cost	82,834	66,187	71,742	71,742	79,477
Capital Outlay	270,789	1,200,853	2,726,971	2,438,000	331,292
Subtotal Current Expenditures	674,391	1,618,585	3,364,899	3,043,733	1,137,485
Special Payments	-	18,048	22,000	36,000	36,000
Ending Fund Balance	427,636	144,699		347,285	
Total Requirements	1,102,027	1,781,332	3,386,899	3,427,018	1,173,485
Budgeted Full-Time Equivalents	1.00	1.00	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 FY2017-18 the total initial CBX budget is \$1,173,485 (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 (\$319,234 / 27.20%), fiber plant maintenance / repairs / relocations (\$165,500 / 14.10%) and professional design support (\$75,000 / 6.39%). Initial estimated construction (\$256,292 / 21.84%). 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 County agencies, businesses and public.
- Continued marketing and partnerships of the fiber plant to promote new site connections and commercial utilization.
- Completed the West Linn - Wilsonville School District sites and connected West Linn anchor site connections.
- 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.
- Approval to expand bids and construction of fiber plant to include sites in adjacent Counties.
- Bid approval, design and significant construction of Lake Oswego School District network.
- Added a network engineer to staff to assist in network design / development and overall project support.

Goals for Next Fiscal Year:

- Complete required installation for expansion into Lake Oswego and potential anchor site connections.
- 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 connection to ISP hosts at the Pittock Internet Exchange in Portland.
- Bid and hopefully begin construction on several large regional projects (Tigard / Tualatin School District, Gresham / Barlow School District)
- 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.



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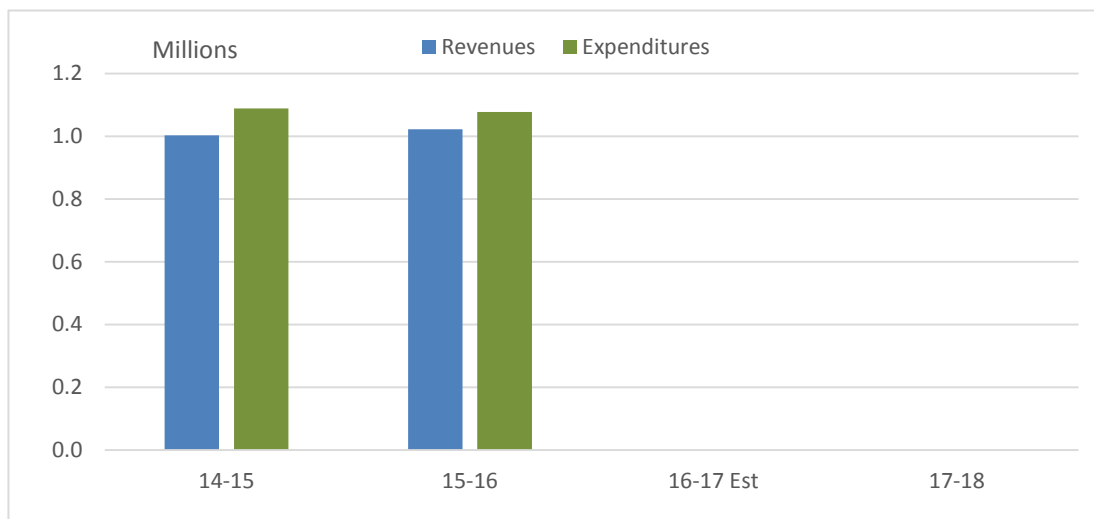
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Fund is closed

Cable Administration Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	483,706	398,278	343,527	343,527	-
Current Revenues					
Local Revenue	328,913	324,155	-	-	-
Fees & Fines	573	2,127	-	-	-
Other Revenue	1,645	2,609	-	-	-
Interfund Transfers	671,980	693,746	-	-	-
Subtotal Current Revenues	1,003,111	1,022,637	-	-	-
Total Resources	1,486,817	1,420,915	343,527	343,527	-
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	367,710	390,622	-	-	-
Materials & Services	590,223	471,787	-	-	-
Allocated Costs	106,427	113,596	-	-	-
Capital Outlay	24,179	101,383	-	-	-
Subtotal Current Expenditures	1,088,539	1,077,388	-	-	-
Interfund Transfer	-	-	343,527	343,527	-
Reserves	-	-	-	-	-
Contingency	-	-	-	-	-
Ending Fund Balance	398,278	343,527	-	-	-
Total Requirements	1,486,817	1,420,915	343,527	343,527	-
Budgeted Full-Time Equivalents	3.50	3.50	-	-	-



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

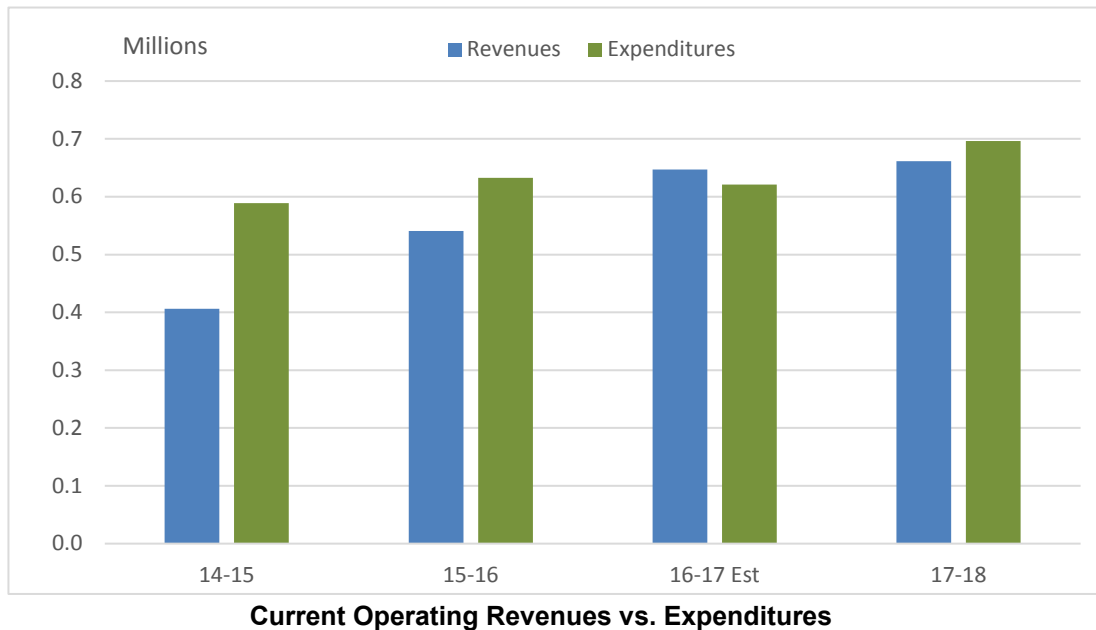
During fiscal year 2016-17 the Cable Administration Fund was closed and activities are now accounted for in the General Fund.



General Government

Records Management Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	282,920	100,422	10,961	8,664	34,538
Current Revenues					
Charges for Services	406,391	540,660	628,570	647,029	661,687
Subtotal Current Revenues	406,391	540,660	628,570	647,029	661,687
Total Resources	689,311	641,082	639,531	655,693	696,225
Requirements by Category					
Current Expenditures					
Personnel Services	377,906	442,637	437,411	421,911	447,024
Materials & Services	96,252	74,488	84,086	81,015	107,502
Allocated Costs	114,731	115,293	118,034	118,229	141,699
Capital Outlay	-	-	-	-	-
Subtotal Current Expenditures	588,889	632,418	639,531	621,155	696,225
Ending Fund Balance	100,422	8,664	-	34,538	-
Total Requirements	689,311	641,082	639,531	655,693	696,225
Budgeted Full-Time Equivalents	5.00	5.00	5.00	5.00	5.00





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. This storage is an extension of the courthouse file room, 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 user departments.

Passport processing generates revenue that accounts for approximately 25.94% of total resources budgeted in FY 2017-18.

Expenditure Summary

Personnel services comprise 64.21% of the budget and support 5 full-time equivalent positions. Cost Allocation Charges from other County Departments account for 20.35% of the budget. Materials and services account for 15.44% of the budget. The larger items in this category include microfilming services, and the cost to shred confidential records.

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.

County Archives: Do to the disincorporation of the City of Damascus, Records Management is in the process of inventorying and applying retentions to all of the Cities paper and electronic files. After this extensive task is complete Records Management will be transferring the files to the corresponding County retention schedule. Access to these files will be given to the corresponding County Departments.

County Departments Scanning Permanent Records: Records Management continues to express the importance of County departments converting permanent records to security rolls of film. This is the accepted medium by the Oregon State Archives. In order to reduce cost allocated charges some departments still scan their permanent documents into *ApplicationXtender*, then request that Records Management extract the images and transfer them to microfilm. There is no efficient process to accomplish this, as some departments are not scanning records in compliance with the OARs¹, and often records cannot be located unless the department knows the exact date(s) the records were scanned. Departments are often unable to provide a complete scope of images needing to be microfilmed. It would be more efficient and less labor intensive if departments had Records Management scan their records and export the images to *ApplicationXtender* and/or microfilm.

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 will begin 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.

¹OAR 166-017-0080(2), *Records Management Procedures, Retention*
OAR 166-030-0070, *Records Management Procedures, Microfilming*



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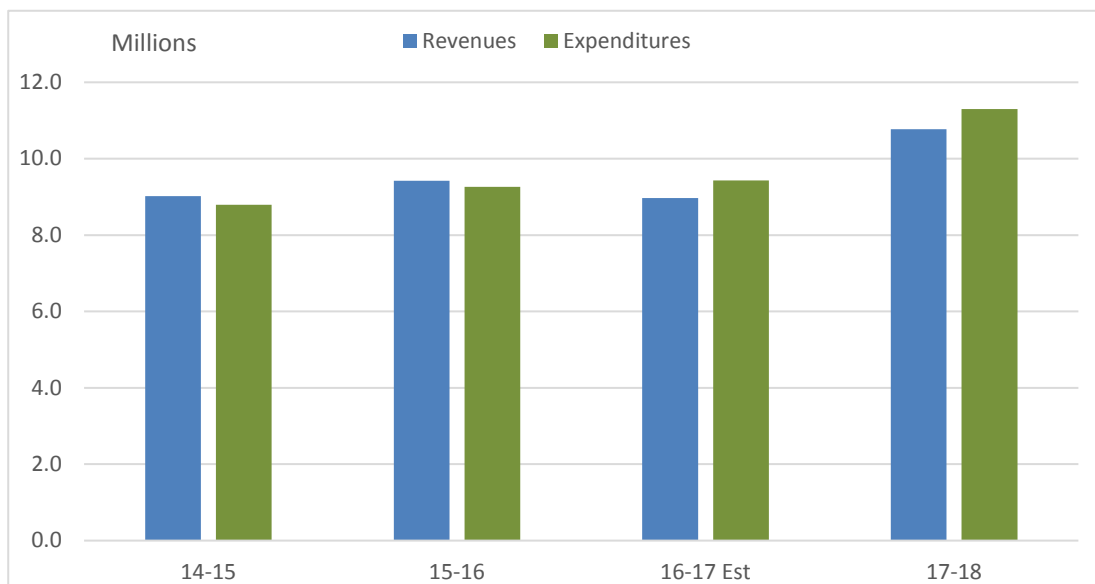
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General Government

Facilities Management Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	792,659	1,020,676	1,180,195	1,180,195	719,639
Current Revenues					
Charges for Services	6,578,808	6,619,993	7,973,669	7,561,043	8,682,423
Other Revenue	25,250	11,029	7,816	7,852	7,816
Interfund Transfers	-	340,403	-	-	-
Utility Reimbursement	2,418,413	2,453,489	2,071,224	1,400,109	2,081,747
Subtotal Current Revenues	9,022,471	9,424,914	10,052,709	8,969,004	10,771,986
Total Resources	9,815,130	10,445,590	11,232,904	10,149,199	11,491,625
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	3,149,380	3,470,691	4,253,540	3,247,496	5,180,120
Materials & Services	5,377,741	5,485,714	6,079,935	5,397,635	5,251,737
Allocated Costs	267,165	308,991	334,429	334,429	356,736
Capital Outlay	167	-	454,234	450,000	515,000
Subtotal Current Expenditures	8,794,453	9,265,396	11,122,138	9,429,560	11,303,593
Contingency	-	-	110,766	-	188,032
Ending Fund Balance	1,020,677	1,180,194		719,639	
Total Requirements	9,815,130	10,445,590	11,232,904	10,149,199	11,491,625
Budgeted Full-Time Equivalents	35.00	35.50	42.00	42.00	48.00



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, building and grounds security, and various preventative maintenance programs
- Consulting, space planning and project management services on building retrofits and remodels
- 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 repairs

Revenue Summary

Revenue for on-going operations comes from user fees charged through the County's cost allocation system, which covers projected costs for the coming year. Special projects are estimated and billed to departments as performed. Approximately 4% of revenue comes from sources outside the cost allocation system.

Expenditure Summary

Materials and services, which account for 35% of total expenditures, consist of janitorial contracts, maintenance services, supplies and regulatory agency fees. 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: construction of the new Sheriff's Office Evidence facility, remodel the 2nd and 4th floors of the Public Services Building to meet the needs of County Counsel, Social Services, Public and Government Affairs, Treasure, and County Administration. Facilities Management also began a three year project at Parrott Creek Boys Ranch to improve the building conditions.

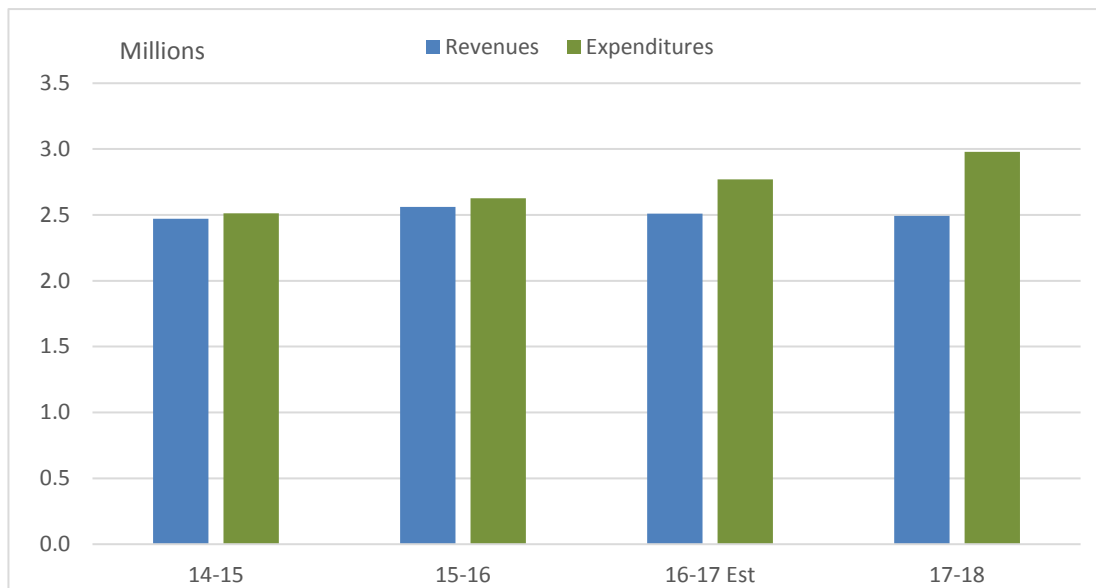
Facilities Management work in the new fiscal year include: second year of improving the buildings at Parrott Creek Boys Ranch, remodel the Finance area on the 4th floor of the Public Services Building, remodeling the Dental Wing of Beavercreek, extending the Utilidor in preparation of future growth on the Red Soils Campus, and replacing the roofs of the Silver Oak Building and the Bill Bowman Building. Facilities Management will also be involved in implementation of the new Asset Management Software Program that will be used Countywide.



General Government

Telecommunication Services Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	851,795	810,219	744,588	744,588	486,178
Current Revenues					
Charges for Services	2,467,257	2,556,883	2,453,291	2,508,912	2,493,026
Other Revenue	3,148	4,900	-	1,698	-
Subtotal Current Revenues	2,470,405	2,561,783	2,453,291	2,510,610	2,493,026
Total Resources	3,322,200	3,372,002	3,197,879	3,255,198	2,979,204
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	638,149	718,096	749,715	785,776	812,864
Materials & Services	1,248,333	1,244,030	1,588,932	1,568,252	1,505,164
Allocated Costs	185,795	175,052	180,401	180,401	186,656
Capital Outlay	439,704	490,236	678,831	234,591	474,520
Subtotal Current Expenditures	2,511,981	2,627,414	3,197,879	2,769,020	2,979,204
Ending Fund Balance	810,219	744,588	-	486,178	-
Total Requirements	3,322,200	3,372,002	3,197,879	3,255,198	2,979,204
Budgeted Full-Time Equivalents	5.00	5.00	5.00	5.00	5.00



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
- 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 800 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 FY2017-18 the total Telecommunication Services Budget is \$2,979,204. Telephone, cellular phone and pager expenses amount to \$906,000 or about 30.41% of total expenditures and are found in the materials and services category. Electrical supplies and equipment repairs and maintenance amount to \$455,000 or 15.27% of total costs. Personnel services account for about 27.28% and are budgeted at \$812,864. 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.

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 the Red Soils (CCOM) Voice Server to enhance capabilities, services and resiliency.
- Completed upgrade to the Holman Voice Server to enhance capabilities and performance.
- Completed upgrade to Private Network E911 server for enhanced capabilities and positions the County to comply with forthcoming regulatory changes.
- Enterprise upgrades to the Xpressions Voicemail System and Call Center Server
- Enterprise upgrades to unified communications (UC) and integrated mobility platform
- Additional upgrades to the session border controller for remote soft phone or SIP enabled telephone access to enterprise systems
- Maintained and expanded VHS Radio Services for several departments (TS, 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. (Community Corrections Transition Center and Residential Center, Housing Authority, DTD Abernathy Complex, Health Centers, etc.)
- Continued addition of new CCTV video surveillance around the County including expanded use of high definition cameras and recording

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. (Silver Oaks, TS1 Operations Upgrade, OSU Extension Center, Health Center Remodels, Potential new Courthouse, numerous additional remodels, etc.)
- Coordinate with Facilities on 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



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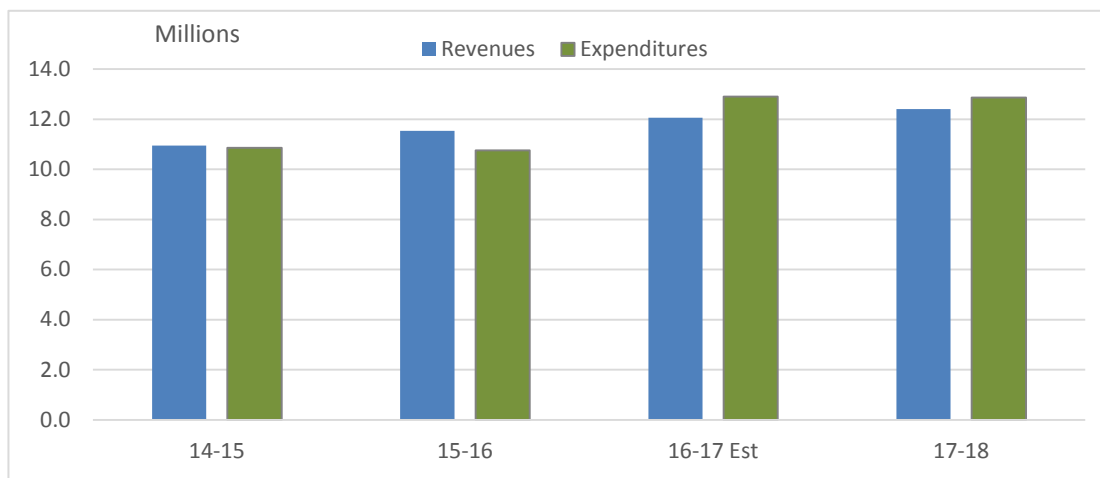
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C O U N T Y



General Government

Technology Services Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	1,177,421	1,275,391	2,044,290	2,044,290	1,200,766
Current Revenues					
State Revenue	61,600	69,649	35,000	42,000	35,000
Charges for Services	10,498,051	11,101,857	11,661,225	11,695,473	12,129,806
Other Revenue	361,727	309,782	249,676	254,845	205,556
Interfund Transfers	35,000	50,453	73,000	73,000	35,000
Subtotal Current Revenues	10,956,378	11,531,741	12,018,901	12,065,318	12,405,362
Total Resources	12,133,799	12,807,132	14,063,191	14,109,608	13,606,128
Requirements by Category					
Current Expenditures					
Personnel Services	6,584,089	7,043,854	7,375,524	7,519,185	7,562,857
Materials & Services	2,286,271	2,135,979	3,140,964	2,691,105	2,794,906
Allocated Costs	1,417,006	1,415,080	1,394,743	1,394,743	1,466,407
Capital Outlay	571,041	167,929	1,689,706	1,303,809	1,045,000
Subtotal Current Expenditures	10,858,407	10,762,842	13,600,937	12,908,842	12,869,170
Reserves	-	-	156,958	-	306,958
Contingency	-	-	305,296	-	430,000
Ending Fund Balance	1,275,392	2,044,290		1,200,766	
Total Requirements	12,133,799	12,807,132	14,063,191	14,109,608	13,606,128
Budgeted Full-Time Equivalents	44.50	45.50	47.50	47.50	46.50





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, authentication, 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, 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 and Workforce Timekeeping
- 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, 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 content, security and applications, workflow solutions , data integration and content management system support
- 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 (Application Extender, Alfresco)
- 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
- Secure hybrid integration with on-premise services and vendor hosted (SaaS) cloud based solutions

Revenue Summary

To support three data centers, 2,700+ personal computers, 500+ network devices, 850+ peripherals, 800+ mobile devices, over 250 servers 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 FY2017-18 the total Technology Services Budget is \$13,606,128. Maintenance, support and communication contracts including licensing for hardware and software products account for approximately 14.25% (\$1,939,373) of our budget while staffing requirements account for 55.58% (\$7,562,857), hardware / software purchases 9.88% (\$1,343,699) and capital replacement reserve is 4.46% (\$606,958). This FY is the 2nd 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

- 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, Corrections, PSB 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. Exercise testing of the Damage Assessment and Response Plan.
- Completed the implementation of a new Enterprise Storage / Recovery System for County data to provide efficient backups and faster recovery of critical systems in case of an outage.
- 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.
- Assisted in RFP process and negotiated several vendor contracts (Facilities Management, Drupal for Web Content, Computer Based Training, and Potential PeopleSoft Replacement etc.)
- Development of new workflow processes utilizing Microsoft System Center utilities to enhance efficiency and services.
- 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).
- Upgrade of key web services infrastructure for better performance, migration of web applications to utilize new services and enhance security / support.
- Completed Office 2013 migration and updated browsers, started Windows 10 rollout to available systems.
- Implemented Skype for Business for internal County Instant Messaging.
- Continued expansion of capabilities and availability of online GIS applications including online services to other local agencies. Expanded capability and additional data sets in such services as PlanMap, CMap etc.
- Continued further development / upgrades to web applications to be more mobile friendly and usable
- Continue the installation, configuration and implementation of new Content Management System (CMS) called Drupal for all County web content support. Setup and configuration of Cloud based hosting solution for Internet.
- 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.
- Enhanced coordination with County on critical security and compliance audits to ensure the County is protected and within governance requirements. Working with County on centralized, integrated audit processing and review.
- 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.
- Phase 1 of improved technology procurement process. Design of online equipment ordering system.
- Begin the design / implementation of a County Wide Customer Relations Management System to track County citizen / business requests, solutions and satisfaction. Based on Accela Public Stuff product.
- Development of a 2-3 year Enterprise Network Replacement / Enhancement project plan
- Installation of new County Wireless System for more enhanced security and performance.
- 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.
- Coordinated the processing and disposition of the data / technical assets of the former city of Damascus.
- Modified department Performance Reviews to be more efficient & compatible with Performance Clackamas initiatives.
- Completed migration to new Xen Application Farm off the old Citrix Farm for better performance and cost savings.

Goals for Next Fiscal Year

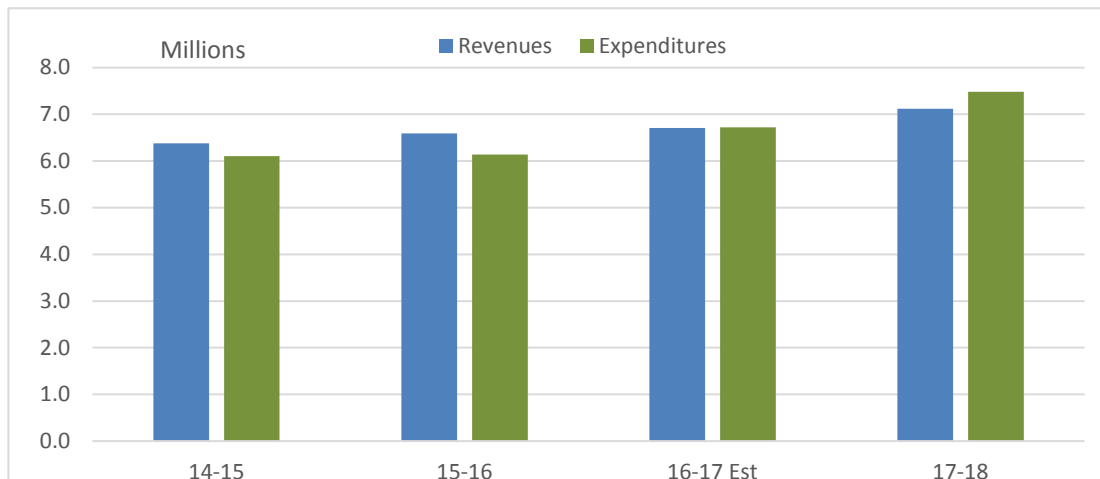
- Continue to development and implement efficient, business driven and reliable technology direction and utilization for the County.
- Continue to design and implement technology enhancements (network, wireless, video security, audio visual, wiring and other required services) for County facilities as required (Silver Oaks, OSU Extension, PSB, Health Centers etc.)
- Upgrade to new Xen Services for enhanced application support, mobile application support, new desktop capability and reduced costs in support of County services.
- Complete installation of new County Wireless System for enhanced security, performance and voice over Wifi.
- Complete County Certification Security to cover remote access and start rollout to all County equipment.
- Continue design and implementation of County wired security upgrade to 802.1x and IPv6 protocol implementation.
- Complete upgrade to web / application services infrastructure and migration of required applications.
- Develop policy and deploy Sharepoint services for applications and document collaboration – implement beta document archive system.
- Upgrade County Data Storage / Backup Arrays for increased capacity, performance, reliability and long term savings.
- Begin year 1 of new Enterprise Network System Plan to include new core routers for operation centers.
- Continue deployment of System Center to utilize new services and options to enhance service and efficiency.
- 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 to provide new application options and services.
- Complete initial Technology Services Policy Manual with updated policies and procedures.
- Continue development of Performance Clackamas process to include utilization Lumanas, metric tracking / reporting utilities, service surveys and implementation of enterprise analytical system / package.
- Utilizing new MFR analyst coordinate with required departments to assist in the development of required process for the extraction, collection, warehousing, analysis and reporting of required performance measurements.
- 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 including redesign to take advantage of Drupal capabilities. Implement new content management / update workflow process utilizing new County Style Guide.
- 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.
- Proposed implementation of PeopleSoft HR Recruiting and Workforce Planning Project
- Initial implementation of beta projects for the process automation within PeopleSoft HR and Finance, including e-forms and workflow, to reduce paper and increase efficiencies.
- Assist in the implementation of several critical new systems (Facilities Asset Management, Tyler System for Justice Court, next phase of Accela for DTD, Helion based records portal, etc.)
- Configure and implement new server farm to replace current blade infrastructure.
- Remodel of TS1 Operations center to utilize new high efficiency environmental equipment (Power, HVAC, etc.).
- Continue to expand use of new Customer Resource Management System and implement the public portal online.
- Expand use of Sharepoint for utilization in Document management and other collaboration solutions.
- Continue and expand implementation of hybrid cloud plan for the County to utilize cloud services where appropriate to reduce costs and enhance services.
- Develop plan for design of 2nd Technical Learning Center and implementation of CBT based training supplement.
- Implementation of Varonis Data Management System to provide additional security to County data and create secure data “share” options for external partners (similar to Drop Box but secure)
- Design and implement a beta inter-building Alert system to integrate and communicate key alert status between building, staff and management utilizing several communicate methods



Public Protection

Central Dispatch Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	1,114,394	1,390,681	1,581,218	1,581,218	1,280,027
Current Revenues					
Federal Revenue	73,385	-	-	-	-
State Revenue	1,421,872	1,512,437	1,532,597	1,587,941	1,638,000
Local Revenue	18,580	19,190	19,457	19,457	20,804
Charges for Services	4,848,013	4,995,379	5,080,361	5,080,361	5,435,286
Other Revenue	15,695	21,010	13,300	22,500	22,500
Interfund Transfers	-	45,590	-	-	-
Subtotal Current Revenues	6,377,545	6,593,606	6,645,715	6,710,259	7,116,590
Total Resources	7,491,939	7,984,287	8,226,933	8,291,477	8,396,617
Requirements by Category					
Current Expenditures					
Personnel Services	5,133,255	5,364,443	5,814,205	5,843,606	6,736,141
Materials & Services	661,554	460,436	652,752	551,998	392,605
Allocated Costs	306,450	311,254	325,152	325,152	332,997
Capital Outlay	-	-	20,000	-	20,000
Subtotal Current Expenditures	6,101,259	6,136,133	6,812,109	6,720,756	7,481,743
Special Payments	-	266,936	492,000	290,694	284,390
Reserves	-	-	400,484	-	430,484
Contingency	-	-	522,340	-	200,000
Ending Fund Balance	1,390,680	1,581,218	-	1,280,027	-
Total Requirements	7,491,939	7,984,287	8,226,933	8,291,477	8,396,617
Budgeted Full-Time Equivalents	44.50	47.00	47.00	47.00	47.00



Current Operating Revenues vs. Expenditures



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 64.2% of revenue. The State 9-1-1 fund provides 19.4% 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 2017-18 fiscal year from the County General Fund.

Expenditure Summary

Personnel Services account for 80.2% of total expenditures, and support 47 FTEs including dispatch, technical, training, and administrative support personnel.

Materials and Services account for 8.1% of expenditures and Cost Allocation for County services are 4%. Some detailed expenditures include professional services contracts with a background investigator and psychiatrist who provide consulting services regarding new dispatch candidates. With this aim, \$15,000 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 CAD manager to oversee the system. This Fiscal Year, new CAD expenses are \$188,830, which pays the entirety of CCOM's portion of the multi-agency CAD system. This amount includes annual maintenance. In addition, \$44,560 is budgeted for the shared CAD manager position.

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. Replacement of the 9-1-1 telephone system has been recently completed, and the new system is paid in its entirety by the State 9-1-1 tax subaccount. Other technical systems in the dispatch center within the last few years have been relatively inexpensive, thus not requiring capital investment.

Significant Issues & Changes

The budget for CCOM has increased 2.06% over the previous fiscal year request. CCOM member agencies anticipated moving forward with interest arbitration, which the County supported. As a result, dispatch schedules changed, and is resulting in decreased overtime expenditures. In addition, member agencies agreed to fund the CAD project, set aside \$430,484 in reserves, \$200,000 in contingency, and maintain all other services. The budget was approved and adopted by the CCOM Member Board on March 15, 2017. Member fees increased an average of 6.92%.

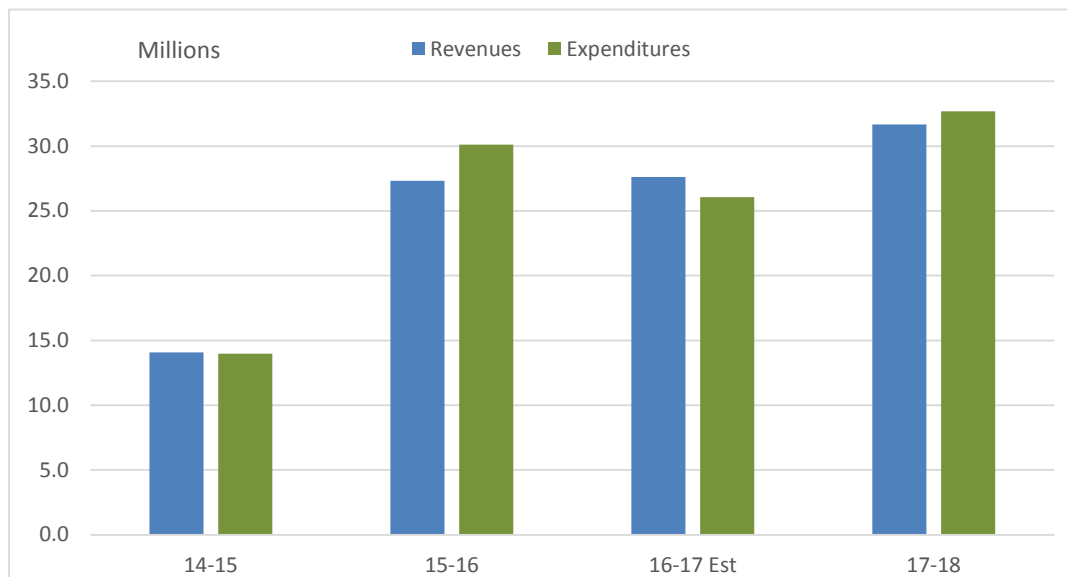
On-going department projects include trainee recruitment and certifications, Computer Aided Dispatch installation and implementation, and continual regional partnerships.



General Government

Self-Insurance Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	4,440,329	4,531,777	1,627,706	1,627,707	3,169,273
Current Revenues					
Charges for Services	46,687	-	-	-	2,313,600
Other Revenue					
Insurance Premiums	12,816,828	24,786,357	31,323,272	24,707,997	27,831,243
Interest	17,000	23,988	3,000	10,717	22,800
Refunds & Reimbursements	1,183,433	2,518,617	2,782,000	2,888,410	1,499,029
Miscellaneous Revenue	1,268	929	2,500	1,890	1,200
Subtotal Current Revenues	14,065,216	27,329,891	34,110,772	27,609,014	31,667,872
Total Resources	18,505,545	31,861,668	35,738,478	29,236,721	34,837,145
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	-	-	-	40,000	1,380,004
Materials & Services	13,969,350	30,093,762	30,544,338	26,016,968	31,173,994
Allocated Costs	4,417	8,121	260,480	10,480	119,272
Subtotal Current Expenditures	13,973,767	30,101,883	30,804,818	26,067,448	32,673,270
Special Payments	-	132,078	89,000	-	-
Reserves	-	-	2,386,429	-	-
Contingency	-	-	2,458,231	-	2,163,875
Ending Fund Balance	4,531,778	1,627,707		3,169,273	
Total Requirements	18,505,545	31,861,668	35,738,478	29,236,721	34,837,145
Budgeted Full-Time Equivalents	-	-	-	-	9.64



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 is being updated to align with actual program expenses. 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.

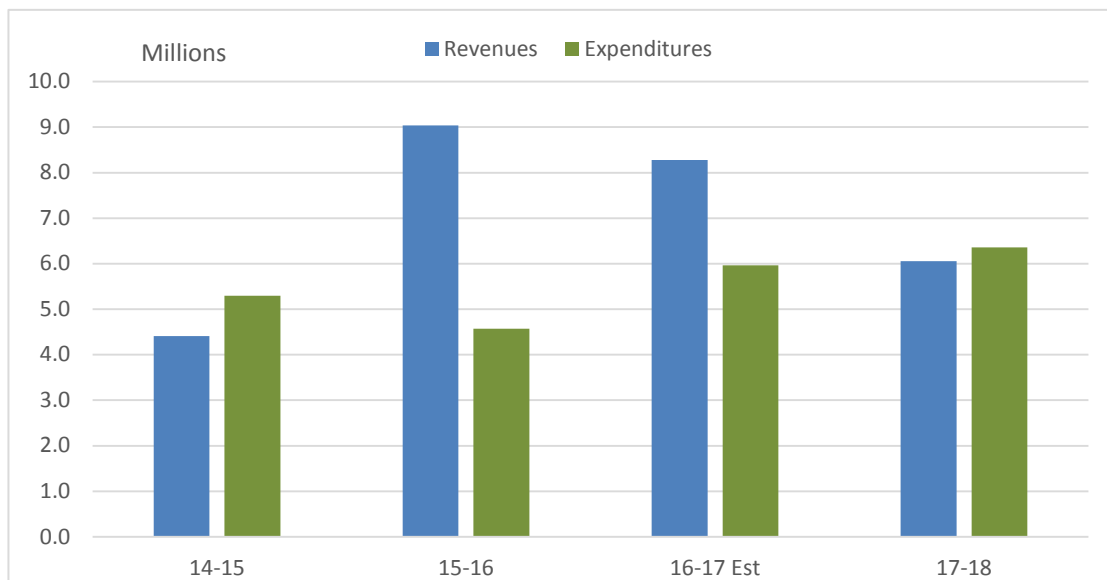
In addition, department 0104 Risk/Benefits Administration will be eliminated and the Benefits Administration revenues and expenditures will be reflected in fund 760 Self-Insurance Fund to improve program expense transparency.



General Government

Risk Management Claims Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	3,213,083	2,326,727	6,794,971	6,794,971	9,105,564
Current Revenues					
Charges for Services	4,395,244	8,117,497	8,110,447	8,110,447	5,900,361
Other Revenue	11,331	169,440	151,771	166,771	154,560
Interfund Transfers	-	750,000	-	-	-
Subtotal Current Revenues	4,406,575	9,036,937	8,262,218	8,277,218	6,054,921
Total Resources	7,619,658	11,363,664	15,057,189	15,072,189	15,160,485
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	-	-	-	-	1,158,793
Materials & Services	5,281,630	4,558,747	5,995,551	5,953,338	5,107,064
Allocated Costs	11,301	9,946	13,287	13,287	91,522
Subtotal Current Expenditures	5,292,931	4,568,693	6,008,838	5,966,625	6,357,379
Reserves	-	-	3,631,217	-	2,668,000
Contingency	-	-	5,417,134	-	6,135,106
Ending Fund Balance	2,326,727	6,794,971		9,105,564	
Total Requirements	7,619,658	11,363,664	15,057,189	15,072,189	15,160,485
Budgeted Full-Time Equivalents	-	-	-	-	8.16



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 portion of the Risk/Benefits 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 FY2017/18 we are able to lower the Casualty allocations. Allocations into the Casualty portion of the Risk Management Claims Fund for FY2017-18 are projected to decrease by approximately \$1,500,000 (30%). Barring any unanticipated large losses we anticipate ending FY2017-18 slightly above the 75th percentile actuarial recommendation.

We are pleased to also report a 29% (\$640,000) reduction in the Workers' Compensation allocation portion of the Fund for FY2017/18. This is primarily the result of a large claim reserve reduction in one claim which created a reduction in the actuarial prediction. Otherwise, the number of workers' compensation claims has remained constant with costs slightly down due to strong claims management.

Vehicle accidents continue to have a large impact on our liability experience. Analysis shows that distracted driving is still the largest reason for this. We continue to address this through awareness emails and articles in the Safety/Wellness newsletter with an emphasis on driving as the first responsibility. Risk Management has partnered with the Traffic Engineering division to increase driver safety awareness through an effort called Drive to Zero. Part of this effort includes employees taking on-line defensive driver training. This program culminated in March of 2017 with approximately 75% of employees who drive in their job taking the training.



Fund is closed

Sheriff's Office Retiree Medical Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	2,645,559	-	-	-	-
Current Revenues					
Miscellaneous Revenue	954,679	-	-	-	-
Subtotal Current Revenues	954,679	-	-	-	-
Total Resources	3,600,238	-	-	-	-
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	3,600,238	-	-	-	-
Subtotal Current Expenditures	3,600,238	-	-	-	-
Ending Fund Balance	-	-	-	-	-
Total Requirements	3,600,238	-	-	-	-



Description of Fund

The Sheriff's Office Retiree Medical Fund provided payment of medical premiums for eligible retired department members and their spouses from date of retirement until eligibility for Medicare (generally age 65).

Revenue Summary

Primary revenues were paid by the Sheriff's Office equivalent to 3.25% of base salaries of both active Peace Officers' Association members and active Command Officers and other nonrepresented staff. Additional revenues were generated by interest on the reserve funds invested by the County Treasurer's Office.

Expenditure Summary

Primary expenditures were actual premium payments made to medical insurance carriers. Additional expenditure line items included contingency funds for unexpected premium costs during a current or future budget year.

Significant Issues & Changes

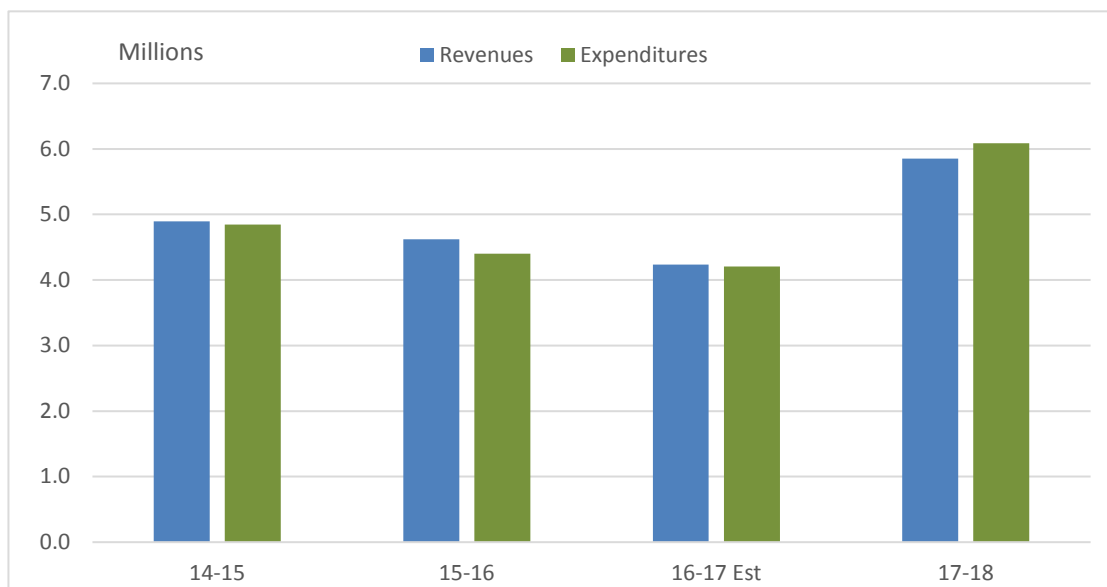
The County and the Peace Officers' Association agreed to form a joint labor-management committee to review and make a recommendation to the Board of County Commissioners about the establishment of an Independent Retiree Medical Trust (IRMT) to administer the retiree medical benefits fund. This was accomplished during 2014-15 and the fund has been closed.



General Government

Fleet Services Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	100,185	145,448	362,085	362,085	391,797
Current Revenues					
Charges for Services	3,392,972	3,092,785	4,087,693	3,204,758	4,105,867
Other Revenue	49,877	39,889	40,000	28,330	45,500
Interfund Transfers	1,450,049	1,487,772	1,297,555	1,003,555	1,700,675
Subtotal Current Revenues	4,892,898	4,620,446	5,425,248	4,236,643	5,852,042
Total Resources	4,993,083	4,765,894	5,787,333	4,598,728	6,243,839
<u>Requirements by Category</u>					
Current Expenditures					
Personnel Services	906,287	1,018,879	1,056,178	1,044,326	1,145,569
Materials & Services	2,691,571	2,304,486	3,371,317	2,204,852	3,991,019
Allocated Costs	184,975	157,554	167,712	167,712	168,698
Capital Outlay	1,064,802	922,889	840,041	790,041	779,423
Subtotal Current Expenditures	4,847,635	4,403,808	5,435,248	4,206,931	6,084,709
Reserves	-	-	183,411	-	-
Contingency	-	-	168,674	-	159,130
Ending Fund Balance	145,448	362,086	-	391,797	-
Total Requirements	4,993,083	4,765,894	5,787,333	4,598,728	6,243,839
Budgeted Full-Time Equivalents	11.00	11.00	11.00	11.00	11.00



Current Operating Revenues vs. Expenditures



Description of Fund

The Fleet Services Division maintains 607 motor vehicles, 61 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 348 motor vehicles, 27 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
2012	653	361	292
2013	659	372	287
2014	625	348	277
2015	588	312	276
2016	633	347	286
2017	694	401	293

Breakdown of General Fleet Vehicles (Not CCSO)

	Department Funded	*Permanent Rental	Motor Pool
2012	155	98	39
2013	153	101	33
2014	149	99	28
2015	141	107	28
2016	150	109	27
2017	150	107	36

Targeted Fleet Reduction 2017/2018 (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 \$1,145,569 or 18.35% of this fund's expenditures broken down as follows: 7521 Fleet Management - \$157,619 or 2.52%, 7523 Vehicle Maintenance and Repair - \$853,944 or 13.68%, 7524 Motorpool - \$67,003 or 1.07% and 7525 Permanent Rental Program - \$67,003 or 1.07%. **Materials and Services** spending is \$3,991,019 or 63.92% of the total broken down as: 7521 Fleet Management - \$3,222,957 or 51.62% which includes \$1,700,675 for the purchase of new equipment and up fitting of Sheriff's office vehicles, 7523 Vehicle Maintenance and Repair - \$607,552 or 9.73%, 7524 Motorpool - \$60,255 or 0.97% and 7525 Permanent Rental Program - \$100,255 or 1.61%. . The majority of this is used for fuel and vehicle maintenance expenditures. **Allocated Costs** are \$168,698 or 2.70% of the total broken down as: 7521 Fleet Management - \$24,845 or 0.40%, 7523 Vehicle Maintenance and Repair - \$131,967 or 2.11%, 7524 Motorpool - \$5,943 or 0.10% and 7525 Permanent Rental Program - \$5,943 or 0.10%. **Capital Expenditures** outlay is budgeted at \$261,000 which is broken down as: 7524 Motorpool - \$50,000 for vehicle purchases and \$11,000 for Operating Equipment. The Operating Equipment is for a motorpool module that needed to be added to our current fleet management program. 7525 Permanent Rental Program - \$200,000 which will be used to purchase new vehicles with an additional \$518,423 designated for Sheriff's vehicle purchases.

Significant Issues & Changes

We have added two new programs beginning this fiscal year. Both of these programs were previously wrapped up in the Fleet Management program. Since these are both brand new programs, we had to reallocate portions of our budget to cover them.

We are still working to get an auction contract which has impacted our ability to move out some of the older vehicles and get them replaced.

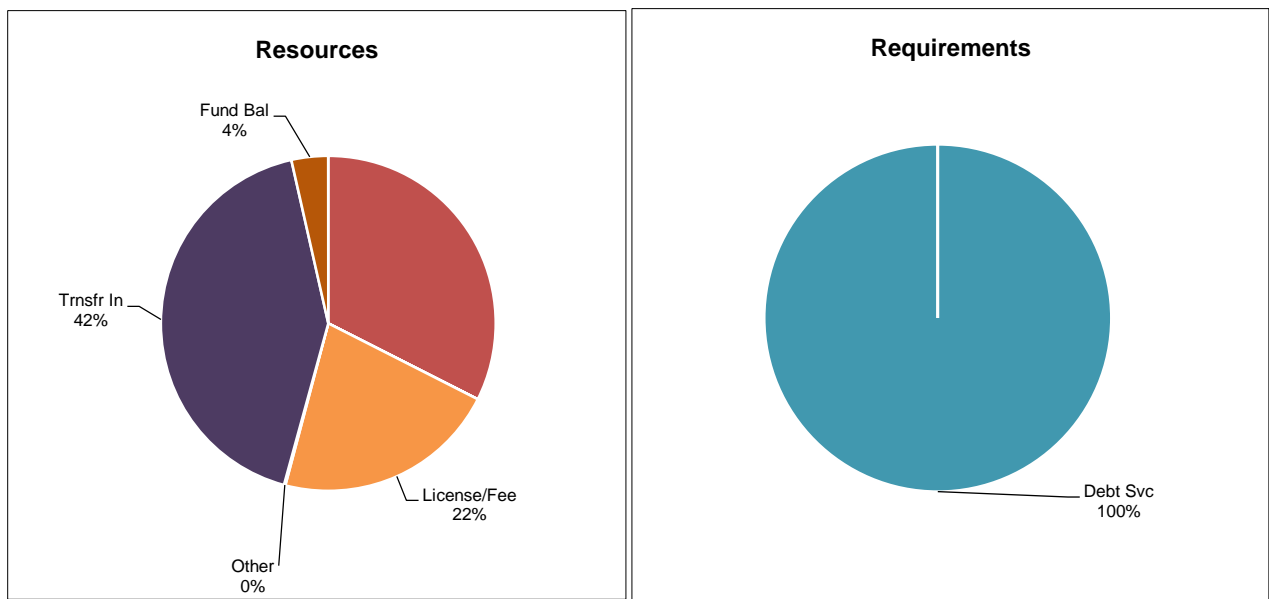
The instability of fuel prices and the recent fluctuation in fuel costs continue to create budgeting challenges. The fuel budget for FY 2017/2018 is \$1,982,500 or 34.45% of the total Fleet Services budget. This expenditure is in 7521 Fleet Management in its entirety. We have recently undergone some changes to the fuel program which we anticipate will further create challenges and could possibly have an impact.



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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>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	(210,307)	626,499	569,111	569,111	497,940
Current Revenues					
Charges for Services	2,772,529	3,725,226	3,307,023	3,307,023	3,039,602
Miscellaneous Revenue	1,724,717	33,613	21,988	19,829	18,672
Interfund Transfers	5,351,296	5,222,895	5,661,805	5,661,805	5,922,119
Subtotal Current Revenues	9,848,542	8,981,734	8,990,816	8,988,657	8,980,393
Total Resources	9,638,235	9,608,233	9,559,927	9,557,768	9,478,333
<u>Requirements by Category</u>					
Debt Principal	5,025,000	5,235,000	5,445,000	5,445,000	5,660,000
Debt Interest	3,986,736	3,804,122	4,114,927	3,614,828	3,818,333
Ending Fund Balance	626,499	569,111		497,940	
Total Requirements	9,638,235	9,608,233	9,559,927	9,557,768	9,478,333



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>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	-	-	-	-	-
Current Revenues					
Levy Taxes	-	-	-	-	4,557,679
Interfund Transfers	-	-	7,600,000	-	-
Subtotal Current Revenues	-	-	7,600,000	-	4,557,679
Total Resources	-	-	7,600,000	-	4,557,679
<u>Requirements by Category</u>					
Debt Principal	-	-	5,600,000	-	1,215,000
Debt Interest	-	-	2,000,000	-	3,342,679
Ending Fund Balance	-	-	-	-	-
Total Requirements	-	-	7,600,000	-	4,557,679



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

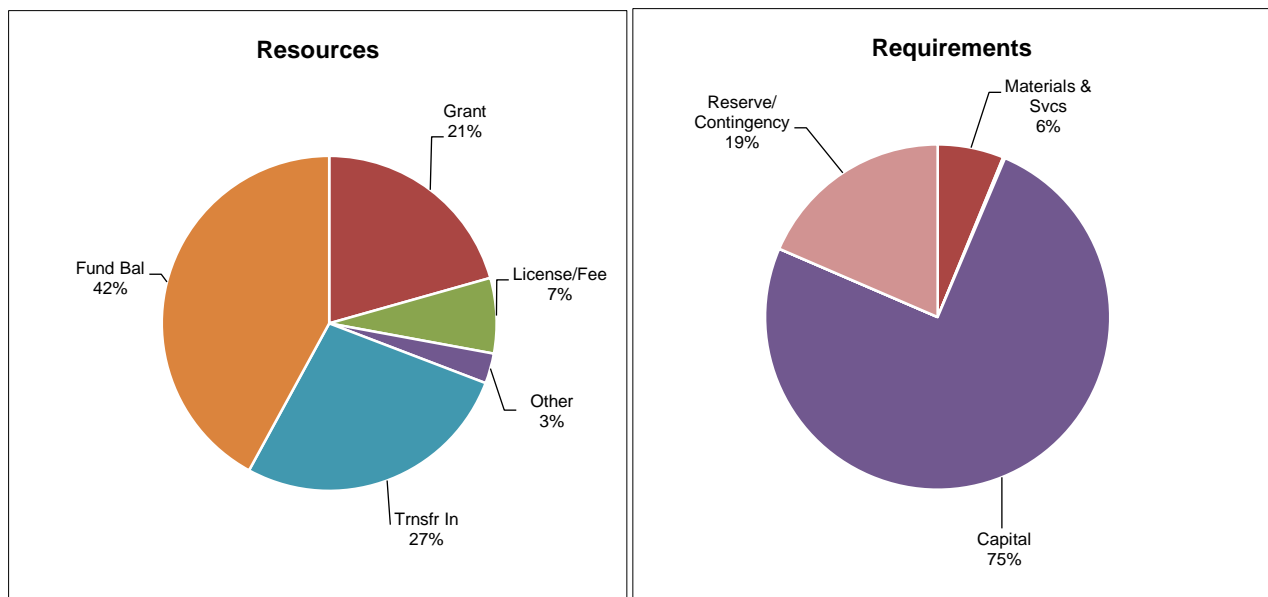
Principal and interest payments required to meet debt service obligations for the current year are budgeted in this fund.

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>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	348,695	129,346	204,961	204,961	430,100
Current Revenues					
Prior Year Revenue (Dedicated)	701,372	2,351	-	282,787	-
Federal Revenue	1,473,178	856,163	7,966,354	7,492,492	1,837,823
State Revenue	2,562,379	7,030,281	9,373,019	9,923,474	2,562,826
Local Revenue	305,799	-	350,000	30,000	77,746
Licenses	-	-	-	120,000	338,800
Fees & Fines	-	-	-	-	240,000
Other Revenue	28,128	35,751	-	-	-
Interfund Transfers	829,349	1,547,620	6,715,084	2,289,523	3,393,366
Subtotal Current Revenues	5,900,205	9,472,166	24,404,457	20,138,276	8,450,561
Total Resources	6,248,900	9,601,512	24,609,418	20,343,237	8,880,661
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	138,236	-	3,500,000	-	-
Capital Outlay	5,981,318	9,396,551	21,109,418	19,913,137	8,800,905
Subtotal Current Expenditures	6,119,554	9,396,551	24,609,418	19,913,137	8,800,905
Contingency	-	-	-	-	79,756
Ending Fund Balance	129,346	204,961	-	430,100	-
Total Requirements	6,248,900	9,601,512	24,609,418	20,343,237	8,880,661



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. In the past, capital projects were budgeted in the funds that paid for the work. This often meant that a project was accounted for in two or more funds and the split made it difficult to track total project costs. Consolidating the projects in one fund makes it easier to verify that outside revenues, such as grants specific to the project, have been received.

Revenue Summary

Historically, the major sources of fund revenue are interfund transfers from:

- Countywide System Development Charge (SDC)
- Tax Increment Financing Districts (Urban Renewal)
- Federal and State Grants
- State Highway Fund (Road Fund)

Many of these historical sources have begun to reduce revenue contributions toward new capital projects. The reductions come as a result of a combination of factors including:

- Termination of the joint transportation system development charge
- Sunset of the existing urban renewal taxing districts; and
- Reliance on state revenues without adjustment factors to remain consistent with construction costs.

The major sources of fund revenue are interfund transfers from the Road Fund, State grants and Federal grants. Federal and state grant match requirements are funded by the Road Fund.

Expenditure Summary

The fund expenditures include planning, design, construction, and right-of-way purchase for road projects, bike/pedestrian projects, safety projects, bridge projects and storm drainage projects.

Significant Issues & Changes

The capital projects fund does not have a sustainable funding source 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.



Fund is closed

Fleet Replacement Reserve Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	182,411	183,159	-	-	-
Current Revenues					
Other Revenue	748	244	-	-	-
Subtotal Current Revenues	748	244	-	-	-
Total Resources	183,159	183,403	-	-	-
<u>Requirements by Category</u>					
Interfund Transfer	-	183,403	-	-	-
Ending Fund Balance	183,159	-	-	-	-
Total Requirements	183,159	183,403	-	-	-



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

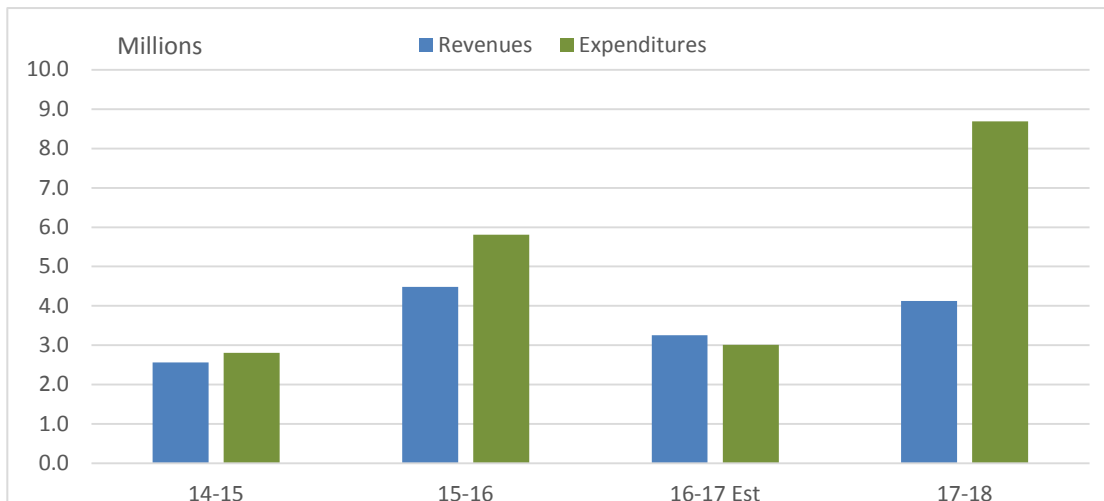
It has been determined that a separate reserve fund is not required so this fund was closed effective July 1, 2016 and the balance transferred to the Fleet Services Fund.



Public Ways and Facilities

Capital Projects Reserve Fund

<i>Resources and Requirements by Fund</i>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	9,492,362	9,249,361	7,919,755	7,919,755	8,159,077
Current Revenues					
Federal Revenue	150,924	-	-	-	-
Charges for Services	-	-	-	-	1,000,000
Miscellaneous Revenue	115,850	92,496	70,087	51,000	627,680
Interfund Transfers	2,300,000	4,390,000	3,200,000	3,200,000	2,500,000
Subtotal Current Revenues	2,566,774	4,482,496	3,270,087	3,251,000	4,127,680
Total Resources	12,059,136	13,731,857	11,189,842	11,170,755	12,286,757
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	401,201	199,783	172,667	38,638	1,145,627
Allocated Costs	27,059	52,237	66,397	66,397	40,895
Capital Outlay	2,381,514	5,560,082	8,278,175	2,906,643	7,503,086
Subtotal Current Expenditures	2,809,774	5,812,102	8,517,239	3,011,678	8,689,608
Reserve for Future Expenditures	-	-	2,195,030	-	2,195,000
Contingency	-	-	477,573	-	1,402,149
Ending Fund Balance	9,249,362	7,919,755		8,159,077	
Total Requirements	12,059,136	13,731,857	11,189,842	11,170,755	12,286,757





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 new debt in the year issued, reimbursements from a courthouse security trust fund, interest earnings and other contributions toward projects

An Interfund Transfer from the General Fund proposed for 2017-18 totals \$2.5 million to pay for new projects.

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. In 2016-17 and 2017-18, work includes remodeling for new tenants in the Development Services Building and Public Services Building, refurbishing interior clinic space at the Beavercreek Clinic, continuing repairs at Parrot Creek Ranch, roof top HVAC replacements at Juvenile, Elections and Facilities 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 2017-18, 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>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
Resources by Category					
Beginning Fund Balance	531,684	533,798	537,158	537,158	541,158
Current Revenues					
Miscellaneous Revenue	2,473	3,397	3,000	4,100	4,500
Subtotal Current Revenues	2,473	3,397	3,000	4,100	4,500
Total Resources	534,157	537,195	540,158	541,258	545,658
Requirements by Category					
Current Expenditures					
Materials & Services	359	37	200,000	100	200,000
Subtotal Current Expenditures	359	37	200,000	100	200,000
Contingency	-	-	340,158	-	345,658
Ending Fund Balance	533,798	537,158	-	541,158	-
Total Requirements	534,157	537,195	540,158	541,258	545,658



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.

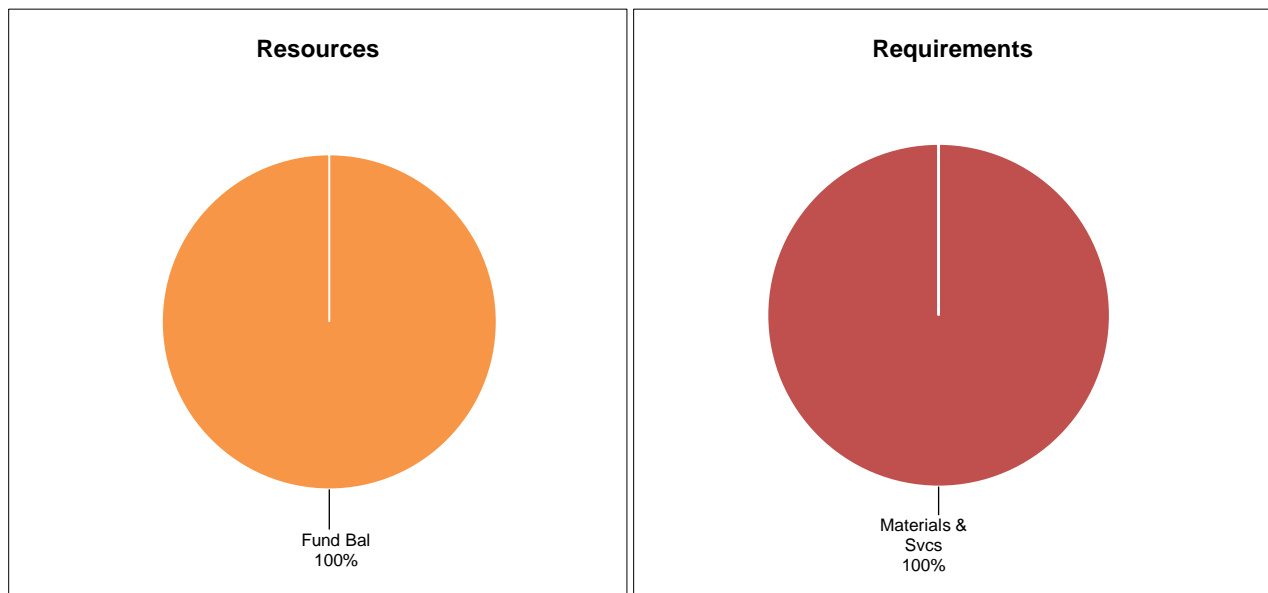
Expenditure Summary

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 assests 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>	2014-15 Actual	2015-16 Actual	2016-17 Budget	2016-17 Est Actual	2017-18 Adopted
<u>Resources by Category</u>					
Beginning Fund Balance	-	-	-	-	2,750,000
Current Revenues					
Miscellaneous Revenue	-	-	-	-	-
Prior Year Adjustments	-	-	9,000,000	8,700,000	-
Subtotal Current Revenues	-	-	9,000,000	8,700,000	-
Total Resources	-	-	9,000,000	8,700,000	2,750,000
<u>Requirements by Category</u>					
Current Expenditures					
Materials & Services	-	-	5,500,000	5,950,000	2,750,000
Subtotal Current Expenditures	-	-	5,500,000	5,950,000	2,750,000
Special Payments			500,000		
Contingency	-	-	3,000,000	-	-
Ending Fund Balance	-	-	-	2,750,000	-
Total Requirements	-	-	9,000,000	8,700,000	2,750,000



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.



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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 2017-18 total \$21 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 five debt issues associated with capital improvements. Local Improvement District (LID) bonds are issued to fund improvements requested by County property owners for the benefit of their particular properties. Assessments to those benefited property owners are used to pay off the LID bonds. As of July 1, 2017, there is a 2000 LID issue with a balance of \$1,400,000. These bonds will be called in 2017. 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 brings 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 \$16,465,000 is outstanding for these facilities.

Also in 2003, bonds were sold to finance the purchase of the Stone Creek Golf Course from its investment partners but the County was able to defease these bonds in 2013 saving \$1 million in interest expense and providing a sustainable source of operating revenue for County parks. 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. The principal balance for this project is \$30,295,000. 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 existing 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 \$24,305,000.

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 (93.6%) 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. The TSP can be found in its entirety at <https://www.clackamas.us/transportation/documents/chapter5>.

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 projects, 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 early 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 area. 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/regrade 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 Beavercreel 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 Amisiger 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	
Total						\$85,750,745	\$8,510,315					

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 four 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. While ODOT is currently working to transition the safety program, the completed jurisdictionally-blind safety program is expected to start in 2017. 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

Project Name (TSP Number)	Description	Possible Funding Source
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 nd 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 nd Ave / 190 th Ave Connector	Environmental assessment and project construction to connect 172 nd Avenue to 190 th Avenue as envisioned in the 172 nd / 190 th Corridor Management Plan	MTIP
Badger Creek	Rugg Road / Springwater Trail culvert replacement	OWEB / ODFW
97 th Ave / Mather Rd (1011)	Add bikeways, pedestrian facilities and east-bound left turn lanes at Mather Rd / Summers Lane	MTIP / RFFA
Alberta St / 72 nd 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.



Bridge Projects

**Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22**

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-17

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.

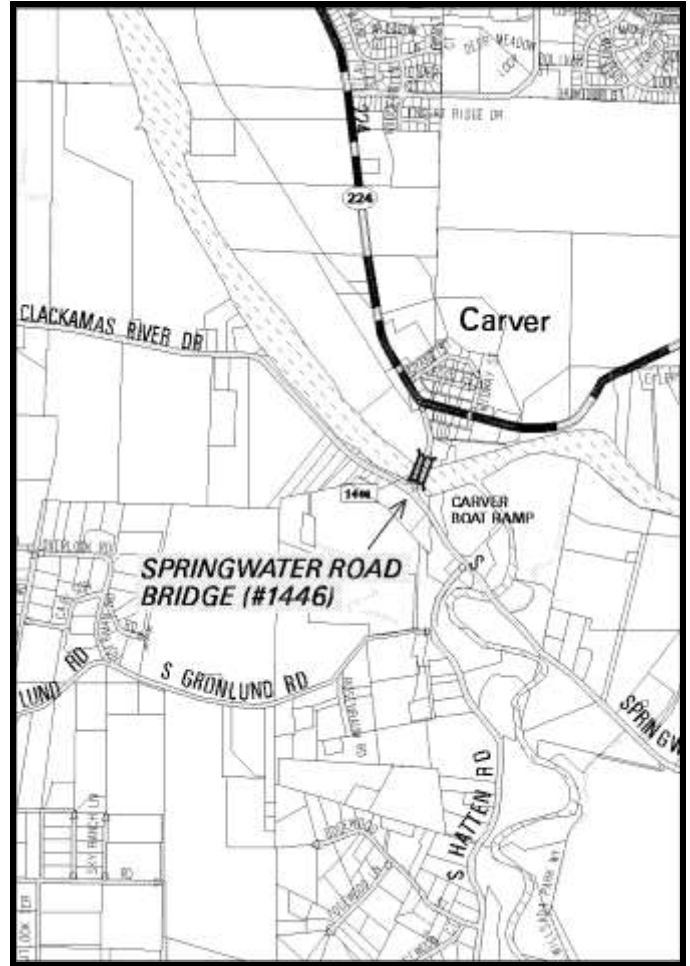
Environmental Impacts:

A 404 permit was obtained to mitigate impacts to the Clackamas River.

Changes Since Last Plan:

Updated 2016-17 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 blames the design, so the County hired several consultants to perform independent evaluations. Project continues to be under litigation mediation, with no resolution in sight.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate	Jan-04	Aug-05	Feb-09	Jan-11
EndDate	Dec-04	Feb-11	Dec-14	Jun-17

Project Budget:		Actuals Thru 6/30/16	FY16-17 YTD Actuals	FY16-17 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
<i>01.25.2017 Actuals - Updated 02.02.20</i>					2017/18	2018/19	2019/20	2020/21	2021/22+	
Revenues:										
Countywide SDCs	\$1,016,214	\$0	\$757,000	\$650,000	\$0	\$0	\$0	\$0	\$0	\$2,423,214
Interest Earned	\$32,922	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$32,922
Local Gov't & Other Agencies	\$50,543	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,543
OTIA	\$10,978,265	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,978,265
OTIA Interest	\$92,380	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$92,380
Prior Year Revenue-State	\$671,724	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$671,724
Rents & Royalties	\$333	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$333
Road Funds	\$165,651	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$165,651
Total Project Revenues	\$13,350,032	\$0	\$415,000	\$650,000	\$0	\$0	\$0	\$0	\$0	\$14,415,032
Expenditures:										
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	\$375,867	\$23,503	\$1,497	\$0	\$0	\$0	\$0	\$0	\$0	\$400,867
4-Road Construction	\$11,218,233	\$206,733	\$183,267	\$650,000	\$0	\$0	\$0	\$0	\$0	\$12,258,233
Total Project Expenditures	\$13,350,032	\$230,237	\$184,763	\$650,000	\$0	\$0	\$0	\$0	\$0	\$14,415,032

Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22

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): MAURICE HALL
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Feb-17

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.

Project Justification:

The bridge was selected for replacement under the Highway Bridge Replacement and Rehabilitation (HBRR) program due to structural deficiencies.

Impact on Operating Budget:

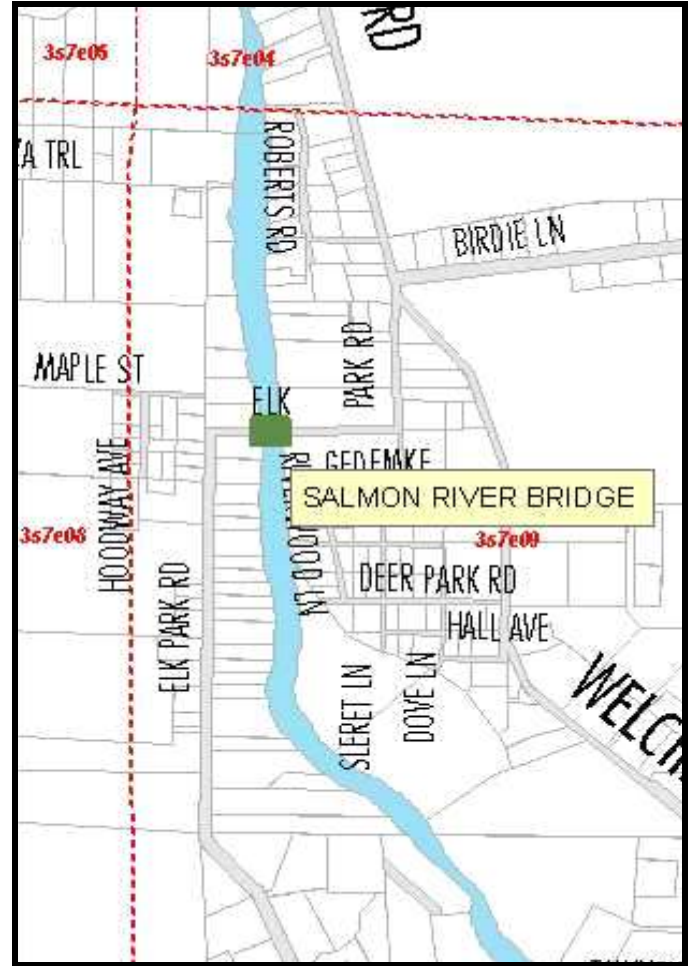
County Road Funds are committed to this project to serve as match for the Highway Bridge Replacement & Rehabilitation (HBRR) Grant. Under this program, the project is 89.73% federally funded.

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:

Due to delay caused by FHWA, County staff secured additional HBRR grant money. The project is in the right of way phase. Updated 2016-17 actual revenue/expenses.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Mar-10	Jul-11	Jun-17
EndDate		Dec-16	Mar-17	Aug-19

Project Budget:	Actuals Thru	FY16-17 YTD	FY16-17 Recd/Exp	Estimated Project Revenues/Costs					Total Project
01.25.2017 Actuals - Updated 02.02.20	6/30/16	Actuals	Remaining	2017/18	2018/19	2019/20	2020/21	2021/22+	Estimate
Revenues:									
Fund Bal At End Of Prior Yr	\$42,328	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$42,328
Hwy Bridge Replacement & Rehab	\$255,849	\$0	\$661,354	\$1,774,016	\$0	\$0	\$0	\$0	\$2,691,219
Prior Year Revenue-Federal	\$58,604	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$58,604
Road Funds	\$226,908	\$0	\$0	\$263,021	\$0	\$0	\$0	\$0	\$489,929
Total Project Revenues	\$583,689	\$0	\$777,072	\$2,077,060	\$0	\$0	\$0	\$0	\$3,282,080
Expenditures:									
1-Road Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2-Road Design	\$578,700	\$110,094	(\$8,729)	\$0	\$0	\$0	\$0	\$0	\$680,065
3-Right of Way Purchase	\$4,989	\$4,361	\$215,613	\$0	\$0	\$0	\$0	\$0	\$224,963
4-Road Construction	\$0	\$0	\$415,710	\$2,077,060	\$0	\$0	\$0	\$0	\$2,492,770
Contingency	\$0	\$0	\$40,023	\$0	\$0	\$0	\$0	\$0	\$40,023
Total Project Expenditures	\$583,689	\$114,456	\$662,616	\$2,077,060	\$0	\$0	\$0	\$0	\$3,437,821

Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22

Project Number: 22241
Project Name: Boardman Creek Bridge Replacement
Project Location:
Map No:

Program: 02105-Bridge Projects
Project Manager(s): MAURICE HALL
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Feb-17

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 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 reconnecting 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 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:

Update of project schedule and budget.

Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Apr-17		Jun-19
EndDate		Oct-18		Dec-20

Project Budget:		Actuals Thru 6/30/16	FY16-17 YTD Actuals	FY16-17 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
<i>01.25.2017 Actuals - Updated 02.02.20</i>					2017/18	2018/19	2019/20	2020/21	2021/22+	
Revenues:										
	Road Funds	\$0	\$0	\$250,000	\$350,000	\$350,000	\$0	\$0	\$0	\$950,000
	Total Project Revenues	\$0	\$0	\$250,000	\$350,000	\$350,000	\$0	\$0	\$0	\$950,000
Expenditures:										
	2-Road Design	\$0	\$0	\$250,000	\$350,000	\$100,000	\$0	\$0	\$0	\$700,000
	4-Road Construction	\$0	\$0	\$0	\$0	\$250,000	\$0	\$0	\$0	\$250,000
	Total Project Expenditures	\$0	\$0	\$250,000	\$350,000	\$350,000	\$0	\$0	\$0	\$950,000

Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22

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): JOEL HOWIE
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Mar-17

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:

This is a new project prospectus.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Jul-17		Jun-18
EndDate		Apr-18		Sep-18

Project Budget:		Actuals Thru 6/30/16	FY16-17 YTD Actuals	FY16-17 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
<i>01.25.2017 Actuals - Updated 02.02.20</i>					2017/18	2018/19	2019/20	2020/21	2021/22+	
Revenues:										
	ODOT Grants	\$0	\$0	\$0	\$200,000	\$1,500,000	\$0	\$0	\$0	\$1,700,000
	Total Project Revenues	\$0	\$0	\$0	\$200,000	\$1,500,000	\$0	\$0	\$0	\$1,700,000
Expenditures:										
	2-Road Design	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
	4-Road Construction	\$0	\$0	\$0	\$100,000	\$1,500,000	\$0	\$0	\$0	\$1,600,000
	Total Project Expenditures	\$0	\$0	\$0	\$200,000	\$1,500,000	\$0	\$0	\$0	\$1,700,000

Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22

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-17

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 schedule and 2016-17 actual revenue/expenses.

Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Oct-16	Nov-16	May-17
EndDate		May-17	May-17	Nov-17

Project Budget:		Actuals Thru 6/30/16	FY16-17 YTD Actuals	FY16-17 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
<i>01.25.2017 Actuals - Updated 02.02.20</i>					2017/18	2018/19	2019/20	2020/21	2021/22+	
Revenues:										
	Road Funds	\$0	\$0	\$125,000	\$275,000	\$0	\$0	\$0	\$0	\$400,000
Total Project Revenues		\$0	\$0	\$125,000	\$275,000	\$0	\$0	\$0	\$0	\$400,000
Expenditures:										
	2-Road Design	\$0	\$1,309	\$28,691	\$0	\$0	\$0	\$0	\$0	\$30,000
	3-Right of Way Purchase	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$20,000
	4-Road Construction	\$0	\$0	\$75,000	\$275,000	\$0	\$0	\$0	\$0	\$350,000
Total Project Expenditures		\$0	\$1,309	\$123,691	\$275,000	\$0	\$0	\$0	\$0	\$400,000

**Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22**

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-17

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:

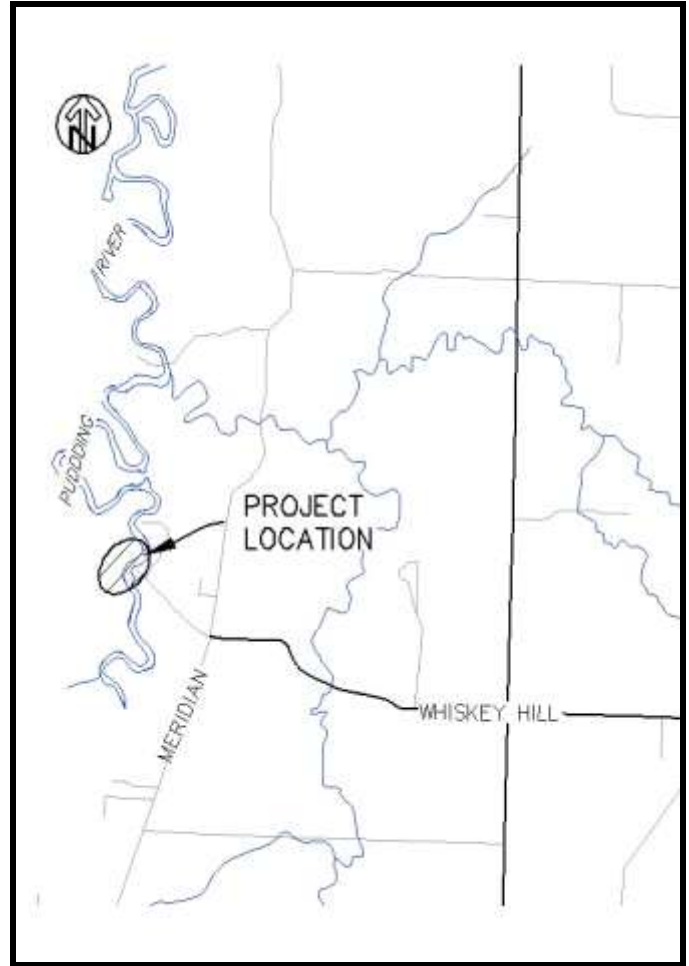
Certified project. County will manage the design. PE Notice to Proceed was dated 6-7-11. Total HBP revenue for PE Design awarded to County is \$1,100,000 with the County providing a 10.27% local match. Total STP revenue for RW and Construction awarded to County is \$7,669,000 with the County providing 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:

Delay in construction has moved bridge opening from January 2017 to April 2017. Updated 2016-2017 YTD actuals/expenses.



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	FY16-17 YTD	FY16-17 Recd/Exp	Estimated Project Revenues/Costs					Total Project
01.25.2017 Actuals - Updated 02.02.20	6/30/16	Actuals	Remaining	2017/18	2018/19	2019/20	2020/21	2021/22+	Estimate
Revenues:									
Hwy Brg Rplcmnt & Rehab Grant	\$20,608	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,608
Hwy Bridge Replacement & Rehab	\$1,492,025	\$740,612	\$5,652,651	\$0	\$0	\$0	\$0	\$0	\$7,885,287
Prior Year Revenue-Federal	\$47,802	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$47,802
Road Funds	\$376,795	\$84,766	\$612,767	\$10,000	\$0	\$0	\$0	\$0	\$1,084,328
Total Project Revenues	\$1,937,230	\$825,378	\$6,265,417	\$10,000	\$0	\$0	\$0	\$0	\$9,038,025
Expenditures:									
2-Road Design	\$1,120,458	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,120,458
3-Right of Way Purchase	\$67,928	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$67,928
4-Road Construction	\$748,843	\$2,880,925	\$4,209,871	\$10,000	\$0	\$0	\$0	\$0	\$7,849,639
Total Project Expenditures	\$1,937,230	\$2,880,925	\$4,209,871	\$10,000	\$0	\$0	\$0	\$0	\$9,038,025

Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22

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): TERRENCE MUNGENAST
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Feb-17

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:

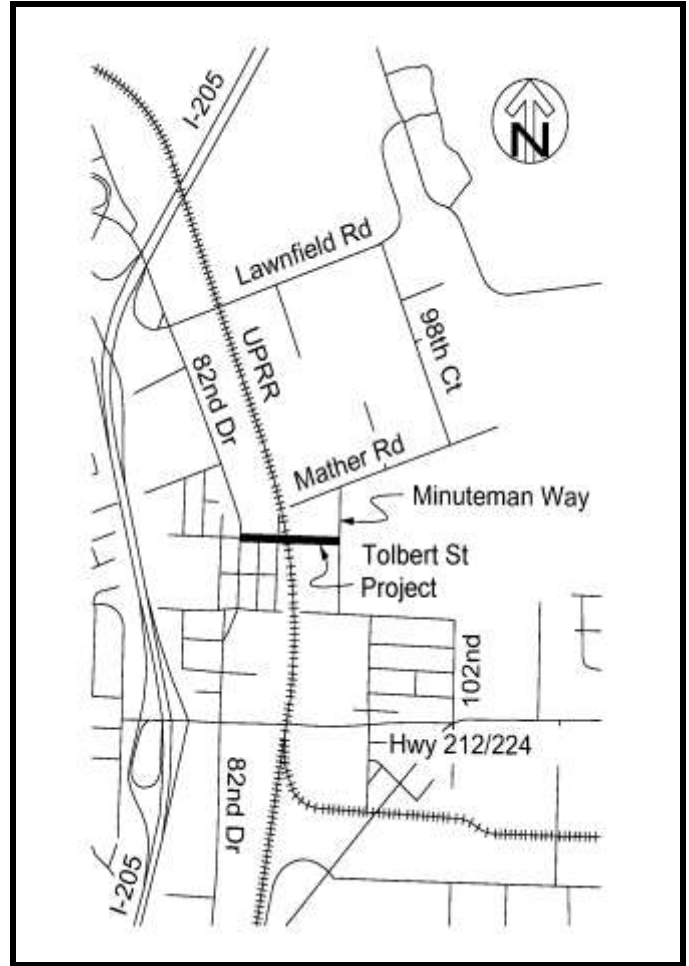
None.

Environmental Impacts:

None anticipated.

Changes Since Last Plan:

Updated 2016-17 YTD actual revenue/expenses.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		May-13	Nov-14	Jul-15
EndDate		Aug-15	Aug-15	Dec-17

Project Budget:		Actuals Thru 6/30/16	FY16-17 YTD Actuals	FY16-17 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
<i>01.25.2017 Actuals - Updated 02.02.20</i>					2017/18	2018/19	2019/20	2020/21	2021/22+	
Revenues:										
Fund Bal At End Of Prior Yr	\$115,718	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$115,718
Road Funds	\$163,403	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$163,403
STP State Grant	\$9,769,467	\$1,872,612	\$6,327,388	\$230,000	\$0	\$0	\$0	\$0	\$0	\$18,199,467
Total Project Revenues	\$10,048,587	\$1,872,612	\$6,327,388	\$230,000	\$0	\$0	\$0	\$0	\$0	\$18,478,587
Expenditures:										
2-Road Design	\$1,979,742	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,979,742
3-Right of Way Purchase	\$1,217,225	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,217,225
4-Road Construction	\$6,851,621	\$3,945,213	\$4,254,787	\$230,000	\$0	\$0	\$0	\$0	\$0	\$15,281,621
Total Project Expenditures	\$10,048,587	\$3,945,213	\$4,254,787	\$230,000	\$0	\$0	\$0	\$0	\$0	\$18,478,587

Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22

Project Number: 22209
Project Name: Deep Creek (Amisigger Road) Bridge, Phase 2
Project Location: Bridge 06299 MP 0.43 Amisigger 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-17

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 (Amisigger 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:

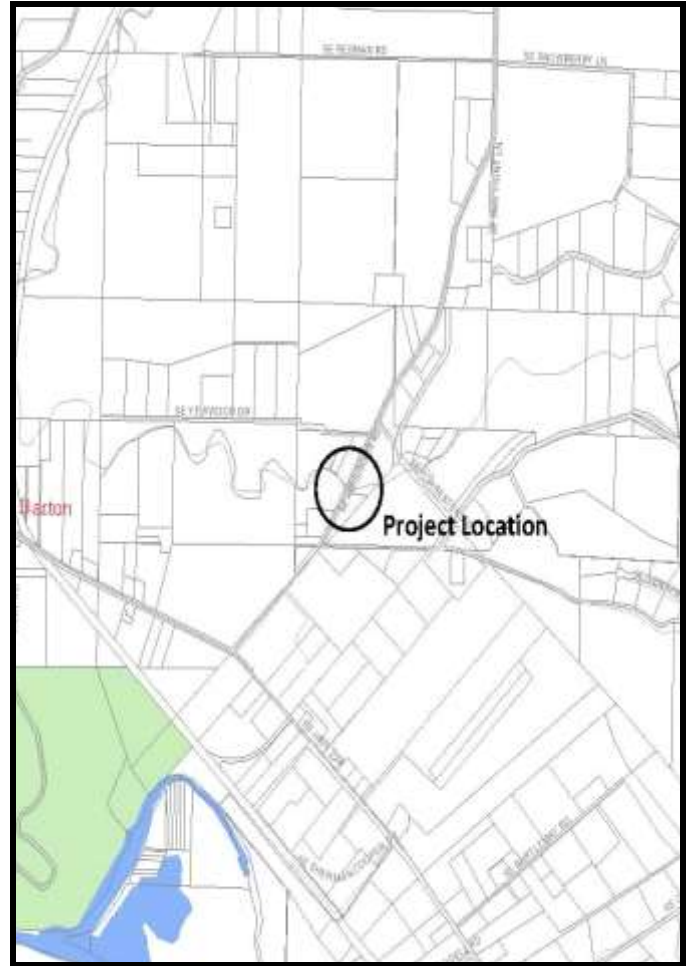
Road fund is required to close-out the remaining work on this project.

Environmental Impacts:

Oregon DSL and Army Corps permits will be required.

Changes Since Last Plan:

Updated schedule and 2016-17 actual revenue/expenses.



Project Schedule:		Planning	Design	Right of Way	Construction
StartDate			Jul-12	Oct-16	Jun-17
EndDate			May-17	May-17	Sep-17

Project Budget:		Actuals Thru 6/30/16	FY16-17 YTD Actuals	FY16-17 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
<i>01.25.2017 Actuals - Updated 02.02.20</i>					2017/18	2018/19	2019/20	2020/21	2021/22+	
Revenues:										
Road Funds	\$98,687	\$0	\$75,000	\$275,000	\$0	\$0	\$0	\$0	\$0	\$448,687
Total Project Revenues	\$98,687	\$0	\$75,000	\$275,000	\$0	\$0	\$0	\$0	\$0	\$448,687
Expenditures:										
2-Road Design	\$98,687	\$698	\$24,302	\$0	\$0	\$0	\$0	\$0	\$0	\$123,687
3-Right of Way Purchase	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
4-Road Construction	\$0	\$0	\$25,000	\$275,000	\$0	\$0	\$0	\$0	\$0	\$300,000
Total Project Expenditures	\$98,687	\$698	\$74,302	\$275,000	\$0	\$0	\$0	\$0	\$0	\$448,687



Transportation Improvement Projects

Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22

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-17

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:

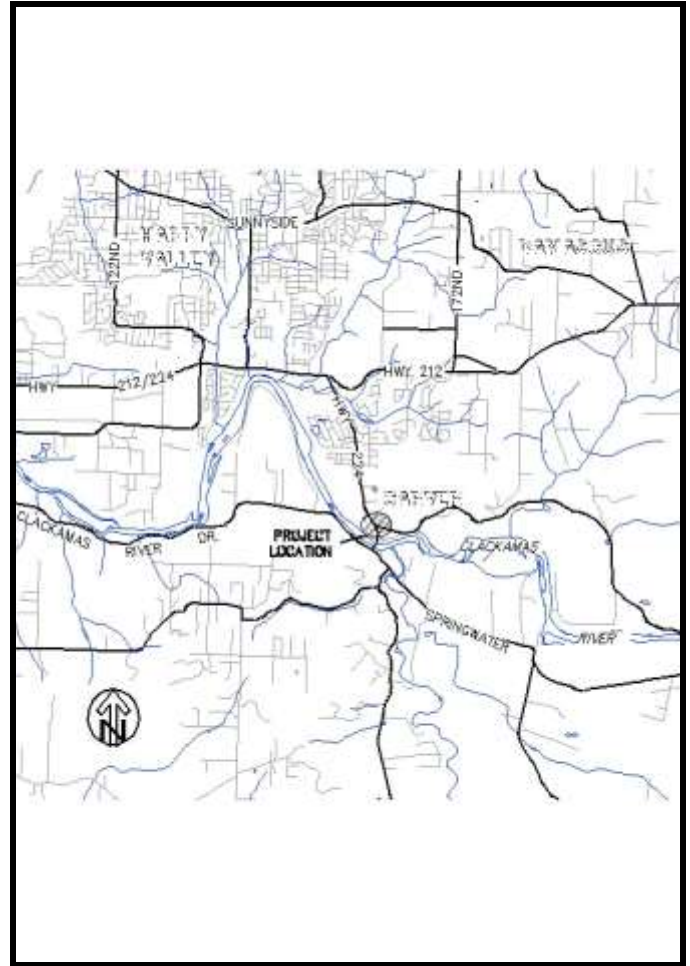
Road fund will be used to match the developer contribution on this project. TSDC revenue is not to exceed \$342,000.

Environmental Impacts:

Phase 2 environmental has been completed.

Changes Since Last Plan:

Updated 2016-17 actual revenue/expenses. County has entered into Agreements with ODOT on installation & maintenance duties. Plans are advancing from 60% to 90% based on review from ODOT and new ADA requirements. ODOT has started right of way for needed easements. Construction is scheduled for the summer of 2017. Right of way issues may push construction back to 2018.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Mar-11	Dec-16	Jun-17
EndDate		Jun-17	Jun-17	Sep-17

Project Budget:	Actuals Thru	FY16-17 YTD	FY16-17 Recd/Exp	Estimated Project Revenues/Costs					Total Project
01.25.2017 Actuals - Updated 02.02.20	6/30/16	Actuals	Remaining	2017/18	2018/19	2019/20	2020/21	2021/22+	Estimate
Revenues:									
Condition of Approval Permit	\$0	\$0	\$342,000	\$0	\$0	\$0	\$0	\$0	\$342,000
Countywide SDCs	\$1,217	\$0	(\$1,217)	\$0	\$0	\$0	\$0	\$0	\$0
Fund Bal At End Of Prior Yr	\$0	\$0	\$0	\$340,783	\$79,756	\$0	\$0	\$0	\$420,539
OTIA	\$84,265	\$282,787	\$0	\$11,051	\$0	\$0	\$0	\$0	\$378,103
OTIA Interest	\$28,969	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$28,969
Total Project Revenues	\$114,451	\$282,787	\$340,783	\$351,834	\$79,756	\$0	\$0	\$0	\$1,169,611
Expenditures:									
2-Road Design	\$101,737	\$14,841	\$24,475	\$0	\$0	\$0	\$0	\$0	\$141,053
3-Right of Way Purchase	\$2,715	\$0	\$32,420	\$0	\$0	\$0	\$0	\$0	\$35,135
4-Road Construction	\$10,000	\$0	\$200,000	\$272,078	\$0	\$0	\$0	\$0	\$482,078
Contingency	\$0	\$0	\$351,834	\$79,756	\$79,756	\$0	\$0	\$0	\$511,346
Total Project Expenditures	\$114,451	\$14,841	\$608,729	\$351,834	\$79,756	\$0	\$0	\$0	\$1,169,611

Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22

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-17

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:

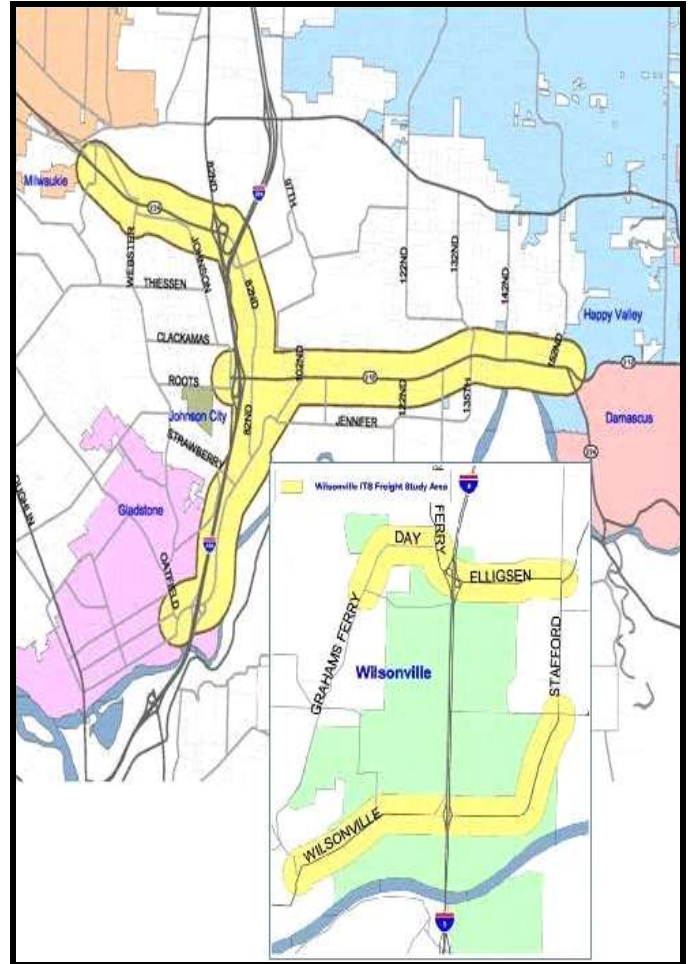
Minor match required for the funding source.

Environmental Impacts:

None.

Changes Since Last Plan:

Request for proposals for design/planning consultant complete. In the process of negotiating consultant contract. Update of project schedule budget and 2016-2017 YTD actuals/expenses.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate	Jul-14	Oct-17		Oct-18
EndDate	Sep-17	Sep-18		Sep-19

Project Budget:		Actuals Thru 6/30/16	FY16-17 YTD Actuals	FY16-17 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
01.25.2017 Actuals - Updated 02.02.20					2017/18	2018/19	2019/20	2020/21	2021/22+	
Revenues:										
Road Funds	\$4,949	\$0	\$10,559	\$32,588	\$158,239	\$27,768	\$0	\$0	\$0	\$234,103
STP State Grant	\$9,316	\$2,633	\$90,626	\$287,812	\$1,397,559	\$223,574	\$0	\$0	\$0	\$2,011,520
Surface Transportation Program	\$2,041	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,041
Total Project Revenues	\$16,306	\$2,633	\$101,185	\$320,400	\$1,555,798	\$251,342	\$0	\$0	\$0	\$2,247,664
Expenditures:										
1-Road Planning	\$16,182	\$4,370	\$99,448	\$60,000	\$0	\$0	\$0	\$0	\$0	\$180,000
2-Road Design	\$93	\$874	(\$874)	\$260,400	\$86,800	\$0	\$0	\$0	\$0	\$347,293
3-Right of Way Purchase	\$31	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$31
4-Road Construction	\$0	\$0	\$0	\$0	\$1,468,998	\$251,342	\$0	\$0	\$0	\$1,720,340
Total Project Expenditures	\$16,306	\$5,244	\$98,574	\$320,400	\$1,555,798	\$251,342	\$0	\$0	\$0	\$2,247,664

Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22

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-17

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:

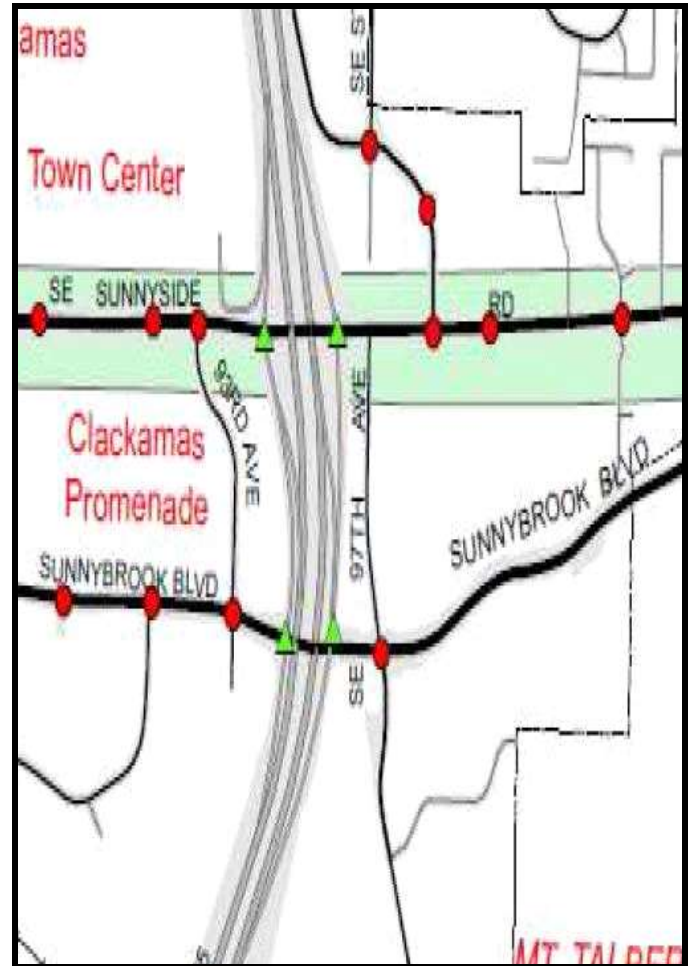
The STP funding requires a 10.27% local match.

Environmental Impacts:

None.

Changes Since Last Plan:

Traffic Adaptive software contract has been approved with TrafficWare. Signal modification 60% design plans completed in mid-December. Update of project budget and 2016-2017 YTD actual/expenses.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Oct-13		May-17
EndDate		Apr-17		Jun-18

Project Budget:		Actuals Thru 6/30/16	FY16-17 YTD Actuals	FY16-17 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
01.25.2017 Actuals - Updated 02.02.20					2017/18	2018/19	2019/20	2020/21	2021/22+	
Revenues:										
Road Funds	\$18,959	\$0	\$54,668	\$40,329	\$0	\$0	\$0	\$0	\$0	\$113,956
STP State Grant	\$35,712	\$6,213	\$471,813	\$352,671	\$0	\$0	\$0	\$0	\$0	\$866,409
Surface Transportation Program	\$5,635	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,635
Total Project Revenues	\$60,306	\$6,213	\$526,481	\$393,000	\$0	\$0	\$0	\$0	\$0	\$986,000
Expenditures:										
2-Road Design	\$60,306	\$12,917	\$111,777	\$0	\$0	\$0	\$0	\$0	\$0	\$185,000
4-Road Construction	\$0	\$0	\$408,000	\$393,000	\$0	\$0	\$0	\$0	\$0	\$801,000
Total Project Expenditures	\$60,306	\$12,917	\$519,777	\$393,000	\$0	\$0	\$0	\$0	\$0	\$986,000

Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22

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: Feb-17

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:

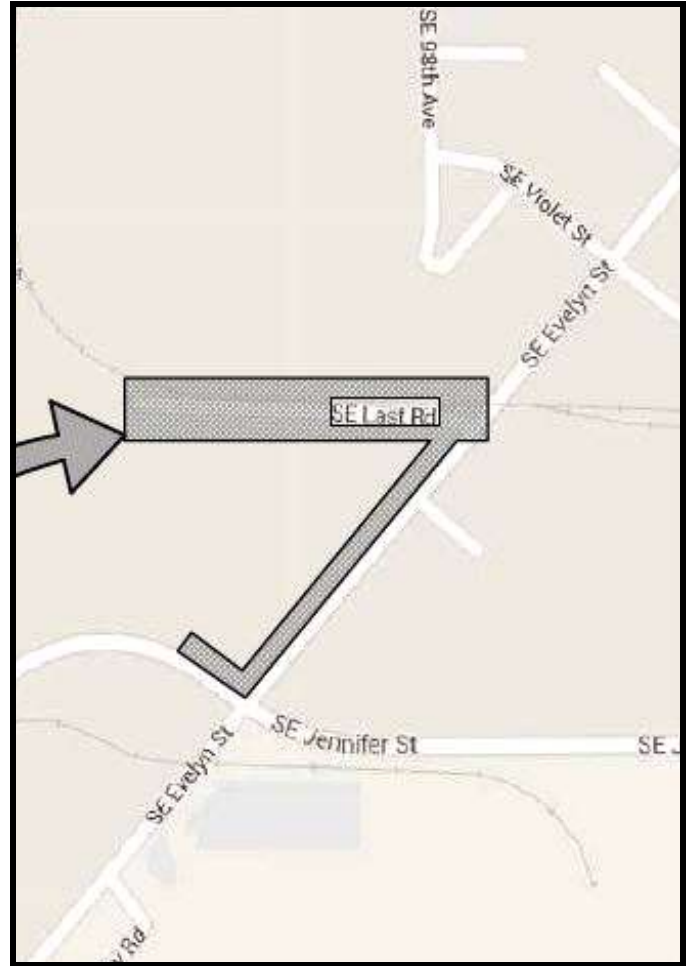
Match percentage from road funds.

Environmental Impacts:

No environmental impacts are expected.

Changes Since Last Plan:

Added \$10k for 2" asphalt overlay for entire section of Last Road. Updated 2016-2017 YTD actuals/expenses.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Oct-15		Feb-17
EndDate		Dec-16		Jul-17

Project Budget:	Actuals Thru	FY16-17 YTD	FY16-17 Recd/Exp	Estimated Project Revenues/Costs					Total Project Estimate
01.25.2017 Actuals - Updated 02.02.20	6/30/16	Actuals	Remaining	2017/18	2018/19	2019/20	2020/21	2021/22+	
Revenues:									
Condition of Approval Permit	\$0	\$0	\$0	\$168,800	\$0	\$0	\$0	\$0	\$168,800
Road Funds	\$832	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,832
State Lottery Funds	\$42,688	\$0	\$221,479	\$50,000	\$0	\$0	\$0	\$0	\$314,167
Total Project Revenues	\$43,521	\$5,167	\$216,312	\$228,800	\$0	\$0	\$0	\$0	\$493,800
Expenditures:									
2-Road Design	\$43,521	\$15,788	\$5,691	\$0	\$0	\$0	\$0	\$0	\$65,000
4-Road Construction	\$0	\$0	\$200,000	\$228,800	\$0	\$0	\$0	\$0	\$428,800
Total Project Expenditures	\$43,521	\$15,788	\$205,691	\$228,800	\$0	\$0	\$0	\$0	\$493,800

Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22

Project Number: 22240
Project Name: Victory Blvd @ 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-17

Project Description/Scope:

The existing intersection at Victory Boulevard 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 Boulevard 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:

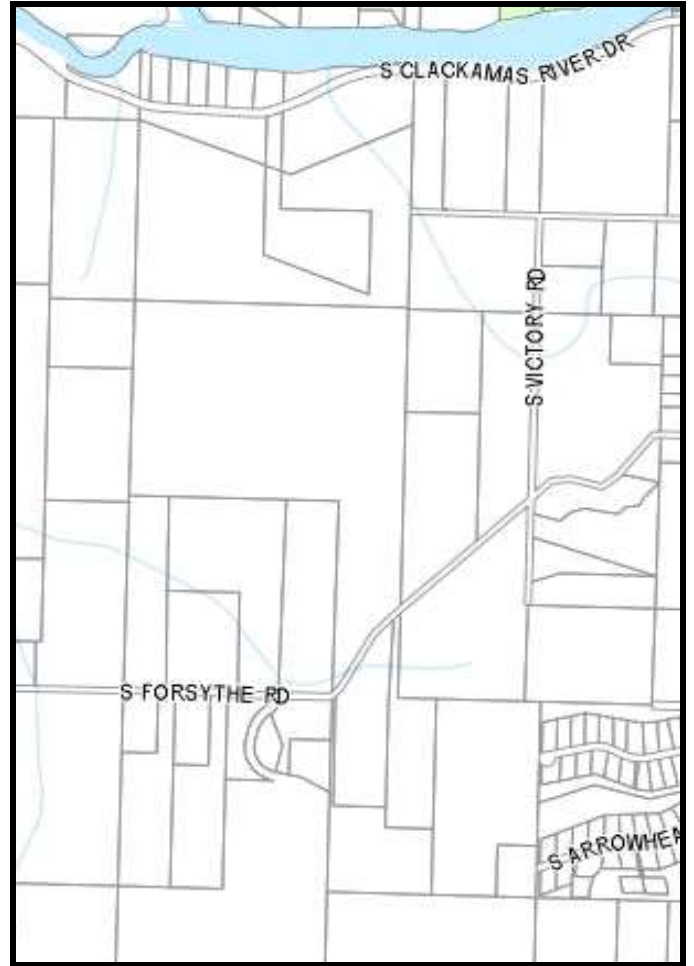
Match from road funds.

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 is expected to be approved in October, design can begin once this application is approved. Updated 2015-16 actual revenue/expenses.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Oct-16		May-17
EndDate		May-17		Nov-17

Project Budget:		Actuals	FY16-17	FY16-17	Estimated Project Revenues/Costs					Total
01.25.2017 Actuals - Updated 02.02.20		Thru	YTD	Recd/Exp						Project
		6/30/16	Actuals	Remaining	2017/18	2018/19	2019/20	2020/21	2021/22+	Estimate
Revenues:										
Condition of Approval Permit	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Road Funds	\$134	\$0	\$35,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$135,134
Total Project Revenues	\$134	\$0	\$85,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$185,134
Expenditures:										
2-Road Design	\$134	\$0	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$40,134
4-Road Construction	\$0	\$0	\$45,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$145,000
Total Project Expenditures	\$134	\$0	\$85,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$185,134

Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22

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): JOEL HOWIE
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Mar-17

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:

New project prospectus.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Jul-17		May-18
EndDate		Apr-18		Jul-18

Project Budget:		Actuals Thru 6/30/16	FY16-17 YTD Actuals	FY16-17 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
<i>01.25.2017 Actuals - Updated 02.02.20</i>					2017/18	2018/19	2019/20	2020/21	2021/22+	
Revenues:										
	ODOT Grants	\$0	\$0	\$0	\$350,000	\$200,000	\$0	\$0	\$0	\$550,000
Total Project Revenues		\$0	\$0	\$0	\$350,000	\$200,000	\$0	\$0	\$0	\$550,000
Expenditures:										
	2-Road Design	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000
	4-Road Construction	\$0	\$0	\$0	\$300,000	\$200,000	\$0	\$0	\$0	\$500,000
Total Project Expenditures		\$0	\$0	\$0	\$350,000	\$200,000	\$0	\$0	\$0	\$550,000



Transportation Safety Projects

**Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22**

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-17

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:

IGA between County and ODOT was signed by BCC in mid-November and forwarded to ODOT for signature. Waiting for signed copy of IGA from ODOT along with notice to proceed. Update of project budget and 2016-2017 YTD actual/expenses.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Dec-16	Jul-17	Jul-18
EndDate		Jun-18	Jun-18	Jun-19

Project Budget:		Actuals	FY16-17	FY16-17	Estimated Project Revenues/Costs					Total
<i>01.25.2017 Actuals - Updated 02.02.20</i>		Thru	YTD	Recd/Exp	2017/18	2018/19	2019/20	2020/21	2021/22+	Project
		6/30/16	Actuals	Remaining						Estimate
Revenues:										
	Fed Hwy Grant	\$0	\$0	\$39,880	\$63,807	\$300,000	\$0	\$0	\$0	\$403,687
	Road Funds	\$1,525	\$0	\$10,120	\$16,193	\$75,000	\$0	\$0	\$0	\$102,838
	Total Project Revenues	\$1,525	\$0	\$50,000	\$80,000	\$375,000	\$0	\$0	\$0	\$506,525
Expenditures:										
	2-Road Design	\$1,525	\$0	\$50,000	\$60,000	\$0	\$0	\$0	\$0	\$111,525
	3-Right of Way Purchase	\$0	\$62	(\$62)	\$20,000	\$0	\$0	\$0	\$0	\$20,000
	4-Road Construction	\$0	\$0	\$0	\$0	\$375,000	\$0	\$0	\$0	\$375,000
	Total Project Expenditures	\$1,525	\$62	\$49,938	\$80,000	\$375,000	\$0	\$0	\$0	\$506,525

Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22

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: Mar-17

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:

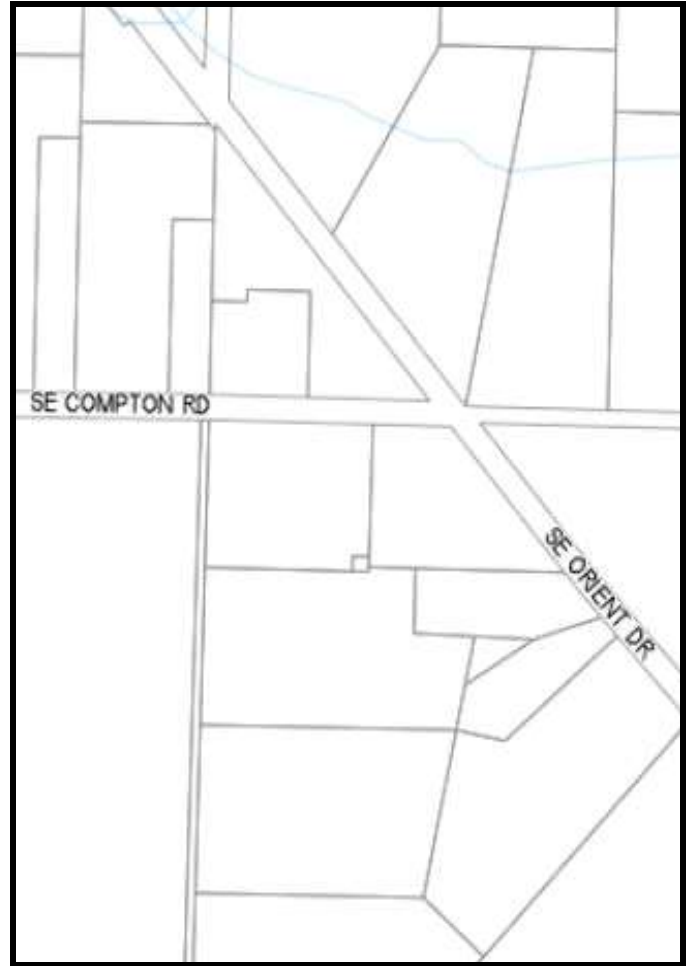
This project is funded by road fund.

Environmental Impacts:

No environmental impacts anticipated

Changes Since Last Plan:

New Prospectus



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Jun-17		Mar-18
EndDate		Sep-17		Jun-18

Project Budget:		Actuals Thru 6/30/16	FY16-17 YTD Actuals	FY16-17 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
01.25.2017 Actuals - Updated 02.02.20					2017/18	2018/19	2019/20	2020/21	2021/22+	
Revenues:										
	Road Funds	\$0	\$0	\$0	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Total Project Revenues		\$0	\$0	\$0	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Expenditures:										
	2-Road Design	\$0	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	\$5,000
	4-Road Construction	\$0	\$0	\$0	\$55,000	\$0	\$0	\$0	\$0	\$55,000
Total Project Expenditures		\$0	\$0	\$0	\$60,000	\$0	\$0	\$0	\$0	\$60,000

**Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22**

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): JOSEPH MAREK
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Mar-17

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, addition of 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:

New prospectus



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate	Mar-17	Jun-17		Mar-18
EndDate	May-17	Sep-17		Jun-18

Project Budget:		Actuals Thru 6/30/16	FY16-17 YTD Actuals	FY16-17 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
01.25.2017 Actuals - Updated 02.02.20					2017/18	2018/19	2019/20	2020/21	2021/22+	
Revenues:										
	Road Funds	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Total Project Revenues		\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000
Expenditures:										
	2-Road Design	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$10,000
	4-Road Construction	\$0	\$0	\$0	\$140,000	\$0	\$0	\$0	\$0	\$140,000
Total Project Expenditures		\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$150,000



Bike and Pedestrian Projects

Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22

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-17

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:

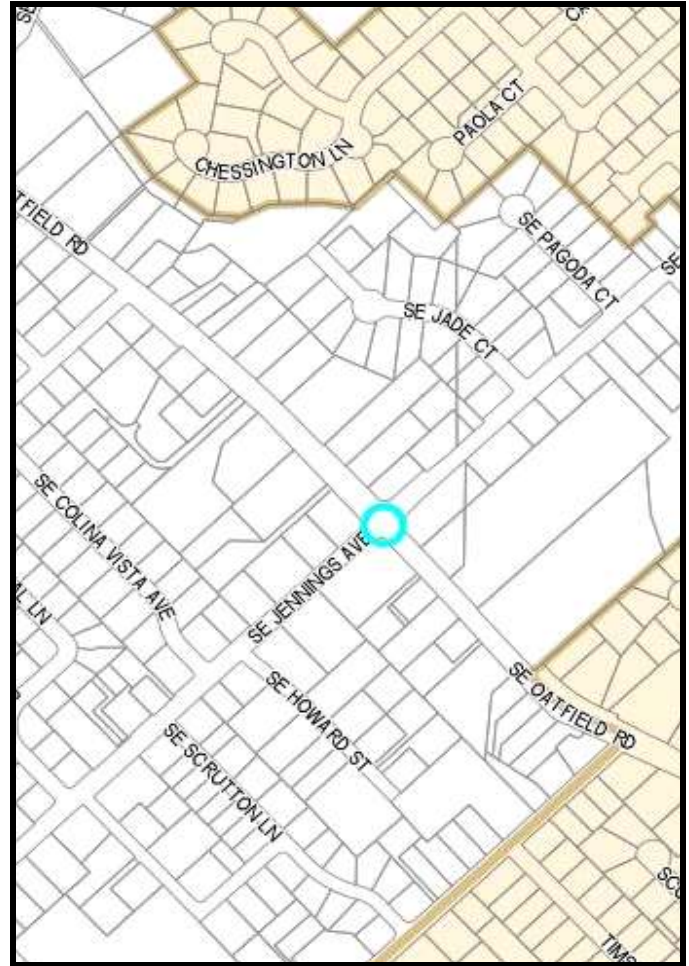
Match percentage from road funds.

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 schedule and increase in project budget with additional funding.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Feb-17	Feb-18	Feb-19
EndDate		Feb-19	Feb-19	Nov-19

Project Budget:		Actuals Thru 6/30/16	FY16-17 YTD Actuals	FY16-17 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
01.25.2017 Actuals - Updated 02.02.20					2017/18	2018/19	2019/20	2020/21	2021/22+	
Revenues:										
Road Funds	\$0	\$0	\$4,108	\$74,650	\$131,658	\$204,516	\$0	\$0	\$0	\$414,932
STP State Grant	\$0	\$0	\$35,892	\$310,350	\$808,449	\$2,470,590	\$0	\$0	\$0	\$3,625,281
Total Project Revenues	\$0	\$0	\$40,000	\$385,000	\$940,107	\$2,675,106	\$0	\$0	\$0	\$4,040,213
Expenditures:										
2-Road Design	\$0	\$0	\$40,000	\$310,000	\$250,000	\$50,000	\$0	\$0	\$0	\$650,000
3-Right of Way Purchase	\$0	\$0	\$0	\$75,000	\$375,000	\$0	\$0	\$0	\$0	\$450,000
4-Road Construction	\$0	\$0	\$0	\$0	\$315,107	\$2,625,106	\$0	\$0	\$0	\$2,940,213
Total Project Expenditures	\$0	\$0	\$40,000	\$385,000	\$940,107	\$2,675,106	\$0	\$0	\$0	\$4,040,213

Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22

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): JOEL HOWIE
Budgeted in Dept: 7432 - DTD Trans Construction
Current Status: ACTIVE

Date of Last Revision: Feb-17

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:

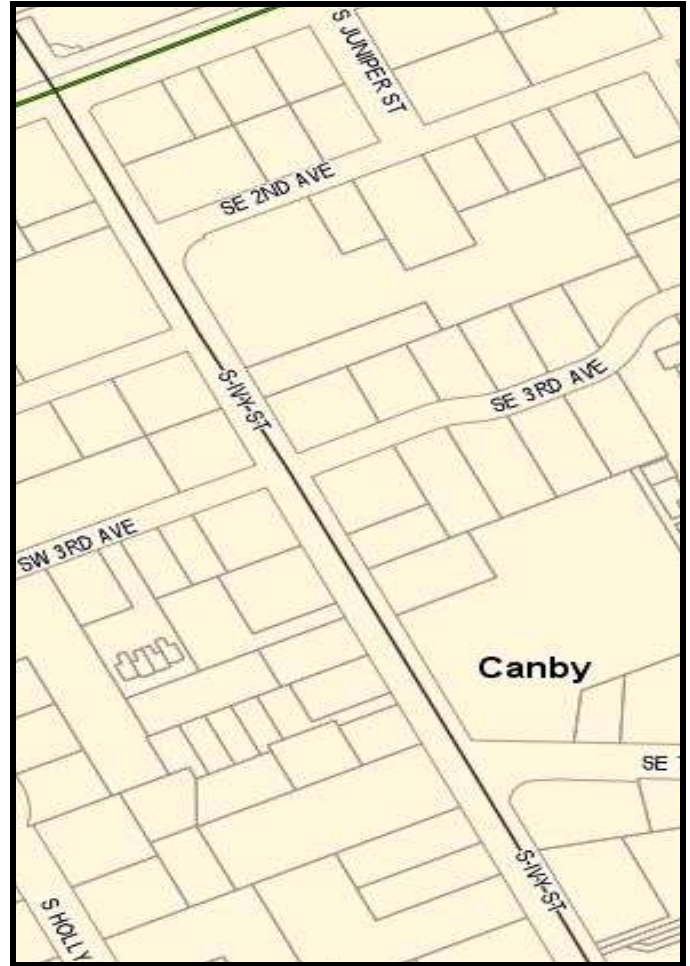
After project is complete, the City of Canby will take jurisdiction of the road which will eliminate future County maintenance obligations.

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:

County is waiting for draft IGA from ODOT before project can get started.
Updated project schedule.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate		Mar-17	Oct-18	Oct-19
EndDate		Sep-19	Sep-19	Sep-20

Project Budget:		Actuals	FY16-17	FY16-17	Estimated Project Revenues/Costs					Total
<i>01.25.2017 Actuals - Updated 02.02.20</i>		Thru	YTD	Recd/Exp	2017/18	2018/19	2019/20	2020/21	2021/22+	Project
		6/30/16	Actuals	Remaining						Estimate
Revenues:										
Local Gov't & Other Agencies	\$0	\$0	\$30,000	\$77,746	\$160,214	\$168,647	\$0	\$0	\$0	\$436,607
ODOT Grants	\$0	\$0	\$120,000	\$310,986	\$640,860	\$674,589	\$0	\$0	\$0	\$1,746,435
Road Funds	\$0	\$0	\$30,000	\$72,268	\$148,926	\$156,764	\$0	\$0	\$0	\$407,958
Total Project Revenues	\$0	\$0	\$180,000	\$461,000	\$950,000	\$1,000,000	\$0	\$0	\$0	\$2,591,000
Expenditures:										
2-Road Design	\$0	\$0	\$180,000	\$161,000	\$5,000	\$0	\$0	\$0	\$0	\$346,000
3-Right of Way Purchase	\$0	\$0	\$0	\$300,000	\$68,000	\$0	\$0	\$0	\$0	\$368,000
4-Road Construction	\$0	\$0	\$0	\$0	\$877,000	\$1,000,000	\$0	\$0	\$0	\$1,877,000
Total Project Expenditures	\$0	\$0	\$180,000	\$461,000	\$950,000	\$1,000,000	\$0	\$0	\$0	\$2,591,000

Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22

Project Number: 22243
Project Name: Torbank (River Rd - Trolley Trail) Sidewalks
Project Location:
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-17

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. This pedestrian improvements will provide an important connection to an Essential Pedestrian Network and an existing sidewalk alongside the school's frontage.

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:

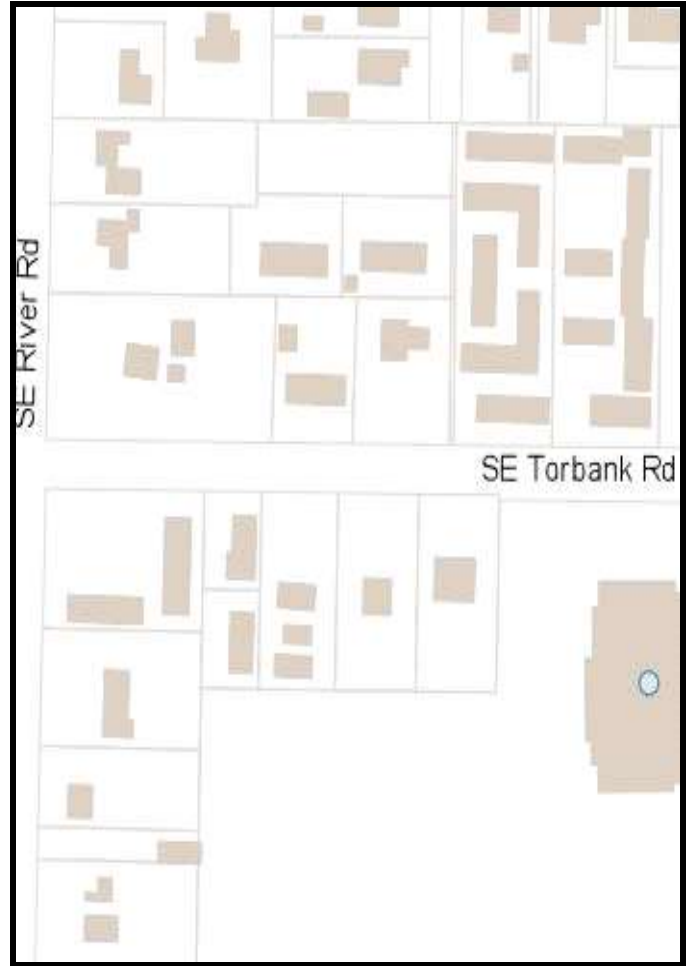
These particular FILO revenues are a dedicated funding source set aside for projects on the Essential Pedestrian Network. Road funds will be utilized for staff time used to complete the design. Road construction, below, includes \$52,800 in contingencies and \$25,677 in construction engineering.

Environmental Impacts:

Not known at this time. Potential impacts will be evaluated during the project's design phase.

Changes Since Last Plan:

More FILO and Road fund revenues and expenditures were added below. There are no actuals or expenses for 2016/2017 YTD.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Jan-17	Feb-17	May-18
EndDate		Jun-17	Dec-17	Nov-18

Project Budget:	Actuals Thru	FY16-17 YTD	FY16-17 Recd/Exp	Estimated Project Revenues/Costs					Total Project
01.25.2017 Actuals - Updated 02.02.20	6/30/16	Actuals	Remaining	2017/18	2018/19	2019/20	2020/21	2021/22+	Estimate
Revenues:									
Pedestrian Facilities Fee	\$0	\$0	\$70,000	\$170,000	\$0	\$0	\$0	\$0	\$240,000
Road Funds	\$0	\$0	\$0	\$140,000	\$0	\$0	\$0	\$0	\$140,000
Total Project Revenues	\$0	\$0	\$70,000	\$310,000	\$0	\$0	\$0	\$0	\$380,000
Expenditures:									
2-Road Design	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$50,000
3-Right of Way Purchase	\$0	\$0	\$20,000	\$20,500	\$0	\$0	\$0	\$0	\$40,500
4-Road Construction	\$0	\$0	\$0	\$289,500	\$0	\$0	\$0	\$0	\$289,500
Total Project Expenditures	\$0	\$0	\$70,000	\$310,000	\$0	\$0	\$0	\$0	\$380,000

Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22

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-17

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:

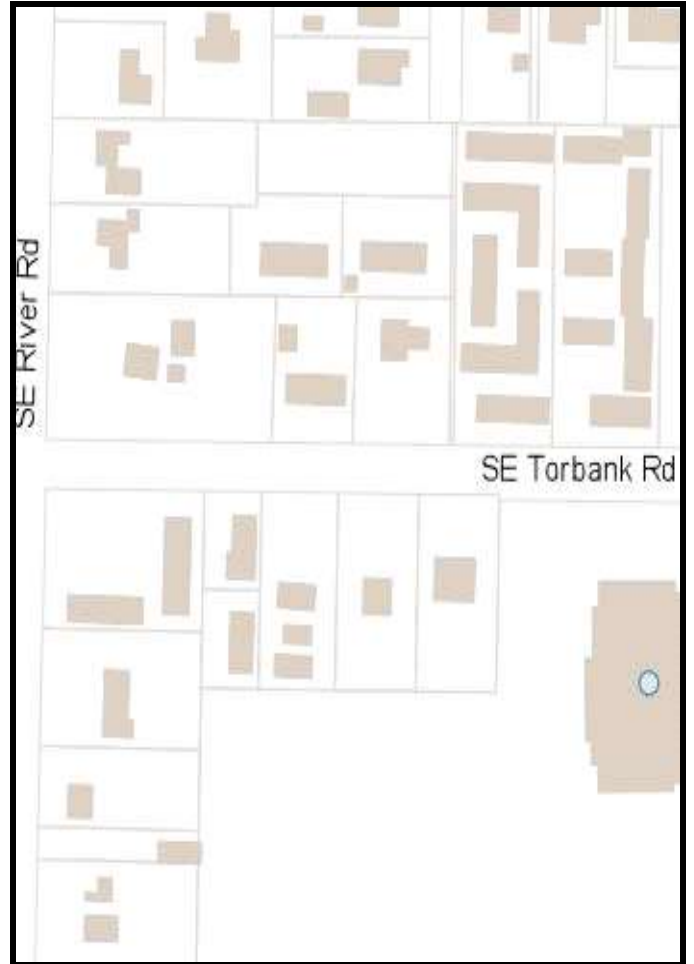
The CDBG grant is expected to provide \$240,000 and County road funds are expected to provide \$163,650 for a total estimated project cost of \$403,650.

Environmental Impacts:

None expected.

Changes Since Last Plan:

Updated schedule and budget based on discussion with H3S.



Project Schedule:	Planning	Design	Right of Way	Construction
StartDate		Nov-16	Jun-17	Feb-18
EndDate		Feb-18	Feb-18	Sep-18

Project Budget:	Actuals Thru 6/30/16	FY16-17 YTD Actuals	FY16-17 Recd/Exp Remaining	Estimated Project Revenues/Costs					Total Project Estimate
01.25.2017 Actuals - Updated 02.02.20				2017/18	2018/19	2019/20	2020/21	2021/22+	
Revenues:									
Internal County Grants	\$0	\$0	\$0	\$240,000	\$240,000	\$0	\$0	\$0	\$480,000
Road Funds	\$0	\$0	\$60,000	\$103,650	\$83,650	\$0	\$0	\$0	\$247,300
Total Project Revenues	\$0	\$0	\$60,000	\$343,650	\$323,650	\$0	\$0	\$0	\$727,300
Expenditures:									
2-Road Design	\$0	\$0	\$60,000	\$0	\$0	\$0	\$0	\$0	\$60,000
4-Road Construction	\$0	\$0	\$0	\$343,650	\$323,650	\$0	\$0	\$0	\$667,300
Total Project Expenditures	\$0	\$0	\$60,000	\$343,650	\$323,650	\$0	\$0	\$0	\$727,300



ADA Improvement Projects

Americans with Disabilities Act

Clackamas County Prospectus
Fiscal Year 2016/17 to 2021/22

Project Number: 22238
Project Name: ADA Ramps Project #1
Project Location:
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: Feb-17

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 will improve 18 curb ramps on Oak Grove Blvd between River Road and Oak Court. During the next quarter a consultant will be contracted to carry out project design.

Project Justification:

Various curb ramps throughout the County do not meet current ADA guidelines and are a hindrance.

Impact on Operating Budget:

None

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 2016-17 actual revenue/expenses.



Project Schedule:

	Planning	Design	Right of Way	Construction
StartDate	Jan-17	Mar-17	Mar-17	Aug-17
EndDate	Mar-17	Aug-17	Aug-17	Oct-17

Project Budget:		Actuals	FY16-17	FY16-17	Estimated Project Revenues/Costs					Total
<i>01.25.2017 Actuals - Updated 02.02.20</i>		Thru	YTD	Recd/Exp						Project
		6/30/16	Actuals	Remaining	2017/18	2018/19	2019/20	2020/21	2021/22+	Estimate
Revenues:										
	Road Funds	\$129	\$0	\$0	\$271,756	\$0	\$0	\$0	\$0	\$271,885
Total Project Revenues		\$129	\$0	\$89,244	\$310,000	\$0	\$0	\$0	\$0	\$271,885
Expenditures:										
	1-Road Planning	\$0	\$437	\$563	\$0	\$0	\$0	\$0	\$0	\$1,000
	2-Road Design	\$129	\$0	\$45,000	\$30,000	\$0	\$0	\$0	\$0	\$75,129
	3-Right of Way Purchase	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$5,000
	4-Road Construction	\$0	\$0	\$0	\$280,000	\$0	\$0	\$0	\$0	\$280,000
	Contingency	\$0	\$0	\$38,244	\$0	\$0	\$0	\$0	\$0	\$38,244
Total Project Expenditures		\$129	\$437	\$88,807	\$310,000	\$0	\$0	\$0	\$0	\$399,372



Parks Projects

PROGRAM SUMMARY

Project Title: Irrigation Face Places and Software
Project Location: Stone Creek Golf Club
Scheduled Completion: July 2017

DESCRIPTION AND LOCATION



PURPOSE AND JUSTIFICATION

To purchase new VP series irrigation controller faceplates and install new software to run the irrigation system. Face places are 15 years old and have exceeded their life span. Software is running on Windows XP with no support and needs upgrading to operate to its full potential.

IMPACT ON OPERATING BUDGET

Less communication breakdowns equals less sprinkler maintenance and labor; thus operating expenses are reduced.

IMPACT ON CUSTOMER

Healthier turf due to less breakdowns and better conditions.

PROJECT COSTS

Planning & Design:	-
Materials	-
Operating Equipment	25,000
Construction (Estimated):	-
Material & Installation	-
TOTAL	\$ 25,000

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	-	-	-	25,000	25,000
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000

(2) Stone Creek Gold Course Budget



PARKS, GOLF & RECREATION

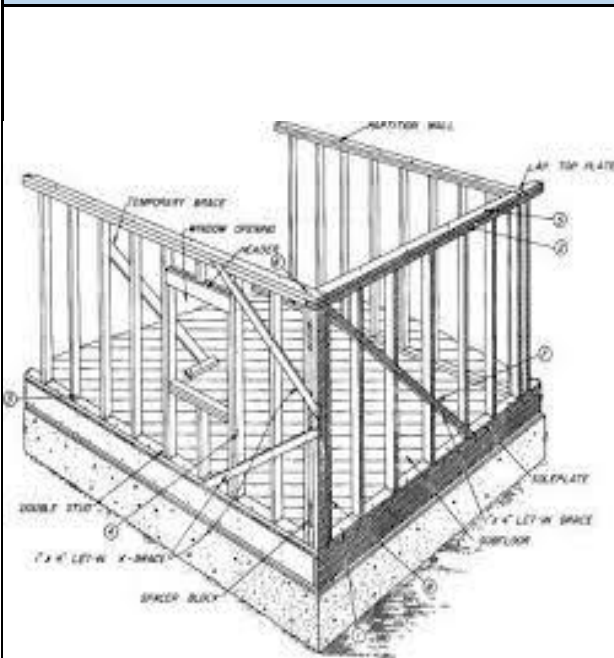
STONE CREEK GOLF COURSE

Capital Project Sheet

PROGRAM SUMMARY

Project Title: Pro Shop Addition-Approx 150 sq ft
 Project Location: Stone Creek Golf Club
 Scheduled Completion: October 2017

DESCRIPTION AND LOCATION



PURPOSE AND JUSTIFICATION

We are currently at maximum capacity for office space and storage. There is not a sufficient work space for department managers and we often have managers working in areas intended for our customers. We are proposing an expansion of approximately 150 square feet. Exact dimensions to be determined after meeting with contractors.

IMPACT ON OPERATING BUDGET

No impact on operating budget. Funds will come from repair and replacement reserve.

IMPACT ON CUSTOMER

No impact to customer.

PROJECT COSTS

Planning & Design:	1,000
Materials	7,000
Construction (Estimated):	10,000
Material & Installation	-
TOTAL	\$18,000

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	-	-	-	18,000	18,000
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,000	\$ 18,000

(2) Stone Creek Golf Course Budget



PARKS, GOLF & RECREATION

STONE CREEK GOLF COURSE

Capital Project Sheet

PROGRAM SUMMARY

Project Title: Pro Shop / Deli Roof Replacement
 Project Location: Stone Creek Golf Club
 Scheduled Completion: September 2017

DESCRIPTION AND LOCATION



PURPOSE AND JUSTIFICATION

The existing roof on the Pro Shop and Deli buildings is now 15 years old and has sustained damage in the last couple of years during periods of high winds. We have made temporary repairs, but we are at a point where permanent replacement is needed.

IMPACT ON OPERATING BUDGET

No impact on operating budget. Funds will come from repair and replacement reserve.

IMPACT ON CUSTOMER

No impact to customer.

PROJECT COSTS

Planning & Design:	-
Materials	-
Construction (Estimated):	-
Material & Installation	12,000
TOTAL	\$12,000

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	-	-	-	12,000	12,000
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ 12,000

(2) Stone Creek Gold Course Budget



PARKS, GOLF & RECREATION

COUNTY PARKS

Capital Project Sheet

PROGRAM SUMMARY

Project Title: Barton Park Fandrich Building Asbestos Abatement

Project Location: 19009 S. Barton Park Rd.
Boring, OR 97009

Scheduled Completion: April, 2018

PURPOSE AND JUSTIFICATION

The Fandrich building had an asbestos analysis completed in 2015. Asbestos was found in materials within the interior of this building. In order for County Parks to refurbish the inside of this single-family dwelling, so it can be used as a meeting and conference location in the future, we must have the existing asbestos materials removed by a professional asbestos abatement contractor. This building is located within the Barton Park complex.

DESCRIPTION AND LOCATION

Abatement of asbestos found on the interior of building



IMPACT ON OPERATING BUDGET

Asbestos abatement costs will come from the annual allocation from the State RV License Fee.

IMPACT ON CUSTOMER

Asbestos abatement will allow for future remodel and upgrades to the interior of this building and will eliminate the existing health hazard.

PROJECT COSTS

Planning & Design:	
Land:	-
Construction (Estimated):	25,000
Other:	-
TOTAL	\$25,000

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-		-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	-	-	-	25,000	25,000
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000

(2) State RV License Fee Annual Allocation from OR Parks & Recreation Dept



PARKS, GOLF & RECREATION

COUNTY PARKS

Capital Project Sheet

PROGRAM SUMMARY

Project Title: Barton Park Fandrich Building Septic Replacement

Project Location: 19009 S. Barton Park Rd.
Boring, OR 97009

Scheduled Completion: April, 2018

DESCRIPTION AND LOCATION

Replacement of the septic tank at the Fandrich building within Barton Park



PURPOSE AND JUSTIFICATION

The Fandrich building is in need of a new septic installation in order for this refurbished single-family dwelling to be used as a meeting and conference location in the future. Upgrades on the exterior of the building were completed in 2015 to prevent deterioration of the building. The next phase of improvements include the septic tank replacement. This building is located within the Barton Park complex.

IMPACT ON OPERATING BUDGET

Septic replacement costs will come from the annual allocation from the State RV license fee.

IMPACT ON CUSTOMER

Replacement of this septic tank will provide for future use of the Fandrich building as a meeting and conference location that can be rented out. This will generate revenues for County Parks.

PROJECT COSTS

Planning & Design:	
Land:	-
Construction (Estimated):	12,500
Other:	-
TOTAL	\$12,500

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	-	-	-	12,500	12,500
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,500	\$ 12,500

(2) State RV License Fee Annual Allocation from OR Parks & Recreation Dept



PARKS, GOLF & RECREATION

COUNTY PARKS

Capital Project Sheet

PROGRAM SUMMARY

Project Title: Barton Park Fish Cleaning Station
 Project Location: 19009 S Barton Park Rd.
 Boring, OR 97009
 Scheduled Completion: May 2018

PURPOSE AND JUSTIFICATION

Barton Park is located on the Clackamas River and is a popular boat launch location for fisherman who come to the river for the salmon and steelhead runs throughout the year. Installation of a designated fish cleaning station will help to reduce the instances of fisherman cleaning fish in various locations throughout the camping and dayuse areas of the park.

DESCRIPTION AND LOCATION

Barton Park and boat ramp is located on the Clackamas River and is a popular launch location for fisherman.



IMPACT ON OPERATING BUDGET

The funds for the fish cleaning station will come from the Forest Management Fund 257 transfer. Parking fees for boaters, day-users, and camping fees will offset costs of construction.

IMPACT ON CUSTOMER

Improved customer experience by providing a new amenity in the park which will designate a specific area for cleaning fish.

PROJECT COSTS

Planning & Design:	
Land:	-
Construction (Estimated):	10,000
Other:	-
TOTAL	\$10,000

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	-	-	-	10,000	10,000
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000

(2) Transfer from Fund 257 Forest Management Fund



PARKS, GOLF & RECREATION

COUNTY PARKS

Capital Project Sheet

PROGRAM SUMMARY

Project Title: Barton Main Water Line Replacement - Phase 2
 Project Location: 19009 S. Barton Park Rd.
 Boring, OR 97009
 Scheduled Completion: April, 2018

PURPOSE AND JUSTIFICATION

The main water line in Barton Park is in need of replacement. Staff has repaired the line for many years trying to extend the life of the water line. Phase one of the replacement was completed in FY16/17. This project will complete Phase 2 of the water line through the West Campground and part of day-use area.

DESCRIPTION AND LOCATION

Replacement of main water line at Barton Park is being done in Phases. This project encompasses sections E, F, G, & H.



IMPACT ON OPERATING BUDGET

100% of the costs of repair will come from the State RV license fee annual allocation from OR Parks & Recreation Dept.

IMPACT ON CUSTOMER

Replacement of this water line will insure customers are not without water during their visit to Barton Park.

PROJECT COSTS

Planning & Design:	
Land:	-
Construction (Estimated):	10,000
Other:	-
TOTAL	\$10,000

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	-	-	-	10,000	10,000
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000

(2) State RV License Fee Annual Allocation from OR Parks & Recreation Dept



PARKS, GOLF, & RECREATION

COUNTY PARKS

Capital Project Sheet

PROGRAM SUMMARY

Project Title: Barton Master Planning
 Project Location: 19009 S. Barton Park Rd.
 Boring, OR 97009
 Scheduled Completion: June, 2018

DESCRIPTION AND LOCATION

Master planning will develop acres at Barton Park for RV camping, and outdoor recreation to meet growing demands on the Clackamas County Parks' system.



PURPOSE AND JUSTIFICATION

This project will provide master planning services for 27 acres of undeveloped County owned land, within Barton Park. Demands for camping and day use at Barton and within the County Park system are reaching capacity maximums. Expansion of camping, day use, and the addition of equestrian facilities at Barton park will help to accommodate the high demand that currently exists partially due to the completion of the Springwater Corridor and Cazadero regional trail segments.

IMPACT ON OPERATING BUDGET

County Parks staff will use \$150,000 from their State RV License Fee annual allocation for this planning work.

IMPACT ON CUSTOMER

This project will provide opportunity for public input throughout the planning process, and will benefit customers with increased camping and day use recreation opportunities once construction is complete.

PROJECT COSTS

Planning & Design:	150,000
Land:	-
Construction (Estimated):	
Other:	-
TOTAL	\$150,000

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	30,000.00	30,000
2017-18	-	-	-	-	-	120,000	120,000
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000

(2) State RV License Fee Annual Allocation from OR Parks & Recreation Dept.



PARKS, GOLF & RECREATION

COUNTY PARKS

Capital Project Sheet

PROGRAM SUMMARY

Project Title: Barton Park Dayuse Restroom Replacement
 Project Location: 19009 S. Barton Park Rd. Boring, OR 97009
 Scheduled Completion: April 2018

PURPOSE AND JUSTIFICATION

The Barton Park dayuse restroom is in need of replacement. The current building is a modular unit and is no longer adequately serving the customer demands during the peak summer season. A new restroom will add additional stalls, water efficiency toilets, and add capacity for the park.

DESCRIPTION AND LOCATION



IMPACT ON OPERATING BUDGET

County Parks' staff will apply for an OR Parks & Recreation Dept Local Government Grant to fund 50% of the project costs, and matching funds will come a transfer from the Forest Management Fund.

IMPACT ON CUSTOMER

This project will have a positive impact on County Parks' customers through increased capacity and upgraded facilities.

PROJECT COSTS

Planning & Design:	
Land:	-
Construction (Estimated):	350,000
Other:	-
TOTAL	\$350,000

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	175,000	-	-	175,000	350,000
Total	\$ -	\$ -	\$ 175,000	\$ -	\$ -	\$ 175,000	\$ 350,000

(1) OR Parks & Recreation Dept. Local Government Grant

(2) Transfer from Fund 257 - Forest Management



PARKS, GOLF & RECREATION

COUNTY PARKS

Capital Project Sheet

PROGRAM SUMMARY

Project Title: Boring Station Trailhead Park
 Project Location: 28000 SE Dee St.
 Damascus, OR
 Scheduled Completion: September, 2018

DESCRIPTION AND LOCATION

Boring Station Trailhead Park is located in Boring, Oregon on the Springwater Corridor Trail, and Cazadero Trail systems. This park serves as both a regional trailhead, and a community park to the town of Boring.



PURPOSE AND JUSTIFICATION

This project will construct a small picnic shelter within the Boring Station Trailhead Park. Donations will come from The Friends of Boring Station in the amount of \$60,000 in cash and/or donated materials and services, and County Parks will contribute \$20,000 in funds to the project.

IMPACT ON OPERATING BUDGET

\$20,000 will come from a transfer from Fund 601 Stone Creek Golf Club

IMPACT ON CUSTOMER

Park patrons will be able to use the picnic shelter which will provide a better park experience. Currently, the park does not have any picnic shelters.

PROJECT COSTS

Planning & Design:	
Land:	-
Construction (Estimated):	80,000
Other:	-
TOTAL	\$80,000

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	-	-	-	80,000	80,000
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000

(2) Friends of Boring Station \$60,000

(2) Transfer from Fund 257 Forest Management Fund \$20,000



PARKS, GOLF & RECREATION

COUNTY PARKS

Capital Project Sheet

PROGRAM SUMMARY

Project Title: Carver Access Road
 Project Location: 14888 S. Springwater Rd. Oregon City, OR 97045
 Scheduled Completion: October, 2017

DESCRIPTION AND LOCATION

Carver Park and boat ramp is located in the community of Carver on the Clackamas River. This park serves mainly as a boat access to the Clackamas River and also provides for dayuse activities.



PURPOSE AND JUSTIFICATION

This project will pave the access road entrance into the park with a 2"-3" asphalt overlay. Carver is a popular launch location for anglers and also has a great amount of rafters and boaters accessing the ramp during the summer. This park has a high traffic load and the road is in need of resurfacing.

IMPACT ON OPERATING BUDGET

County Parks will seek an OR State Marine Board grant in the amount of \$12,000 to fund this improvement. County Parks will contribute \$8,000 from the annual allocation of the State RV License Fee.

IMPACT ON CUSTOMER

The new asphalt will provide for a safe access road to the park and boat ramp facilities.

PROJECT COSTS

Planning & Design:	
Land:	-
Construction (Estimated):	20,000
Other:	-
TOTAL	\$20,000

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	12,000	-	-	8,000	20,000
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000	\$ 20,000

(1) OR State Marine Board Grant

(2) State RV License Fee Annual Allocation from OR Parks & Recreation Dept



PARKS, GOLF & RECREATION

COUNTY PARKS

Capital Project Sheet

PROGRAM SUMMARY

Project Title: Carver Park Fish Cleaning Station
 Project Location: 14888 S. Springwater Rd.
 Oregon City, OR 97045
 Scheduled Completion: May 2018

PURPOSE AND JUSTIFICATION

Carver Park is located on the Clackamas River and is a popular boat launch location for fisherman who come to the river for the salmon and steelhead runs throughout the year. Installation of a designated fish cleaning station will help to reduce the instances of fisherman cleaning fish in various locations throughout the park.

DESCRIPTION AND LOCATION

Carver Park and boat ramp is located on the Clackamas River and is a popular launch location for fisherman.



IMPACT ON OPERATING BUDGET

The funds for the fish cleaning station will come from the Forest Management Fund 257 transfer. Parking fees for boaters, day-users, and camping fees will offset costs of construction.

IMPACT ON CUSTOMER

Improved customer experience by providing a new amenity in the park and through specific designation for fish cleaning.

PROJECT COSTS

Planning & Design:	
Land:	-
Construction (Estimated):	10,000
Other:	-
TOTAL	\$10,000

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	-	-	-	10,000	10,000
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000

(2) Transfer from Fund 257 Forest Management Fund



PARKS, GOLF & RECREATION

COUNTY PARKS

Capital Project Sheet

PROGRAM SUMMARY

Project Title: Eagle Fern Park
 Project Location: 27505 Eagle Fern Rd.
 Eagle Creek, OR 97022
 Scheduled Completion: March, 2018

DESCRIPTION AND LOCATION

Replace dayuse playground at Barton Park modern design, ADA compliant structure.



PURPOSE AND JUSTIFICATION

The current playground in the dayuse area of Eagle Fern Park is coming to the end of its useful life. The playground is made of wood materials and has been through harsh Oregon winter rains. This playground replacement will bring the structure up to modern standards, and align the playground with the 5 other playgrounds replaced at our campgrounds and dayuse parks during the FY 15/16 & FY 16/17 budget years.

IMPACT ON OPERATING BUDGET

\$60,000 of the costs will come from the Forest Management Fund 257 transfer.

IMPACT ON CUSTOMER

The project will have a positive impact on customers using Eagle Fern Park for dayuse and picnic activities.

PROJECT COSTS

Planning & Design:	
Land:	-
Construction (Estimated):	60,000
Other:	-
TOTAL	\$60,000

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	-	-	-	60,000	60,000
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ 60,000

(2) Transfer from fund 257 - Forest Management



PARKS, GOLF & RECREATION

COUNTY PARKS

Capital Project Sheet

PROGRAM SUMMARY

Project Title: Feyrer Park Restroom Replacement
 Project Location: 16185 S. Feyrer Park Rd.
 Molalla, OR 97038
 Scheduled Completion: March, 2017

PURPOSE AND JUSTIFICATION

The Feyrer Park restroom is in need of replacement. The current building is no longer adequately serving the customer demands during the peak summer season. A new restroom will add additional stalls and capacity for the park.

DESCRIPTION AND LOCATION



IMPACT ON OPERATING BUDGET

County Parks' staff will apply for an OR Parks & Recreation Dept County Opportunity Grant to fund 50% of the project costs, and matching funds will come the State RV license fee annual allocation.

IMPACT ON CUSTOMER

This project will have a positive impact on County Parks' customers through increased capacity and upgraded facilities.

PROJECT COSTS

Planning & Design:	
Land:	-
Construction (Estimated):	321,260
Other:	-
TOTAL	\$321,260

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	160,630	-	-	160,630	321,260
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 160,630	\$ 321,260

(1) OR Parks & Recreation Dept. County Opportunity Grant

(2) State RV License Fee Annual Allocation from OR Parks & Recreation Dept.



PARKS, GOLF & RECREATION

COUNTY PARKS

Capital Project Sheet

PROGRAM SUMMARY

Project Title: Hebb Park Overflow Parking Lot
 Project Location: 500 SW Hebb Park Rd.
 West Linn, OR 97068
 Scheduled Completion: May, 2018

DESCRIPTION AND LOCATION

Hebb Park and boat ramp is located on the Willamette River. This park serves mainly as a boat access to the Willamette River, but also provides day-use picnicking, hiking, and bird watching to park patrons.



PURPOSE AND JUSTIFICATION

Hebb Park is a popular boating and recreation park located on the Willamette River. In the peak summer season the current parking lot does not accommodate the customer demand. This project will expand the park and boat ramp parking to add additional parking for customers. County Parks staff will apply for grant funding through the Oregon State Marine Board to offset capital outlay.

IMPACT ON OPERATING BUDGET

Additional parking will generate additional parking fee revenues from boaters and day-use customers once construction is complete. Capital funds will come from the annual allocation of the State RV License Fee.

IMPACT ON CUSTOMER

Additional parking will allow customers to launch from Hebb Park and will provide for use of the park.

PROJECT COSTS

Planning & Design:	
Land:	-
Construction (Estimated):	120,000
Other:	-
TOTAL	\$120,000

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	72,000	-	-	48,000	120,000
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,000	\$ 120,000

(1) OR State Marine Board Grant \$72000

(2) State RV License Fee Annual Allocation from OR Parks & Recreation Dept



Asset Projects



ASSETS

FOREST & TIMBER MANAGEMENT

Capital Project Sheet

PROGRAM SUMMARY

Project Title: Family Camp Access Road Improvements
 Project Location: 73E 06000
 Scheduled Completion: March, 2018

DESCRIPTION AND LOCATION

Family Camp is located in the southern part of Clackamas County, about 15 miles outside of the City of Molalla.



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 road into the property has large ruts due to erosion and lack of maintenance. This project will grade and gravel the road, and place culverts where needed in order to provide accessibility to fire fighting personnel and vehicles in case of wildfire.

IMPACT ON OPERATING BUDGET

This project will be funded through the Forest Management Fund 257

IMPACT ON CUSTOMER

None

PROJECT COSTS

Planning & Design:	
Land:	-
Land Development	42,000
Other:	
TOTAL	\$42,000

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	-	-	-	42,000	42,000
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,000	\$ 42,000

(2) Forest Management Fund 257



ASSETS

FOREST & TIMBER MANAGEMENT

Capital Project Sheet

PROGRAM SUMMARY

Project Title: Forest Property Gate Replacement
 Project Location: County Forest Wildcat Units
 Scheduled Completion: October, 2017

PURPOSE AND JUSTIFICATION

The County Forest program has two forest gates in our Wildcat unit out of Eagle Creek that need to be replaced. The gates are at the end of their useful life and no longer provide security to our timber units.

DESCRIPTION AND LOCATION

County Forest Wildcat units outside Eagle Creek



IMPACT ON OPERATING BUDGET

The funds will come from the Forest Management fund capital budget which are generated through timber harvest.

IMPACT ON CUSTOMER

No impact to customer.

PROJECT COSTS

Planning & Design:	
Land Development:	14,000
Construction (Estimated):	
Other:	-
TOTAL	\$14,000

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	-	-	-	14,000	14,000
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,000	\$ 14,000

(2) Forest Management Fund 257



ASSETS

FOREST & TIMBER MANAGEMENT

Capital Project Sheet

PROGRAM SUMMARY

Project Title: Timberland Acquisition

Project Location: Rural Clackamas County

Scheduled Completion: June, 2018

DESCRIPTION AND LOCATION

Additional forest lands will be purchased in Clackamas County.



PURPOSE AND JUSTIFICATION

The County Forest program will enter into a land exchange negotiation with a private timber owner who has lands adjacent to county timber lands outside the town of Estacada, in exchange for timber land adjacent to the County's Family Camp property outside the town of Molalla. The \$10,000 budgeted amount represents the difference in timber acres/values between the parcels.

IMPACT ON OPERATING BUDGET

Anticipated impact is minimal. The goal is to exchange land of approximate equal value, that is located next to property already being actively management by the County Forest program. This will minimize mangement costs.

IMPACT ON CUSTOMER

Long term impacts are sustainable funding for County Parks and Forest Management program operations and maintenance.

PROJECT COSTS

Planning & Design:	
Property Acquisition:	10,000
Construction (Estimated):	
Other:	-
TOTAL	\$10,000

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	-	-	-	10,000	10,000
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000

(2) Forest Management Fund



ASSETS

FOREST & TIMBER MANAGEMENT

Capital Project Sheet

PROGRAM SUMMARY
Project Title: Timberland Acquisition
Project Location: Rural Clackamas County
Scheduled Completion: June, 2018

DESCRIPTION AND LOCATION
Additional forest lands will be purchased in Clackamas County.



PURPOSE AND JUSTIFICATION
The County Forest program will sell property known as Immigrant Trail during the 2017/18 fiscal year. The goal with this purchase is to find comparable timber age class, with similar harvest terrain, that can bring higher timber volume than the Immigrant Trail property to be sold.

IMPACT ON OPERATING BUDGET
Anticipated impact is minimal. The goal is to purchase land of approximate equal value to that received in revenue from the sale of Immigrant Trail.

IMPACT ON CUSTOMER
Long term impacts are sustainable funding for County Parks and Forest Management program operations and maintenance.

PROJECT COSTS	
Planning & Design:	
Property Acquisition:	1,000,000
Construction (Estimated):	
Other:	-
TOTAL	\$1,000,000

Fiscal Year	General Fund	Shared Revenue	Grants (1)	Other Gov't	Debt	Other (specify) (2)	Total
Previous Yrs	-	-	-	-	-	-	-
2015-16	-	-	-	-	-	-	-
2016-17	-	-	-	-	-	-	-
2017-18	-	-	-	-	-	1,000,000	1,000,000
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000

(2) Forest Management Fund - Land Sale Proceeds



MARC GONZALES
DIRECTOR

DEPARTMENT OF FINANCE

PUBLIC SERVICES BUILDING

2051 KAEN ROAD | OREGON CITY, OR 97045

June 29, 2017

Board of County Commissioners
Clackamas County

Members of the Board:

Resolution Adopting the Clackamas County 2017-2018
Fiscal Year Budget, making Appropriations and Imposing and
Categorizing Taxes for the Period of July 1, 2017 through June 30, 2018

Purpose/Outcome	Budget adoption for Clackamas County FY 2017-2018
Dollar Amount and Fiscal Impact	The effect is to adopt a budget of \$782,460,147.
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, 2017-June 30, 2018
Previous Board Action/Review	Budget Committee approval June 7, 2017.
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 and amended by the Board of County Commissioners in accordance with state budget law, and impose taxes.

This Resolution establishes a budget for Clackamas County July 1, 2017 through June 30, 2018 inclusive of \$782,460,147.

RECOMMENDATION:

Staff respectfully recommends that the Board adopt the attached Resolution and exhibits.

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 for the Period of July 1,
2017 through June 30, 2018, for
Clackamas County

Resolution No. *2017-67*
1 of 2 pages

BE IT RESOLVED that the Board of Commissioners of Clackamas County hereby amends the budget approved by the Clackamas County Budget Committee in compliance with Oregon Local Budget Law and as detailed in the attached Exhibit A which is, by this reference, incorporated herein.

BE IT RESOLVED that the Board of Commissioners of Clackamas County hereby adopts this amended budget in the total of \$782,460,147 and establishes appropriations as detailed in the attached Exhibit B, 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 5.95% for Board of County Commissioners effective July 1, 2017, an individual salary adjustment of 2.4% for the Treasurer effective July 1, 2017 and an individual salary adjustment of 4.0% for the Assessor effective July 1, 2017.

BE IT RESOLVED that the County Administrator has recommended for passage by the Board of Commissioners a salary range adjustment and general increase of 2.20% for non-represented employees of the County effective July 1, 2017.

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 2017-2018 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

(4) At the rate of \$0.1000 per \$1,000 of assessed value for debt service on 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 for the Period of July 1,
2017 through June 30, 2018, for
Clackamas County

Resolution No
2 of 2 pages

2017-67

BE IT RESOLVED that the Board of Commissioners of Clackamas County hereby
categories the taxes as follows:

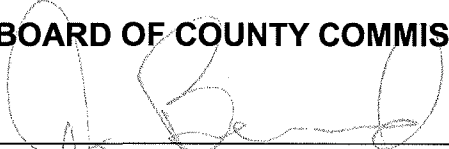
	General government	Excluded from limitation
Permanent rate tax	\$2.4042 /\$1000	
Permanent rate tax	\$2.9766/\$1000	
Local option tax	\$.2480/\$1000	
General obligation bond		\$0.1000/\$1000

BE RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS THAT:

The above statements were approved and declared adopted on this 29th day of June,
2017.

DATED this 29th day of June, 2017

BOARD OF COUNTY COMMISSIONERS



Chair



Recording Secretary

Exhibit A**CHANGES TO 2017-2018 APPROVED BUDGET**

Expenditures	Approved by Budget Committee	Change	Revised Budget
General Fund			
Finance	6,933,946	119,000	7,052,946
Add position in Procurement to be paid by Water Environment Services			
Capital Projects Reserve Fund			
Public Ways and Facilities	7,689,608	1,000,000	8,689,608
Add initial OSU Extension Building construction costs to be paid by Clackamas County Extension and 4-H Service District			
Facilities Management Fund			
General Government	11,010,422	293,171	11,303,593
Add department funded maintenance and construction positions			
Budget as approved by Budget Committee			781,047,976
Changes made by Board of County Commissioners			1,412,171
Adopted Budget (includes Reserve for Future Expenditure)			782,460,147

SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
 FISCAL YEAR 2017-18

<u>GENERAL FUND</u>	<u>APPROPRIATION</u>
Board of County Commissioners	1,802,345
County Administration	2,175,512
County Counsel	2,763,617
Human Resources	3,974,043
Assessor	7,988,399
Clerk	2,689,707
Transportation & Development	1,290,334
Finance	7,052,946
Treasurer	971,366
Public & Government Affairs	4,555,004
Not Allocated to Organizational Unit:	
Personnel Services	18,563,749
Materials & Services	6,942,452
Debt Service	244,303
Special Payments	27,016,203
Interfund Transfer	107,801,177
Contingency	8,373,138
FUND TOTAL	<u>\$ 204,204,295</u>
 <u>COUNTY FAIR FUND</u>	
Culture, Education and Recreation	1,944,730
Not Allocated to Organizational Unit:	
Special Payments	5,000
Contingency	270,509
FUND TOTAL	<u>\$ 2,220,239</u>
 <u>COUNTY SCHOOL FUND</u>	
Not Allocated to Organizational Unit:	
Special Payments	500
FUND TOTAL	<u>\$ 500</u>
 <u>BUILDING CODES FUND</u>	
General Government	7,573,599
Not Allocated to Organizational Unit:	
Contingency	1,282,494
FUND TOTAL	<u>\$ 8,856,093</u>
 <u>CLACKAMAS COUNTY RESOLUTION SVCS FUND</u>	
General Government	1,552,729
FUND TOTAL	<u>\$ 1,552,729</u>

Exhibit B

**SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON**

FISCAL YEAR 2017-18

BUSINESS & ECONOMIC DEVELOPMENT FUND

Economic Development	4,782,880
Not Allocated to Organizational Unit:	
Interfund Transfer	63,000
Special Payments	25,000
Contingency	384,585
FUND TOTAL	\$ 5,255,465

DISASTER MANAGEMENT FUND

Public Protection	2,711,948
Not Allocated to Organizational Unit:	
Special Payments	621,200
Contingency	286,390
FUND TOTAL	\$ 3,619,538

LAW LIBRARY FUND

Public Protection	421,958
Not Allocated to Organizational Unit:	
Contingency	200,368
FUND TOTAL	\$ 622,326

LIBRARY SERVICES FUND

Culture, Education and Recreation	4,383,267
Not Allocated to Organizational Unit:	
Special Payments	3,100,000
Contingency	75,502
FUND TOTAL	\$ 7,558,769

PARKS FUND

Culture, Education and Recreation	3,221,940
Not Allocated to Organizational Unit:	
Special Payments	10,000
Contingency	279,186
FUND TOTAL	\$ 3,511,126

SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
 FISCAL YEAR 2017-18

PLANNING FUND

Economic Development	3,769,954	
Not Allocated to Organizational Unit:		
Interfund Transfer	320,000	
Contingency	201,882	
FUND TOTAL	\$	4,291,836

ROAD FUND

Public Ways and Facilities	40,941,727	
Not Allocated to Organizational Unit:		
Interfund Transfer	2,743,366	
Special Payments	500,000	
Contingency	1,817,345	
FUND TOTAL	\$	46,002,438

SHERIFF FUND

Public Protection	89,998,176	
Not Allocated to Organizational Unit:		
Interfund Transfer	1,915,165	
Special Payments	225,000	
FUND TOTAL	\$	92,138,341

CODE ENFORCEMENT, RESOURCE CONSERVATION & SOLID WASTE

General Government	3,768,325	
Not Allocated to Organizational Unit:		
Interfund Transfer	75,000	
Contingency	562,672	
FUND TOTAL	\$	4,405,997

PROPERTY RESOURCES FUND

General Government	1,366,710	
Not Allocated to Organizational Unit:		
Special Payments	5,000	
Contingency	92,850	
FUND TOTAL	\$	1,464,560

COMMUNITY CORRECTIONS FUND

Public Protection	16,307,546	
FUND TOTAL	\$	16,307,546

SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
 FISCAL YEAR 2017-18

DISTRICT ATTORNEY FUND

Public Protection	13,403,302
Not Allocated to Organizational Unit:	
Special Payments	80,000
FUND TOTAL	\$ 13,483,302

JUSTICE COURT FUND

Public Protection	2,151,544
Not Allocated to Organizational Unit:	
Special Payments	1,345,000
Contingency	262,145
FUND TOTAL	\$ 3,758,689

COUNTYWIDE TRANSPORTATION SDC FUND

Public Ways and Facilities	103,931
Not Allocated to Organizational Unit:	
Interfund Transfer	650,000
Contingency	4,338,467
FUND TOTAL	\$ 5,092,398

PUBLIC LAND CORNER PRESERVATION FUND

Public Ways and Facilities	691,158
Not Allocated to Organizational Unit:	
Contingency	204,500
FUND TOTAL	\$ 895,658

HAPPY VALLEY/CLACKAMAS JOINT TRANSPORTATION FUND

Public Ways and Facilities	66,364
Not Allocated to Organizational Unit:	
Special Payments	2,800,000
Contingency	1,561,030
FUND TOTAL	\$ 4,427,394

HEALTH, HOUSING & HUMAN SERVICES ADMINISTRATION FUND

Health and Human Services	1,830,048
Not Allocated to Organizational Unit:	
Interfund Transfer	399,161
Contingency	30,000
FUND TOTAL	\$ 2,259,209

SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
 FISCAL YEAR 2017-18

BEHAVIORAL HEALTH FUND

Health and Human Services	23,267,212
Not Allocated to Organizational Unit:	
Special Payments	1,225,222
Contingency	2,791,294
FUND TOTAL	\$ 27,283,728

SOCIAL SERVICES FUND

Health and Human Services	23,225,286
Not Allocated to Organizational Unit:	
Special Payments	953,152
Contingency	612,935
FUND TOTAL	\$ 24,791,373

COMMUNITY DEVELOPMENT FUND

Economic Development	6,713,283
Not Allocated to Organizational Unit:	
Special Payments	400,000
FUND TOTAL	\$ 7,113,283

COMMUNITY SOLUTIONS FUND

Economic Development	5,024,113
FUND TOTAL	\$ 5,024,113

CHILDREN YOUTH & FAMILIES FUND

Health and Human Services	3,565,801
Not Allocated to Organizational Unit:	
Special Payments	1,766,320
FUND TOTAL	\$ 5,332,121

DOG SERVICES FUND

Health and Human Services	2,447,044
Not Allocated to Organizational Unit:	
Contingency	233,266
FUND TOTAL	\$ 2,680,310

Exhibit B

**SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON**

FISCAL YEAR 2017-18

EMPLOYER CONTRIBUTION RESERVE FUND

Not Allocated to Organizational Unit:

Interfund Transfer

650,000

Contingency

2,052,716

FUND TOTAL

\$ 2,702,716

COUNTY SAFETY NET LEGISLATION LOCAL PROJECTS FUND

Not Allocated to Organizational Unit:

Materials & Services

12,110

Special Payments

380,132

FUND TOTAL

\$ 392,242

PUBLIC HEALTH FUND

Health and Human Services

8,516,613

Not Allocated to Organizational Unit:

Special Payments

456,771

Contingency

603,688

FUND TOTAL

\$ 9,577,072

CLACKAMAS HEALTH CENTERS FUND

Health and Human Services

32,424,625

Not Allocated to Organizational Unit:

Contingency

4,804,137

FUND TOTAL

\$ 37,228,762

TRANSIENT ROOM TAX FUND

Not Allocated to Organizational Unit:

Materials & Services

103,889

Interfund Transfer

5,086,361

FUND TOTAL

\$ 5,190,250

TOURISM DEVELOPMENT FUND

Culture, Education and Recreation

5,411,113

Not Allocated to Organizational Unit:

Special Payments

52,000

Contingency

450,000

FUND TOTAL

\$ 5,913,113

SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
 FISCAL YEAR 2017-18

FOREST MANAGEMENT FUND

Culture, Education and Recreation	1,885,686
Not Allocated to Organizational Unit:	
Special Payments	5,000
Interfund Transfer	320,000
Contingency	122,203
FUND TOTAL	\$ 2,332,889

JUVENILE FUND

Public Protection	11,857,351
Not Allocated to Organizational Unit:	
Contingency	150,000
FUND TOTAL	\$ 12,007,351

CLACKAMAS COUNTY DEBT SERVICE FUND

Not Allocated to Organizational Unit:	
Debt Service	9,478,333
FUND TOTAL	\$ 9,478,333

GENERAL OBLIGATION BOND DEBT SERVICE FUND

Not Allocated to Organizational Unit:	
Debt Service	4,557,679
FUND TOTAL	\$ 4,557,679

DTD CAPITAL PROJECTS FUND

Public Ways and Facilities	8,800,905
Not Allocated to Organizational Unit:	
Contingency	79,756
FUND TOTAL	\$ 8,880,661

CAPITAL PROJECTS RESERVE FUND

Public Ways and Facilities	8,689,608
Not Allocated to Organizational Unit:	
Contingency	1,402,149
FUND TOTAL	\$ 10,091,757

SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
 FISCAL YEAR 2017-18

LID CONSTRUCTION FUND

Public Ways and Facilities	200,000	
Not Allocated to Organizational Unit:		
Contingency	345,658	
FUND TOTAL	\$	545,658

STONECREEK GOLF COURSE FUND

Golf Course (Business-type Activity)	2,558,822	
Not Allocated to Organizational Unit:		
Interfund Transfer	300,000	
Special Payments	5,000	
Contingency	319,647	
FUND TOTAL	\$	3,183,469

CLACKAMAS BROADBAND UTILITY FUND

Broadband Utility (Business-type Activity)	1,137,485	
Not Allocated to Organizational Unit:		
Special Payments	36,000	
FUND TOTAL	\$	1,173,485

RECORDS MANAGEMENT FUND

General Government	696,225	
FUND TOTAL	\$	696,225

FACILITIES MANAGEMENT FUND

General Government	11,303,593	
Not Allocated to Organizational Unit:		
Contingency	188,032	
FUND TOTAL	\$	11,491,625

TELECOMMUNICATIONS SERVICES FUND

General Government	2,979,204	
FUND TOTAL	\$	2,979,204

TECHNOLOGY SERVICES FUND

General Government	12,869,170	
Not Allocated to Organizational Unit:		
Contingency	430,000	
FUND TOTAL	\$	13,299,170

Exhibit B

SUMMARY OF BUDGETED APPROPRIATIONS
CLACKAMAS COUNTY, OREGON
 FISCAL YEAR 2017-18

CENTRAL DISPATCH FUND

Public Protection	7,481,743
Not Allocated to Organizational Unit:	
Special Payments	284,390
Contingency	200,000
FUND TOTAL	\$ 7,966,133

SELF-INSURANCE FUND

General Government	32,673,270
Not Allocated to Organizational Unit:	
Contingency	2,163,875
FUND TOTAL	\$ 34,837,145

RISK MANAGEMENT CLAIMS FUND

General Government	6,357,379
Not Allocated to Organizational Unit:	
Contingency	6,135,106
FUND TOTAL	\$ 12,492,485

FLEET SERVICES FUND

General Government	6,084,709
Not Allocated to Organizational Unit:	
Contingency	159,130
FUND TOTAL	\$ 6,243,839

DAMASCUS SUCCESSOR PRIVATE PURPOSE TRUST FUND

Not Allocated to Organizational Unit:	
Materials & Services	2,750,000
FUND TOTAL	\$ 2,750,000

TOTAL	710,164,639
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TOTAL APPROPRIATED	710,164,639
TOTAL UNAPPROPRIATED	72,295,508
TOTAL ADOPTED BUDGET	\$ 782,460,147

COMPENSATION BOARD FOR ELECTED OFFICIALS

TO: Budget Committee

FROM: Compensation Board for Elected Officials

DATE: April 27, 2017

SUBJECT: Summary of Compensation Board Recommendations

At its April 27, 2017 meeting, the Compensation Board for Elected Officials made salary recommendations for all elected officials: Assessor, Clerk, Commissioner, District Attorney, Justice of the Peace, Sheriff and Treasurer.

The Compensation Board recognizes it is the Budget Committee's responsibility to balance all budget requests and provide for a budget in which expenses do not exceed revenues. 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 market place and maintain internal alignment. To accomplish this goal, the Compensation Board compares 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 their recommended salary adjustments for the Assessor and Clerk positions last year. However, the recommended 2.0% cost of living increase for all elected officials was turned down. As such, the Compensation Board notes several elected positions falling further behind the market as comparable jurisdictions like Washington, Marion, Multnomah and Clark Counties continue to provide increases to their elected officials.

As in previous years, the Compensation Board's recommendations are based on achieving or maintaining market parity and the desire to maintain appropriate internal alignment with second-in-command employees.

The Compensation Board's recommendations are based on their continued philosophy to maintain the elected official's salaries within plus or minus (+/-) 3% of the market adjusted average. In the case of Assessor, a more significant increase recommendation has been made in response to an internal alignment issue, and additional information has been provided.

Recommendations

Recognizing that most County employees will receive a cost of living increase on July 1, 2017, this year, the Compensation Board focused on a total salary adjustment relative to market, combined in some cases with concerns over internal compression.

The table below summarizes the Compensation Board's recommendations for FY 2017/2018. The Compensation Board recommends that the elected officials receive the full individual salary adjustments as specified. A more detailed narrative on these recommendations can be found on the attached Salary Recommendations document.

Elected Official	Compensation Board FY 17/18 Salary Adjustment Recommendations Effective July 1, 2017
Assessor	4.0%
County Clerk	No Increase
Commissioners	5.95%
District Attorney	No Increase
Sheriff*	No Increase
Justice of the Peace	No Increase
Treasurer	2.4%

* 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 \$35,844.76 which constitutes just over 0.01% of the County's total FY 16/17 personal services budget of \$247,667,519.

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 May 31, 2016 Budget Committee Hearing.

 Gary Martin, Chair

 Marc Burnham

 Andrew Loomis

COMPENSATION BOARD FOR ELECTED OFFICIALS SALARY RECOMMENDATIONS FOR FISCAL YEAR 2017/2018

As set out by Board Order 90-498 and Oregon Revised Statute 204.112, the Compensation Board for Elected Officials met on April 6, April 20, and April 27, 2017 to consider relevant information and to make recommendations for elected officials' compensation for fiscal year 2017/2018.

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 essentially the same services. This year, the Compensation Board considered using Jackson County as a comparable jurisdiction, ultimately deciding to leave them out of the comparators.

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

This year, the Compensation Board considered two sets of information. Standard data sheets were reviewed with scope/size based adjustments recommended by previous Compensation Boards, in addition to new data sheets without scope/size based adjustments.

Assessor

The Compensation Board reviewed the monthly salaries for Assessor in Clark, Deschutes, Lane, Marion and Multnomah Counties. They also reviewed the comparable positions' responsibilities, size of the 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 below the adjusted market average on both data sheets. It was also noted that the salary of the Assessment & Taxation Manager, who is the second-in-command, is 1.5% above that of the Assessor. The Compensation Board recommends a salary adjustment of 4.0% for Assessor effective July 1, 2017.

This salary increase reflects an effort to reduce the margin of disparity with the market and address internal salary compression. The recommended salary adjustment would increase the Assessor's base monthly salary from \$9032.50 to \$9393.80 effective July 1, 2017.

Clerk

The Compensation Board reviewed the monthly salaries for Clerk in Deschutes, Lane and Marion Counties. They also reviewed the comparable positions' responsibilities, size of the 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 appears to be 6.2% *below* the adjusted market average on the data sheet with scope/size adjustments and 1.8% *above* on the non-adjusted data sheet. No internal compression was noted. The Compensation Board recommends no salary adjustment for the Clerk this year.

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. Clark County was removed as a match this year. They also reviewed the comparable positions' responsibilities, size of the personal services budget, and number of direct and indirect reports. The Compensation Board noted that the Commissioners' adjusted salary appears to be significantly below market average on both the scope/size adjusted data sheet and non-adjusted data sheet (-6.7% and -11.2% respectively). The Compensation Board recommends a salary adjustment of 5.95% for Commissioner effective July 1, 2017.

This salary increase reflects an effort to reduce the growing disparity with the market and maintain the Commissioners' salary within the +/- 3% threshold identified by the Compensation Board. The recommended salary adjustment would increase the Commissioners' base monthly salary from \$7461.85 to \$7905.83 effective July 1, 2017.

As the Board Chair position receives a 2% add-to-pay, the recommended salary adjustment would increase the Board Chair base monthly salary from \$7,611.08 to \$8063.94 effective July 1, 2017.

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, size of the 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) appears to be 4.4% above the adjusted market average. No internal compression was noted this year.

In addition to the salary provided by the State, each County provides additional salary at their discretion. The Compensation Board recommends no salary adjustment for District Attorney this year. This recommendation recognizes that the current pay rate is above market average.

Justice of the Peace

The Compensation Board reviewed the monthly salaries for Justice of the Peace in Deschutes, Marion and Washington Counties. The Compensation Board also reviewed the comparable positions' responsibilities, size of the personal services budget, number of direct and indirect reports, and the second-in-command's salary

range – there is no second-in-command incumbent at this time. The Compensation Board noted that the adjusted salary for Justice of the Peace appears to be 1.0% *below* the adjusted market average on the data sheet with scope/size adjustments and 3.6% *above* on the non-adjusted data sheet. No internal compression was noted this year. The Compensation Board recommends no salary adjustment for Justice of the Peace this year.

Sheriff

The Compensation Board reviewed the monthly salaries for Sheriff in Clark, Lane, Marion and Washington Counties. They also reviewed the comparable positions' responsibilities, size of the personal services budget, number of direct and indirect reports, the second-in-command's salary range and the incumbents' current salary. The Compensation Board noted the Sheriff's adjusted salary appears to be above the adjusted market average on both data sheets. The Compensation Board recommends no individual increase at this time.

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 language.

It is noted that the Sheriff's salary was increased once in fiscal year 2016/2017 due to a Cost of Living Increase received by highest paid Undersheriff. If at any time during fiscal year 2017/2018 an Undersheriff receives a salary increase, the Sheriff's pay rate 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, size of the 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 appears to be 1.7% *above* the adjusted market average on the data sheet with scope/size adjustments and 2.4% *below* on the non-adjusted data sheet. It was also noted that there is only a 0.7% spread between the Treasurer and the second-in-command Treasury Manager. The Compensation Board recommends a 2.4% salary adjustment for Treasurer effective July 1, 2017.

This salary increase reflects an effort to reduce the margin of disparity with the market and address internal salary compression. The recommended salary adjustment would increase the Treasurer's base monthly salary from \$9197.71 to \$9418.46 effective July 1, 2017.

**COMPENSATION BOARD FOR ELECTED OFFICIALS
RECOMMENDATIONS FOR FY 2017/2018 - Salary Adjustments**

ELECTED OFFICIAL	CURRENT MONTHLY SALARY <i>(w/6.27% deferred comp in italics)</i>	RECOMMENDED SALARY ADJUSTMENT	PROPOSED MONTHLY SALARY RECOMM. ADJ.	FISCAL IMPACT July 1, 2017 - June 30, 2018
ASSESSOR	\$9,032.50	4.0%	\$9,393.80	
Robert Vroman	\$9,598.84		\$9,982.79	\$4,607.44
<i>Annual w/ 6.27% def comp</i>	\$115,186		\$119,793	
CLERK	\$8,085.61	0.0%	\$8,085.61	
Sherry Hall	\$8,592.58		\$8,592.58	\$0.00
<i>Annual w/ 6.27% def comp</i>	\$103,111		\$103,111	
COMMISSIONER				
Jim Bernard - Board Chair*	\$7,611.08	5.95%	\$8,063.94	
	\$8,088.29		\$8,569.55	\$5,775.04
<i>Annual w/ 6.27% def comp</i>	\$97,060		\$102,835	
Paul Savas - Position 2	\$7,461.85	5.95%	\$7,905.83	
	\$7,929.71		\$8,401.53	\$5,661.81
<i>Annual w/ 6.27% def comp</i>	\$95,156		\$100,818	
Martha Schrader - Position 3	\$7,461.85	5.95%	\$7,905.83	
	\$7,929.71		\$8,401.53	\$5,661.81
<i>Annual w/ 6.27% def comp</i>	\$95,156		\$100,818	
Ken Humberston - Position 4	\$7,461.85	5.95%	\$7,905.83	
	\$7,929.71		\$8,401.53	\$5,661.81
<i>Annual w/ 6.27% def comp</i>	\$95,156		\$100,818	
Sonya Fischer - Position 5	\$7,461.85	5.95%	\$7,905.83	
	\$7,929.71		\$8,401.53	\$5,661.81
<i>Annual w/ 6.27% def comp</i>	\$95,156		\$100,818	
DISTRICT ATTORNEY	\$3,898.12	0.0%	\$3,898.12	
John Foote	\$4,142.53		\$4,142.53	\$0.00
<i>State Compensation</i>	<u>\$10,232.00</u>		<u>\$10,232.00</u>	
	\$14,130.12		\$14,130.12	
	\$14,374.53		\$14,374.53	
<i>Annual w/ 6.27% def comp</i>	\$172,494		\$172,494	
JUSTICE OF THE PEACE	\$8,185.65	0.0%	\$8,185.65	
Karen Brisbin	\$8,698.89		\$8,698.89	\$0.00
<i>Annual w/ 6.27% def comp</i>	\$104,387		\$104,387	
SHERIFF**	\$14,148.75	0.0%	\$14,148.75	
Craig Roberts	\$15,035.88		\$15,035.88	\$0.00
<i>Annual w/ 6.27% def comp</i>	\$180,431		\$180,431	
TREASURER	\$9,197.71	2.4%	\$9,418.46	
Shari Anderson	\$9,774.41		\$10,008.99	\$2,815.03
<i>Annual w/ 6.27% def comp</i>	\$117,293		\$120,108	

TOTAL FISCAL IMPACT: \$35,844.75

* 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.

FORM LB-1

NOTICE OF BUDGET HEARING

A public meeting of the Clackamas County Board of Commissioners will be held on June 29, 2017 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, 2017 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 2015-16	Adopted Budget This Year 2016-17	Approved Budget Next Year 2017-18
Beginning Fund Balance/Net Working Capital	130,653,897	145,762,129	187,258,413
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	72,693,753	66,283,761	65,996,245
Federal, State and All Other Grants, Gifts, Allocations and Donations	136,746,341	153,759,849	132,949,732
Revenue from Bonds and Other Debt	986,322	67,946,888	561,961
Interfund Transfers / Internal Service Reimbursements	231,270,672	249,566,711	241,543,088
All Other Resources Except Current Year Property Taxes	16,799,968	27,990,807	17,294,277
Current Year Property Taxes Estimated to be Received	118,935,195	124,966,100	135,444,260
Total Resources - add lines 1 through 7	708,086,148	836,276,245	781,047,976

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION

Personnel Services	225,112,868	253,450,605	266,129,842
Materials and Services	180,577,848	211,017,219	195,913,583
Capital Outlay	21,215,681	45,180,795	27,341,953
Debt Service	13,649,178	21,626,230	14,280,315
Interfund Transfers	116,985,206	126,328,062	120,323,230
Contingencies		58,306,546	43,466,655
Special Payments	10,104,704	76,681,533	41,296,890
Unappropriated Ending Balance and Reserved for Future Expenditure	140,440,663	43,685,255	72,295,508
Total Requirements - add lines 9 through 16	708,086,148	836,276,245	781,047,976

FINANCIAL SUMMARY - REQUIREMENTS BY ORGANIZATIONAL UNIT OR PROGRAM *

Name of Organizational Unit or Program			
FTE for that unit or program			
Board of County Commissioners	1,489,599	1,742,404	1,802,345
FTE	5.00	6.00	5.00
County Administration	2,138,213	2,278,950	2,175,512
FTE	12.80	13.31	11.80
County Counsel	2,067,267	2,459,929	2,763,617
FTE	12.50	12.50	12.50
Human Resources	5,376,904	6,046,822	3,974,043
FTE	37.80	39.60	22.00
Assessor	7,091,371	7,590,668	7,988,399
FTE	58.50	58.50	58.50
Clerk	2,543,509	2,749,855	2,689,707
FTE	14.00	14.00	14.00
Transportation & Development	1,132,520	1,228,394	1,290,334
FTE	7.50	8.50	9.00
Finance	5,136,911	6,267,103	6,933,946
FTE	41.53	44.53	45.53
Treasurer	815,869	846,887	971,366
FTE	6.00	6.00	6.00
Public & Government Affairs	3,451,255	4,382,084	4,555,004
FTE	20.00	21.00	21.00
Golf Course	2,281,124	2,456,589	2,558,822
FTE	0.00	0.00	0.00
Broadband Utility	1,618,585	3,364,899	1,137,485
FTE	1.00	2.00	2.00
General Government	73,760,409	82,938,501	86,931,742
FTE	161.03	180.08	199.32
Public Protection	126,292,857	142,001,407	144,333,568
FTE	751.04	758.39	753.59
Public Ways and Facilities	45,429,569	68,564,130	58,493,693
FTE	152.05	160.05	161.75
Health and Human Services	97,713,665	104,401,586	95,276,629
FTE	481.73	488.63	474.53
Culture, Recreation and Education	11,358,506	18,675,820	16,846,736
FTE	34.40	36.40	38.40
Economic Development	14,217,642	20,431,752	20,290,230
FTE	68.63	72.13	70.13
Not Allocated to Organizational Unit or Program	304,170,373	357,848,465	320,034,798
FTE	147.07	145.27	145.95
Total Requirements	708,086,148	836,276,245	781,047,976
Total FTE	2,012.58	2,066.89	2,051.00

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING *

The Fiscal Year 2017-2018 budget reflects a similar scope and variety of services as was budgeted for in Fiscal year 2016-2017 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. Over the course of three years (2015-2016 being the first) all departments are projected to adopt Performance Clackamas.

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	0.1000

STATEMENT OF INDEBTEDNESS

LONG TERM DEBT	Estimated Debt Outstanding on July 1	Estimated Debt Authorized, But Not Incurred on July 1
General Obligation Bonds	\$59,000,000	
Other Bonds	\$72,465,000	
Other Borrowings	\$18,275,000	
Total	\$149,740,000	

* If more space is needed to complete any section of this form, insert lines (rows) on this sheet. You may delete blank lines.

**SUMMARY OF INTERFUND TRANSFERS
INCLUDED IN 2017-18 BUDGET SORTED BY PAYING FUND**

FUND #	TRANSFERRED FROM	FUND #	TRANSFERRED TO	AMOUNT
100	General Fund	207	Resolution Services Fund	587,869
100	General Fund	209	Disaster Management Fund	1,874,696
100	General Fund	212	Library Services Fund	2,251,746
100	General Fund	213	Parks Fund	205,259
100	General Fund	214	Planning Fund	2,823,889
100	General Fund	215	Road Fund	758,114
100	General Fund	216	Sheriff's Fund	57,492,885
100	General Fund	217	Code Enforcement & Sustainability Fund	134,534
100	General Fund	219	Community Corrections Fund	4,546,938
100	General Fund	220	District Attorney's Fund	9,813,106
100	General Fund	240	Health Housing & Human Svcs Admin Fund	613,522
100	General Fund	241	Behavioral Health Fund	974,482
100	General Fund	242	Social Services Fund	2,785,252
100	General Fund	244	Community Development Fund	49,640
100	General Fund	245	Community Solutions for Clack Cty Fund	966,946
100	General Fund	246	Children, Youth and Families Fund	1,278,438
100	General Fund	247	Dog Services Fund	1,572,264
100	General Fund	252	Public Health Fund	2,061,958
100	General Fund	253	Clackamas Health Centers Fund	543,188
100	General Fund	256	Tourism Development Fund	299,359
100	General Fund	260	Juvenile Fund	7,924,463
100	General Fund	320	Clackamas County Debt Service Fund	5,707,629
100	General Fund	420	Capital Projects Reserve Fund	2,500,000
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	320,000
215	Road Fund	416	DTD Capital Projects Fund	2,743,366
216	Sheriff's Fund	320	Clackamas County Debt Service Fund	214,490
216	Sheriff's Fund	770	Fleet Services Fund	1,700,675
217	Code Enf, Res Conserv & Solid Waste Fund	257	Forest Management Fund	75,000
223	Countywide Transportation SDC Fund	416	DTD Capital Projects Fund	650,000
240	Health Housing & Human Svc Admin Fund	241	Behavioral Health Fund	50,000
240	Health Housing & Human Svc Admin Fund	242	Social Services Fund	60,000
240	Health Housing & Human Svc Admin Fund	244	Community Development Fund	100,000
240	Health Housing & Human Svc Admin Fund	246	Children, Youth and Families Fund	189,161
250	Employer Contribution Reserve Fund	100	General Fund	650,000
255	Transient Room Tax Fund	201	County Fair Fund	458,830
255	Transient Room Tax Fund	256	Tourism Development Fund	4,627,531
257	Forest Management Fund	213	Parks Fund	320,000
601	Stone Creek Golf Course Fund	213	Parks Fund	300,000
				<hr/> 120,323,230

**SUMMARY OF INTERFUND TRANSFERS
INCLUDED IN 2017-18 BUDGET SORTED BY RECEIVING FUND**

FUND #	TRANSFERRED TO	FUND #	TRANSFERRED FROM	AMOUNT
100	General Fund	250	Employer Contribution Reserve Fund	650,000
201	County Fair Fund	255	Transient Room Tax Fund	458,830
207	Resolution Services Fund	100	General Fund	587,869
209	Disaster Management Fund	100	General Fund	1,874,696
212	Library Services Fund	100	General Fund	2,251,746
213	Parks Fund	100	General Fund	205,259
213	Parks Fund	257	Forest Management Fund	320,000
213	Parks Fund	601	Stone Creek Golf Course Fund	300,000
214	Planning Fund	100	General Fund	2,823,889
215	Road Fund	100	General Fund	758,114
215	Road Fund	214	Planning Fund	320,000
216	Sheriff's Fund	100	General Fund	57,492,885
217	Code Enforcement & Sustainability Fund	100	General Fund	134,534
219	Community Corrections Fund	100	General Fund	4,546,938
220	District Attorney's Fund	100	General Fund	9,813,106
240	Health Housing & Human Svcs Admin Fund	100	General Fund	613,522
241	Behavioral Health Fund	100	General Fund	974,482
241	Behavioral Health Fund	240	Health Housing & Human Svc Admin Fund	50,000
242	Social Services Fund	100	General Fund	2,785,252
242	Social Services Fund	240	Health Housing & Human Svc Admin Fund	60,000
244	Community Development Fund	240	Health Housing & Human Svc Admin Fund	100,000
244	Community Development Fund	100	General Fund	49,640
245	Community Solutions for Clack Cty Fund	100	General Fund	966,946
245	Community Solutions for Clack Cty Fund	208	Business & Economic Development Fund	63,000
246	Children, Youth and Families Fund	100	General Fund	1,278,438
246	Children, Youth and Families Fund	240	Health Housing & Human Svc Admin Fund	189,161
247	Dog Services Fund	100	General Fund	1,572,264
252	Public Health Fund	100	General Fund	2,061,958
253	Clackamas Health Centers Fund	100	General Fund	543,188
256	Tourism Development Fund	100	General Fund	299,359
256	Tourism Development Fund	255	Transient Room Tax Fund	4,627,531
257	Forest Management Fund	217	Code Enf, Res Conserv & Solid Waster Fund	75,000
260	Juvenile Fund	100	General Fund	7,924,463
320	Clackamas County Debt Service Fund	100	General Fund	5,707,629
320	Clackamas County Debt Service Fund	216	Sheriff's Fund	214,490
416	DTD Capital Projects Fund	215	Road Fund	2,743,366
416	DTD Capital Projects Fund	223	Countywide Transportation SDC Fund	650,000
420	Capital Projects Reserve Fund	100	General Fund	2,500,000
747	Technology Services Fund	100	General Fund	35,000
770	Fleet Services Fund	216	Sheriff's Fund	1,700,675
				<hr/> 120,323,230



Oregon Economic and Revenue Forecast

September 2017

Volume XXXVII, No. 3

Release Date: August 23, 2017

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

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Michael Kennedy, Senior Economist

<http://oregon.gov/DAS/OEA>

<http://oregoneconomicanalysis.com>

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

September 2017

The economic expansion continues and the outlook remains bright. For the first time since the financial crisis, the U.S. economy lacks a major headwind. Expectations are not for a substantial pick-up in growth rates themselves, but for the expansion to endure, possibly becoming the nation's longest on record. If anything, the current macroeconomy is a conundrum for the Federal Reserve given low unemployment and low inflation. Even so, there do remain significant risks to the outlook, particularly the uncertainty of federal policy.

Oregon's economy is largely tracking expectations of slower growth in a mature expansion. The state continues to see healthy job gains that are enough to keep pace with a growing population and hold down the unemployment rate. However recent, preliminary employment reports, and stabilizing growth in withholdings out of Oregonian paychecks indicate that risks may be tilted toward the upside over the next year.

To maintain stronger labor market gains Oregon will need to see either stronger population growth overall or higher labor force participation rates among current residents. To date Oregon has experienced a very strong, and needed labor force response. Participation rates have increased considerably in recent years as more Oregonians have come back to the workforce in search of the more-plentiful and better-paying jobs. Further participation gains, particularly among the prime-age population is not unreasonable to expect in a strong economy. Oregon continues to hit the sweet spot as the economy approaches full employment.

Oregon's General Fund revenues surged at the end of the 2015-17 biennium, putting Oregon's unique kicker law into play. Both personal and corporate tax collections grew at double-digit rates during the fourth quarter of the fiscal year. As such, the personal and corporate tax kicker payments that were assumed in the May forecast have become a reality, and have grown in size.

Personal income taxes ended the biennium 2.3% above the Close of Session forecast, triggering a \$464 million kicker for tax year 2017 to largely be paid out during income tax filing season in April 2018. Corporate excise taxes ended 2015-17 \$111 million above their Close of Session forecast, and above 2% kicker threshold. However, instead of returning unanticipated corporate collections to taxpayers, statute directs that the corporate income tax kicker be dedicated to education spending.

Heading into the 2017-19 biennium, a larger kicker payment reduces expected revenue growth. Combined with weaker outlooks for corporate profits and inflation, the larger kicker has resulted in a \$60 million reduction in the outlook for General Fund tax collections. However, this reduction is more than offset by a stronger lottery sales forecast, higher ending balances in BI2017-19, and \$227 million in legislative changes made during the 2017 session.

Although revenue growth is still healthy compared to other states, the slowing pace of Oregon's expansion has become evident in tax return data just as it is has in the economic data. Income growth has been cut in half over the past two years, with slowing across a wide range of income types. While still growing for now, business, retirement, investment and labor income have all decelerated rapidly. Looking ahead, General Fund revenue growth in the current biennium is expected to be only one-third of what was seen during BI2015-17.

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.

ECONOMIC OUTLOOK

Economic Summary

The economic expansion continues and the outlook remains bright. For the first time since the financial crisis, the U.S. economy lacks a major headwind. Expectations are not for a substantial pick-up in growth rates themselves, but for the expansion to endure, possibly becoming the nation's longest on record. If anything, the current macroeconomy is a conundrum for the Federal Reserve given low unemployment and low inflation. Even so, there do remain significant risks to the outlook, particularly the uncertainty of federal policy.

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To maintain stronger labor market gains Oregon will need to see either stronger population growth overall or higher labor force participation rates among current residents. To date Oregon has experienced a very strong, and needed labor force response. Participation rates have increased considerably in recent years as more Oregonians have come back to the workforce in search of the more-plentiful and better-paying jobs. Further participation gains, particularly among the prime-age population is not unreasonable to expect in a strong economy. Oregon continues to hit the sweet spot as the economy approaches full employment.

U.S. Economy

The current economic expansion is now eight years old making it the third longest expansion in the U.S. since World War II. Even as the economy is closer to the next recession than it is to the last, the outlook remains bright. Maybe not so much in terms of growth rates, but in terms of sustainability and duration of the cycle. For the first time since the financial crisis, the U.S. economy lacks a major economic headwind or cyclical issue.

In years past the U.S. faced the financial crisis itself, the household debt overhang from the housing bubble, the Greek debt crisis, a federal government shutdown, and an oil bust to name a few. The good news is that today none of those impediments remain. The U.S. has weathered each storm and overall has outperformed the other major financial crisis in history. To quote Mark Zandi, Moody Analytics' chief economist, the macroeconomic outlook looks to be, if anything, boring. Even so, risks remain as do long-term structural challenges.

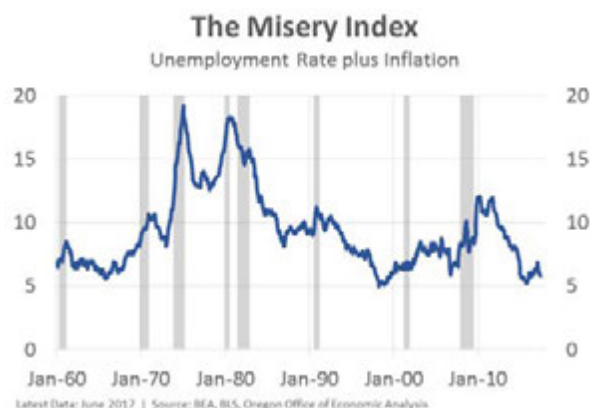
But first some good news. The one major drag on growth in recent years has been the fallout of the oil bust that began in late 2014. As oil prices have stabilized and increased some since then, mining activity has revived. The declines seen in nationwide industrial production have reversed. Hard hit sectors like mining and related activities and metal manufacturing are growing again. Manufacturing is once again adding jobs, reaching new post-Great Recession highs in each recent month. Overall business investment has picked up as well, at least in part due to new mines and wells.



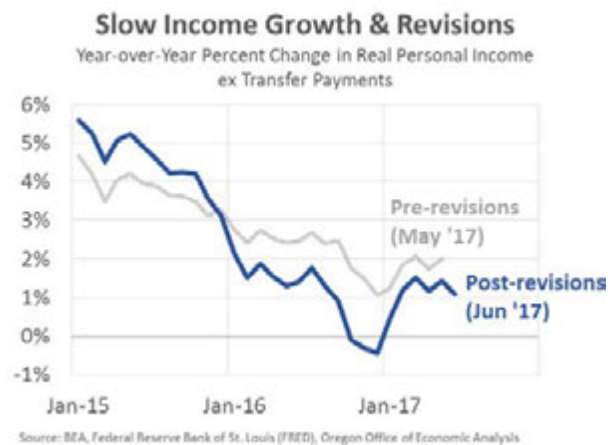
While job growth nationwide, and here in Oregon, has slowed over the past 18 months, it remains strong enough to both pull workers back into the labor force and bring down the unemployment rate. Wage growth continues to improve at the U.S. level, however in fits and starts and at a slower pace than the unemployment rate alone would suggest. This indicates some economic slack remains, particularly among the prime working-age population (25-54 years old) where the share of such Americans with a job remains a couple percentage points lower today than a decade ago. Inflation remains well-anchored, however consistently below the Federal Reserve's target for the past five years.

In fact, the U.S. economy is near a multi-decade low for the so-called Misery Index. Coined by economist Arthur Okun in the 1960s, the index is the combination of the unemployment rate and the rate of inflation. The index stands near 6 percent in recent months given unemployment is near 4.5 percent and inflation is around 1.5 percent.

A low Misery Index is generally good news as it means most people who want a job, have a job and prices are stable. However it can create challenges for the Federal Reserve. Good challenges, but challenges nonetheless. Today, the unemployment rate is below the Fed's estimate of the natural rate of unemployment and, again, inflation remains below target. Therefore, the current economy is somewhat of a conundrum for the Fed. As such, many economists are looking for potential monetary policy mistakes that may be the catalyst for the next recession.



While nearly all economic news in recent months continues to be positive, there is one persistent and on-going issue plus significant risks to the outlook. Total U.S. personal income continues to grow at a slow pace. Additionally the annual revisions undertaken by the Bureau of Economic Analysis shows that there is less personal income than estimates initially thought and the growth rates have been slower as well. This is concerning in its own right, however the downward revisions are also problematic from an economic and revenue forecasting perspective. Even though the revisions are to historical data, estimates of Oregon's personal income in early 2017 have been revised down nearly one percent, with wages down nearly two percent. While these slower income trends may overstate any economic weakness given the plethora of other data points, they still flow through to the underlying economic and revenue outlook.

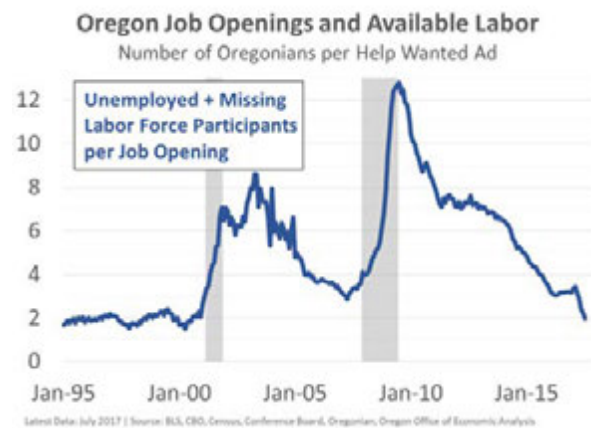


Additionally, federal policy uncertainty looms large, however there has yet to be any real impact on what economic forecasters are predicting. Forecasters' rhetoric about how potential policies may play out has ebbed and flowed with the political winds, however forecasters' actual predictions for economic growth, jobs, personal income and the like have held steady throughout the turbulent first few months of the Trump administration and unified Republican government.

That said, as detailed earlier this year¹, many of the big policy ideas being discussed generally fall into two camps when it comes to their impact here in Oregon. The first camp consists of policies like tax rate reductions, infrastructure spending, deregulation, and immigration reform, that will likely impact Oregon to the same degree as the typical state. The second camp consists of policies like tax base broadening, health care reform, federal land policies including Canadian lumber tariffs, and international trade wars that are expected to have a larger impact on Oregon than seen in the typical state. Campaign promises rarely turn word for word into legislation and the devil is always in the detail. As such, until actual legislation is drafted and passed, it can be hard to predict the economic impact of these broad and wide-ranging topics.

Oregon Economy

As always, Oregon's expansion is outperforming the typical state due to our industrial structure and ability to attract and retain young, working-age households. Today is no different. While job growth here in Oregon has slowed since the full-throttle rates seen in 2014 and 2015, Oregon is still outpacing the nation overall. The state's labor market is relatively tight. The number of available Oregonians per job opening is nearly all the way back down to levels not seen since the 1990s. Businesses across the state are reporting more positions are difficult to fill today than a few years ago. As the Oregon Employment Department reports², many are hard to fill for job-specific reasons like low wages, odd hours, geographic location and so forth, however some are hard to fill due to a lack of applicants in general.



Oregon's relatively tight labor market is now driving a virtuous cycle of stronger wage gains, businesses hiring candidates with a gap in their resume or an incomplete skill set, and pulling more Oregonians back into the workforce in search of the more-plentiful and better-paying jobs. Furthermore the tight market is leading to slower growth as the economy transitions down to a more sustainable rate. An economy digging out from a recession behaves considerably different than once approaching full employment.

That said, there still remains upside risk to the Oregon outlook in the near-term. Job growth has picked up in recent months, at least in the unrevised data, and withholdings out of Oregonian paychecks have stabilized at relatively strong rates of growth. While it remains unlikely Oregon will grow at full-throttle rates at this point in a mature expansion, job and income gains can certainly be better than expected. In order to see such gains, the labor force will need to continue to increase.



Labor force growth can be due to stronger population gains. However as the economy slows overall, population growth will as well. In fact, one good leading indicator – surrendered drivers' licenses at Oregon DMVs – has come off its

¹ See the March 2017 forecast document for details <http://library.state.or.us/repository/2009/200908311536431/>

² <https://www.qualityinfo.org/documents/10182/90519/A+Lack+of+Applicants+in+a+Growing+Economy?version=1.2>

peak a bit over the past year. Now, Oregon's population will increase faster than most states, it's just that further acceleration in these gains is unlikely at this point in the cycle.

Another source of labor force growth would be higher participation rates among existing residents. Oregon has experienced a strong and needed labor force response in recent years. More Oregonians have entered the workforce in search of the more-plentiful and better-paying jobs. The question is whether or not the state can expect even further gains?

Answering that question is hard. The increase in nonparticipation is really across the board among age groups (except those 65 and older), and across the board for the reasons why such Oregonians are not looking for work. Some are simply discouraged workers who would like a job, some are enrolled in school, some are taking care of the kids, others are too ill or disabled to work while some, primarily those in the 50s, have managed to find a way to make ends meet and retire, or maybe "retire".

Keep in mind that while labor force participation may appear to be a yes or no decision, it really operates on a continuum. A lot of factors go into the decision. What if a job offer came in \$2/hr higher? \$5/hr higher? What if the neighborhood childcare center had an opening making it easier to drop off and pick up your kid? What if that one company on the bus line had an opening? And so forth.

In examining Oregon's prime working-age population, those 25-54 years old, it is reasonable to think in a strong economy the state could see another percentage point or two increase in participation. At least among this group. Discouraged workers can come back into the workforce, and eventually students do graduate and look for a job. However those in bad health may be unable to rejoin the workforce even if they want to.

Finally, the big increase in prime-age Oregonians saying they are too ill or disabled to work is a big concern. Does it represent a major public health crisis, larger societal acceptance of chronic pain, workers trying to save face when asked why they are not working, and/or an increase in those claiming disability benefits for financial reasons?

While it is hard to pin down the exact reasons, an increase in disability benefits is not the major driver. For economists, it is clear that incentives matter. By paying some people not to work, there is an incentive to apply for benefits. However the increase in the share of 18-54 year old Oregonians actually receiving disability income, or the caseloads from the Social Security Disability Insurance Program are considerably smaller than the overall increase in people citing bad health as the reason why they are not working. Now, there has been an increase, thus it is one factor, however it is clearly not the major driver.



All told, the current outlook for Oregon remains positive. The economy is expected to continue to improve. Even as Oregon is transitioning down to a more sustainable rate of growth, something closer to gains in the working-age population, job growth may surprise to the upside. Between now and the next recession, all of the good dynamics that are finally happening, like rising household incomes and falling poverty rates, should continue.

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, however wages slowed to end 2016 and early in 2017. 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 both 2015 and 2016 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). The overall pattern of Oregon's unemployment rate has been a fairly steady decline since the depths of the Great Recession.



However, it must be noted that once again Oregon's unemployment rate has plunged in early 2017 followed by increases in recent months. If the recent past is any guide, expect the month to month changes to be moderated once the data is revised in early 2018. Similarly, should the unemployment rate increase a handful of tenths of a percentage point over the rest of the summer and into the fall, it is unlikely a tell-tale sign of pending doom.

More importantly, wages in Oregon remain relatively strong. Withholding collections slowed to end 2016 and begin 2017. However growth has picked up in recent months, although somewhat slower than a few years ago.

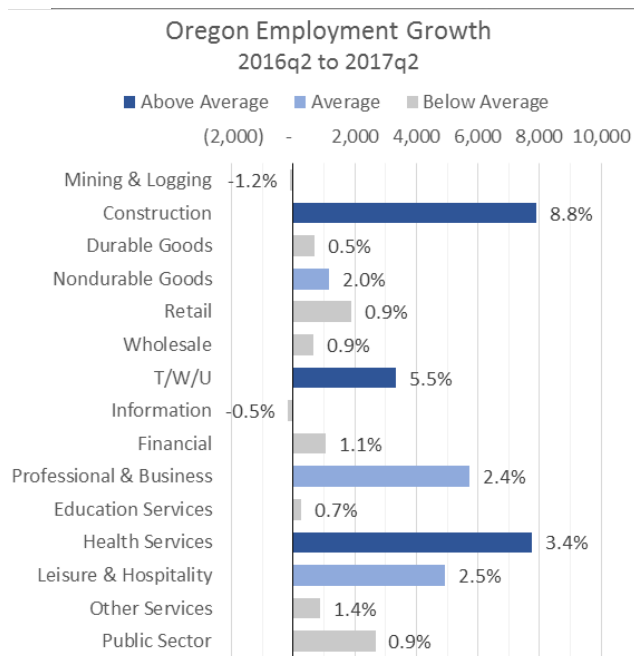
While national wage trends have just begun to accelerate in the past 12-18 months, Oregon's have been stronger for a few years now. Even Oregon's average hourly earnings have accelerated in the past year. Previously this measure, which only began in 2007 and thus is still new to the data world, had been growing near 0 percent in inflation-adjusted terms. Given all other Oregon-specific wage data was strong, average hourly earnings was an outlier. This is no longer the case.



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 revisions³.

In the second quarter, total nonfarm employment increased 2.1 percent over the past year with the private sector growing at 2.4 percent and the public sector at 0.9 percent. These rates of growth are a clear step down from 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 18,400 jobs in the past year and account for 48 percent of all job gains across the state. The good news is that this share has generally been shrinking in recent years as other industries continue to add jobs as well, 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 losses⁴ and where each industry stands today relative to pre-recession peak levels.

³ 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 2016. The QCEW is currently available through March 2017, thus the preliminary benchmark used here covers the October 2016 – March 2017 period.

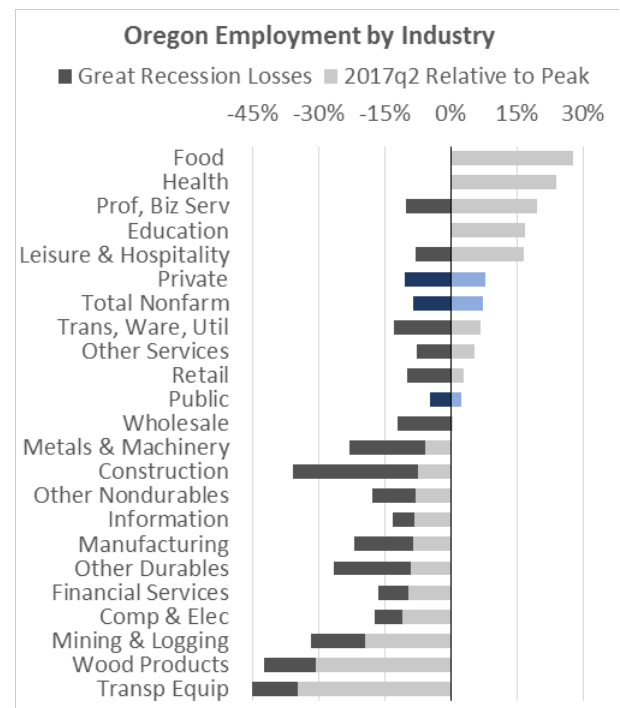
⁴ Each industry’s pre-recession peak was allowed to vary as, for example, construction and housing-related industries began losing jobs earlier than other industries or the recession’s official start date per NBER.

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 months 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 17 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 housing and related sectors are now recovery, 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 collapse⁵. 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 quarter or two 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 may be breaking through the malaise to the upside. In keeping with the general pattern of economic growth, the mixed bag of indicators in both our office's Oregon Index of Leading Indicators (OILI) and the University of Oregon's Index of Economic Indicators, showed many of the manufacturing, or goods-

⁵ <http://oregoneconomicanalysis.com/2012/07/10/rv-workers-and-reemployment/>

producing indicators languishing while all others pointed toward growth. As discussed in recent quarters, the manufacturing indicators began picking up, leading to gains in the overall index. This pattern continued in recent months.

As of today no individual indicators are showing no growth. Last quarter both Help Wanted Ads and the Oregon Dollar Index were flashing warning signs for those indicator series. In recent months, 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.

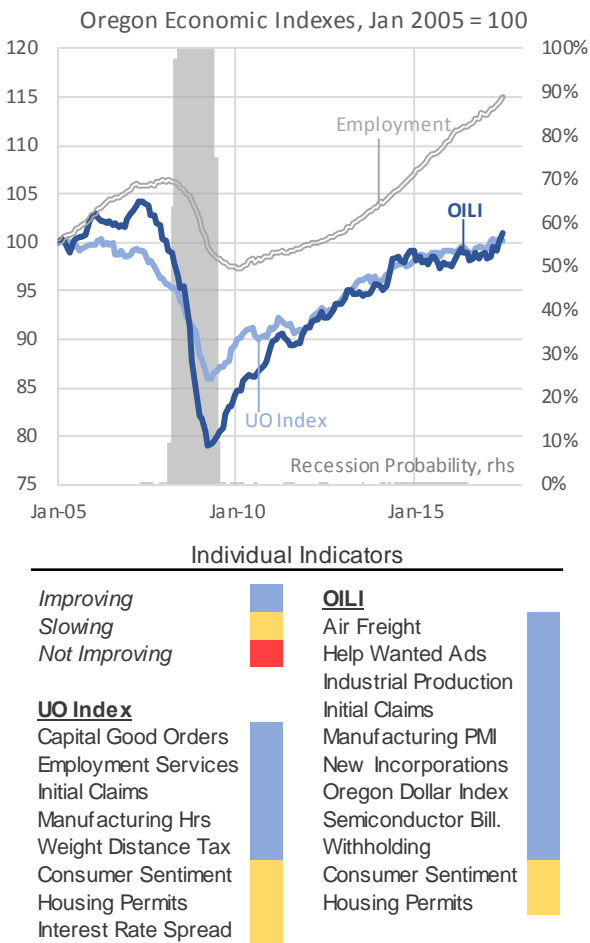
Across both aggregate leading indicators there are no real signs for concerns at the moment.

Right now the U.S. economy is not in recession. University of Oregon professor Jeremy Piger has created a real time probability of recession⁶ model, and finds there is just 0.4 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 3,000 per month or about 2 percent over the course 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.



⁶ http://pages.uoregon.edu/jpiger/us_recession_probs.htm/

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, this marks a slight downward revision to the economic outlook. This revision is extremely minor for employment – a few thousand jobs years in the future – however personal income has been revised down significantly. Total personal income is lowered by approximately one percent, primarily due to a slower wage outlook which has been lowered 1.5-2 percent. Much of these changes are due to the historical revisions made by the BEA as discussed previously. The expectation of future growth rates remains largely unchanged, however the base has been revised lower.

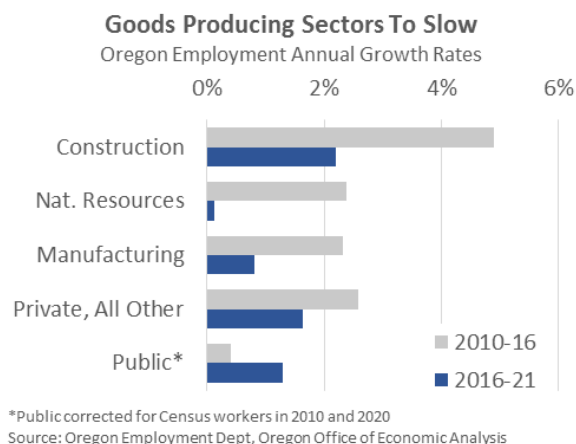
The state’s new minimum wage law, passed during the 2016 legislative session, will also impact the Oregon economy over the forecast horizon. Using estimates provided by the Oregon Legislative Revenue Office, along with the academic literature, our office’s outlook includes a slowdown in job growth due 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.

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. Only construction is expected to add jobs at the same pace as the rest of the private sector, as the housing rebound continues.

Manufacturing in particular was expected to see minimal 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.

Economic Forecast Summary

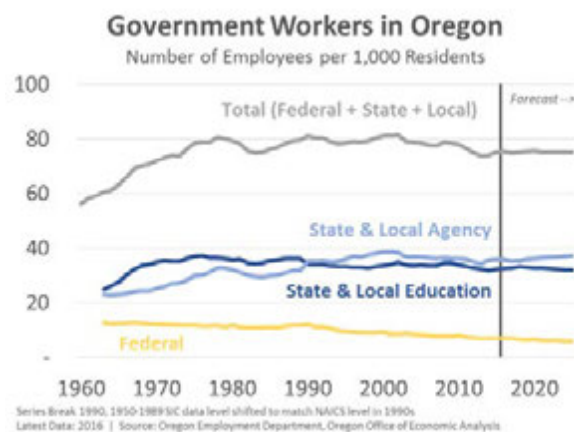
		Quarterly					Annual				
		2017:2	2017:3	2017:4	2018:1	2018:2	2016	2017	2018	2019	2020
Personal Income, Nominal	U.S.	3.4	4.3	4.6	5.1	4.5	3.4	3.6	4.7	5.2	5.0
% change	Oregon	6.0	5.2	5.9	6.0	5.5	4.5	4.4	5.7	5.6	5.5
Wages and Salaries, Nominal	U.S.	3.8	5.1	4.8	5.2	5.2	3.9	3.5	5.0	5.2	4.9
% change	Oregon	8.1	6.3	6.6	6.6	6.3	6.1	4.7	6.5	5.7	5.2
Population	U.S.	0.7	0.8	0.8	0.8	0.8	0.7	0.7	0.8	0.8	0.8
% change	Oregon	1.5	1.7	1.3	1.2	1.4	1.5	1.5	1.4	1.3	1.3
Housing Starts	U.S.	1.14	1.22	1.25	1.32	1.34	1.18	1.21	1.35	1.40	1.44
U.S. millions, Oregon thousands	Oregon	17.0	19.9	21.2	22.2	22.7	19.1	19.1	22.7	23.1	24.1
Unemployment Rate	U.S.	4.4	4.3	4.2	4.2	4.1	4.9	4.4	4.1	3.9	4.0
	Oregon	3.7	3.9	4.2	4.3	4.4	4.9	3.9	4.4	4.5	4.7
Total Nonfarm Employment	U.S.	1.2	1.3	1.1	1.0	1.3	1.8	1.4	1.2	1.1	1.0
% change	Oregon	2.2	2.5	2.4	2.2	2.0	2.9	2.1	2.2	1.5	1.0
Private Sector Employment	U.S.	1.4	1.5	1.5	1.3	1.7	1.9	1.6	1.5	1.3	0.9
% change	Oregon	2.6	2.4	2.4	2.3	2.1	3.1	2.4	2.3	1.5	0.8

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 recent Oregon Supreme Court decision which reversed earlier Public Employees Retirement System (PERS) changes enacted by the Legislature. The extent to which the court decision will impact hiring by local and state public entities is unknown, but it is a risk to the outlook.

Along with an improving labor market, stronger personal income gains are here. 2013 personal income is estimated to have increased by just 1.7 percent. This largely reflects the pulling forward of investment-type income into 2012 in anticipation of increased federal tax rates in 2013. Since then, personal income has rebounded strongly with robust gains seen in both 2014 (6.7%) and 2015 (6.6%). Continued gains are expected moving forward, albeit at slower rates particularly in 2016 due to revisions and 2017 as well. Income growth is estimated to be 4.5 percent in 2016 and forecasted to be 4.4 percent in 2017. Growth is expected to reach 5.7 percent in 2018.

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 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 second quarter totaled 17,000 at an annual pace. This marks slowing from earlier in 2016, however new construction has improved in fits and starts in recent years. That said, 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 relatively strong growth in the coming few years with starts reaching just over 19,100 in 2017 and 22,700 in 2018. 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 entering the market 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 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, 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. 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.** 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 and droughts are difficult to predict, we do know they impact regional economies. Droughts in particular impact our agricultural sector and rural economies to a larger degree. 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](#)⁷.
- **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.

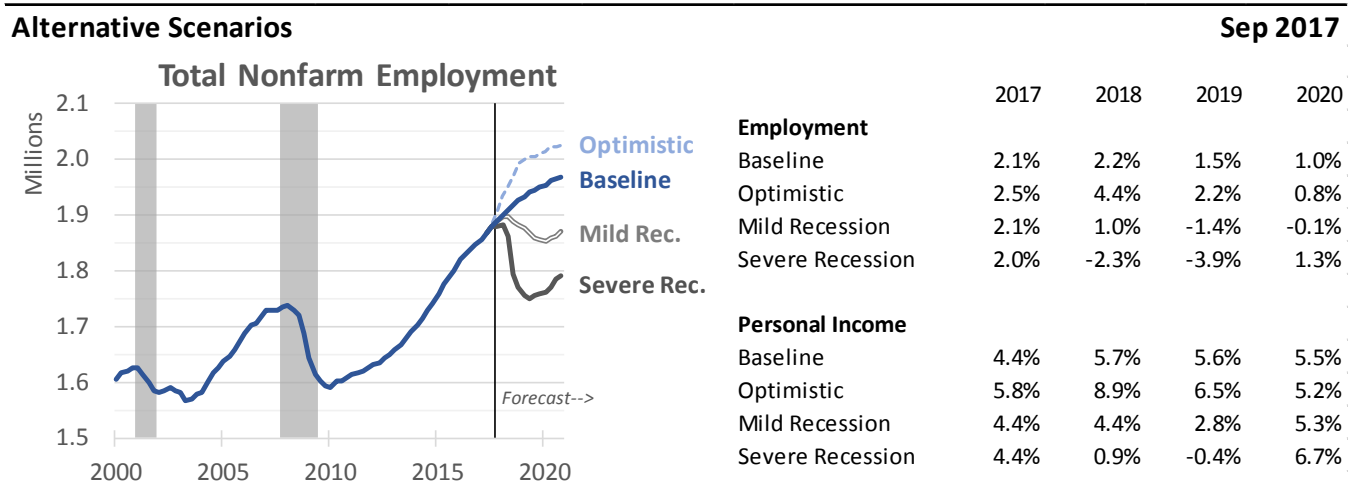
Optimistic Scenario:

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 through the end of 2017 and into 2018. The economy is soon firing on all cylinders. Economic

⁷ <http://oregoneconomicanalysis.wordpress.com/2012/01/23/historical-look-at-oregons-wood-product-industry>
<http://oregoneconomicanalysis.wordpress.com/2013/05/28/timber-counties/>

growth is above potential in 2017 and 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. 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 slowdown seen in the past year is even more pronounced. Oregon employment GDP grow slowly in 2017 and 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, chocking off the manufacturing cycle. These factors are enough weight on the recovery that by late 2017 or early 2018 the economy slides back into recession. Job losses ensue and while not severe – about 34,000 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 eight years at 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 near 10 percent and nearly 125,000 Oregonians lose their jobs by mid-2019. Besides the domestic economic headwinds and Federal Reserve tightening, the likely culprit in this scenario is a meltdown of the

financial markets sparked by some geopolitical shock. 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. 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 fifth fastest among all states across the country in terms of growth with gains averaging 2.9 percent through 2022. Total employment is expected to be the seventh strongest among all states at an annualized 1.6 percent, while manufacturing employment will be the second fastest in the country at 1.7 percent. Total personal income growth is expected to be 5.0 percent per year, the ninth 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 1.24 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 somewhat lower than expected, when adjusting for the size of the population and the aging demographics. Oregon's participation rate is rebounding today, which is great news, however the 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 of the damage is likely to be permanent. The longer the expansion continues, the more likely the permanent damage will be small.

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. Many industries in which Oregon has a larger concentration than then typical state are expected to perform well over the coming decade. These industries include management of companies, food and beverage manufacturing, published software along with gains in crop production and nurseries.

The state's real challenges and opportunities will come in industries in which Oregon does not have a relatively large concentration (the orange bars in the graph). 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 year or two, 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.



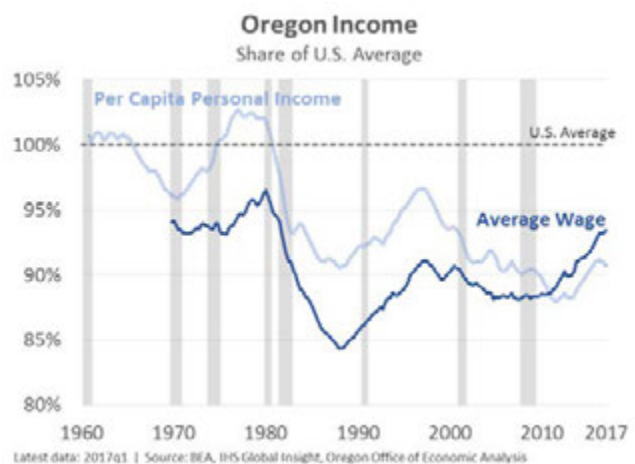
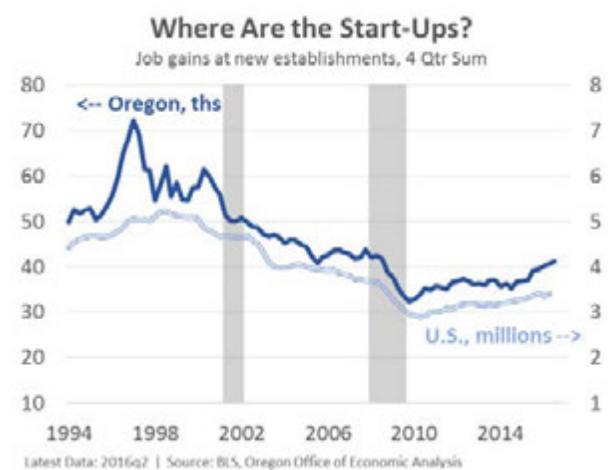
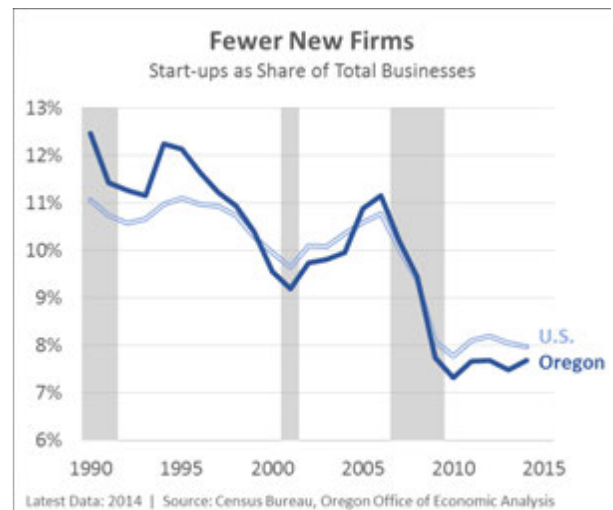
The share of all businesses that are start-ups, either in Oregon or across the nation, is effectively at an all-time low, with data starting in the late 1970s. Associated start-up employment follows a similar pattern. The concern is that new businesses are generally considered the source of innovation 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 published⁸ a detailed look at Oregon's per capita personal income.

While the state's per capita income remains low, the state's average wage does not. 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.

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 Oregon's average wages have already accelerated in recent years, even as U.S.



⁸ <http://olmis.emp.state.or.us/olmisj/PubReader?itemid=00007366>

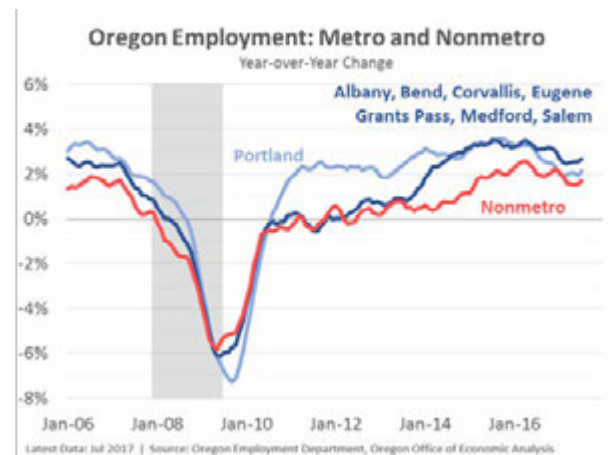
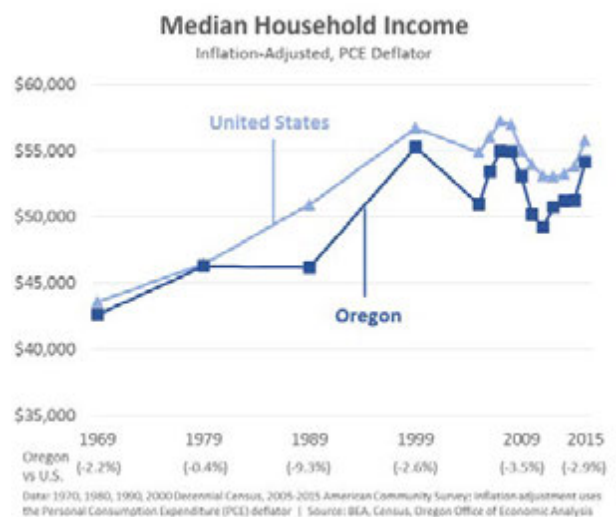
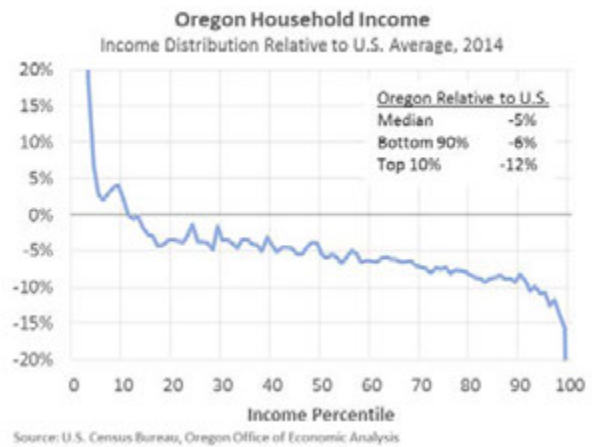
wages are just now picking up. Our office expects Oregon's average wage to continue to increase 3-4 percent per year. However as the U.S. accelerates closer to Oregon's annual rate, Oregon's growth advantage in recent years will lessen.

As for the per capita personal income outlook, expectations are that some progress will continue to be made. One major factor influencing the per capita income 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. Additionally, Oregon's highest-income households have considerably less income than their national counterparts. The further up in the distribution you go, the less income Oregonians have relative to the entire country. The concentration 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

Just as Oregon's economic expansion continues, so too does regional growth across the state. While half of the Oregon's individual counties are currently at all-time highs for employment, nearly all have added jobs in the past year. Given regional variations, industrial mix, and noisy data, not once in the past 20+ years have each of Oregon's 36 counties added jobs at the same time. In the second quarter 34 did add jobs over the past year, keeping in-line with the typical pattern seen during expansions. Only Morrow and Sherman counties lost jobs in the past 12 months.



Even as growth continues, it has slowed, particularly in the Portland region. Jobs are now being added at approximately a 2 percent pace throughout much of the metro area. This is the slowest growth the region has seen during an expansion in quite some time. Typically the Portland region sees 2% job growth when it is entering or exiting a recession. Job growth in recent months has picked up some in unrevised data, which is encouraging, if true.

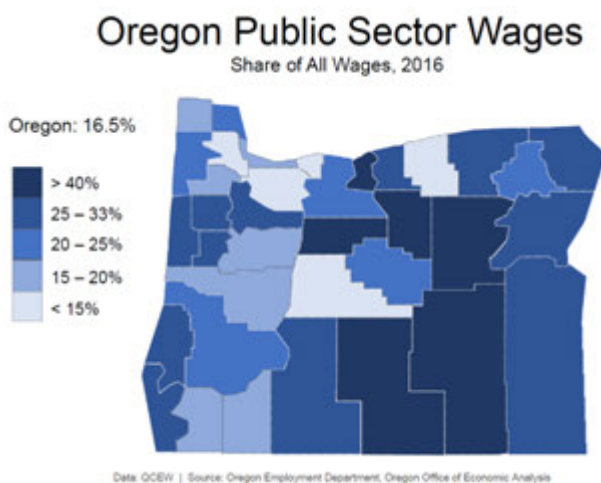
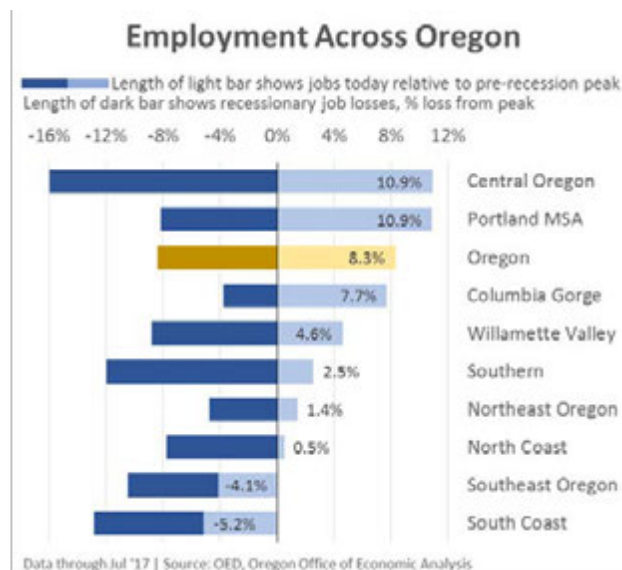
Even as the state overall and the large urban areas have slowed, not every county has. Encouragingly a few of the hardest hit areas of the state are actually, finally seeing a pick-up in growth. These include coastal, eastern, and southern communities. In particular Coos, Crook, Grant, Josephine, Klamath, Lake, Lincoln, and Wheeler counties are now adding jobs at a faster rate than in either 2015 or 2016. These regions of the state are not back to employment levels seen prior to the Great Recession, let alone in the late 1990s, however the trajectory of growth has improved considerably. The South Coast, and Southeastern Oregon regional economies are now more than halfway back to where they were prior to the recession. All other regional economies within Oregon are back.

Such gains in rural Oregon are driven in part due to the local industrial structure and nature of the Great Recession. Many rural economies are more reliant upon housing and government than the larger, more diverse urban economies. It is not so much that rural areas love housing and government. Rather it is the rest of the private sector is smaller, thus making the public sector in particular a larger share. As the economy has continued to improve, migration flows have returned and public sector budgets are growing again, rural economies across Oregon have seen better growth.

State Comparisons

The key economic question economists are trying to answer today is whether or not the U.S. economy is at full employment. Given it is more a concept than a hard calculation, researchers look for signs in the data that suggest the economy is there. In terms of jobs and the unemployment rate, there is no question the data do suggest this. However, at least nationally, wage growth is still relatively slow, albeit picking up some, and inflation remains consistently below target.

In looking across the states there is no question that the headline numbers suggest the typical state is at or near full employment. The vast majority of states are at all-time highs for the total number of jobs. Half of the states have unemployment rates that are lower than a decade ago. However digging underneath the surface reveals most states have considerable room for further improvement in the deeper measures of economic well-being before they could be considered truly at full employment. Labor force participation rates, even after adjusting



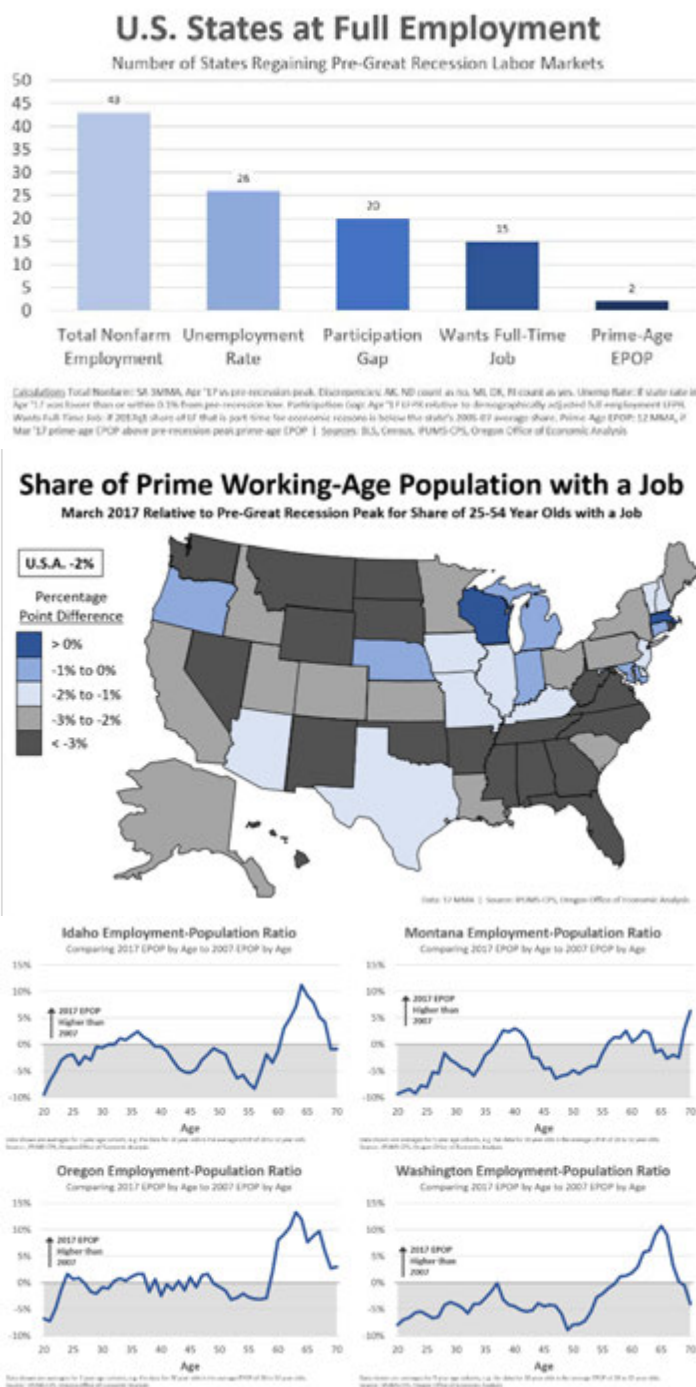
for demographics remains low in a majority of states while those working part-time but want a full-time job remains considerably higher today than a decade ago.

Most concerning is the fact that the share of the prime working-age population with a job is back to where it was before the Great Recession in just two states. Two! Focusing just on the prime working-age population is a really good way to strip out the impact of the aging demographics. This age group also has the highest labor force participation and employment rates. And by looking at rates, or shares, you control for any population growth at the same time.

Focusing on employment by age across the Pacific Northwest reveals interesting patterns. Idaho is largely back except for employment rates for Idahoans in their 40s and 50s. This is exactly where Oregon was in 2015. The concern here is that this gap may be structural based on skills or geographic mismatches or age discrimination in the hiring process. Given Oregon's middle-age gap has now closed, structural issues may be less of a concern than initially feared. As the labor market gets tight firms must cast a wider net when hiring. They must dig a bit deeper into the resume stack and hire those with an incomplete skill set or a gap in their resume due to long-term unemployment and the like. That's happening nationally and here in Oregon. I expect it to happen in Idaho too.

Montana and Washington are seeing some of these same trends, albeit their prime-age EPOP isn't back nearly as much. Montana was making progress until the oil crash in late 2014 set them back, along with the other energy states and Canadian provinces.

For more information on each state individually see our office's recent report: <https://oregoneconomicanalysis.com/2017/05/24/states-at-full-employment-a-prime-age-epop-story/>



Revenue Summary

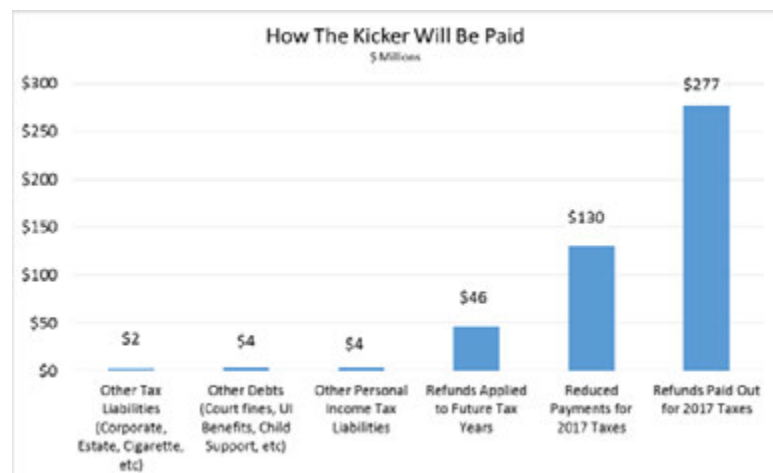
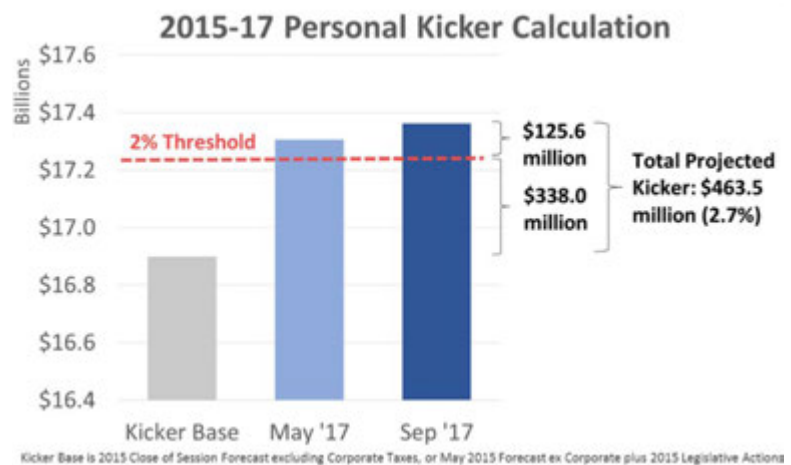
Oregon's General Fund revenues surged at the end of the 2015-17 biennium, putting Oregon's unique kicker law into play. Both personal and corporate tax collections grew at double-digit rates during the fourth quarter of the fiscal year. As such, the personal and corporate tax kicker payments that were assumed in the May forecast have become a reality, and have grown in size.

Personal income taxes ended the biennium 2.3% above the Close of Session forecast. Estate taxes and insurance taxes also came in significantly above the Close of Session forecast. As a result, a personal income tax kicker of \$464 million will be triggered for tax year 2017. The personal income tax kicker is based on all General Fund revenues excluding corporate excise taxes. When these revenues exceed the Close of Session forecast by more than 2%, all of the unanticipated revenue above the Close of Session forecast is

returned to taxpayers. Similarly, corporate excise taxes ended the biennium \$111 million above their Close of Session Forecast and above the 2% kicker threshold. However, instead of returning unanticipated corporate collections to taxpayers, statute directs that the corporate income tax kicker be dedicated to education spending.

Heading into the 2017-19 biennium, a larger kicker payment reduces expected revenue growth. Combined with weaker outlooks for corporate profits and inflation, the larger kicker has resulted in a \$60 million reduction in the outlook for General Fund tax collections. However, this reduction is more than offset by a stronger lottery sales forecast, higher ending balances in BI2017-19, and \$227 million in legislative changes made during the 2017 session.

Although revenue growth is still healthy compared to other states, the slowing pace of Oregon's expansion has become evident in tax return data just as it is has in the economic data. Income growth has been cut in half over the past two years, with slowing across a wide range of income types. While still growing for now, business, retirement, investment and labor income have all decelerated rapidly. Looking ahead, General Fund revenue growth in the current biennium is expected to be only one-third of what was seen during BI2015-17.



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.

2015-17 General Fund Revenues

General Fund revenues for the 2015-17 biennium came in at \$18,556 million. This represents an increase of \$90.7 million from the May 2017 forecast, and an increase of \$2.5 billion (15.2%) relative to the 2013-15 biennium. General Fund revenues for the 2015-17 biennium are now expected to come in \$574 million above the Close of Session forecast.

Corporate taxes and other tax collections both surpassed Oregon's 2% kicker threshold during the 2015-17 biennium. Personal income taxes exceeded the Close of Session forecast by 2.3%, while corporate income taxes came in 10.2% above the Close of Session forecast. As a result, a personal income tax kicker of \$464 million will be returned to personal income tax filers when they file their 2017 tax returns. For the corporate tax kicker, \$110 million will be dedicated to education funding. Kicker estimates remain preliminary and may change slightly before they are certified this fall.

2017-19 General Fund Revenues

General Fund revenues for the 2015-17 biennium are expected to reach \$17,122 million. This represents an increase of \$75.2 million from the May 2017 forecast, and an increase of \$0.9 billion (5.0%) relative to the 2015-17 biennium. The increased outlook comes largely from legislative actions taken during the 2017 session. General Fund revenues for the 2015-17 biennium are expected to come in \$60 million below the Close of Session forecast.

Table R.1					
2017-19 General Fund Forecast Summary					
(Millions)	2017 COS Forecast	May 2017 Forecast	September 2017 Forecast	Change from Prior Forecast	Change from COS Forecast
Structural Revenues					
Personal Income Tax	\$17,147.4	\$17,146.9	\$17,121.5	-\$25.3	-\$25.8
Corporate Income Tax	\$1,077.0	\$1,071.5	\$1,045.4	-\$26.0	-\$31.5
All Other Revenues	\$1,327.6	\$1,198.4	\$1,325.1	\$126.6	-\$2.5
Gross GF Revenues	\$19,551.9	\$19,416.8	\$19,492.1	\$75.2	-\$59.9
Offsets and Transfers	-\$75.5	-\$75.5	-\$71.8	\$3.7	\$3.7
Administrative Actions ¹	-\$21.5	-\$21.5	-\$21.5	\$0.0	\$0.0
Legislative Actions	-\$180.1	-\$180.7	-\$180.1	\$0.6	\$0.0
Net Available Resources	\$20,055.7	\$19,863.1	\$20,094.3	\$231.3	\$38.6
Confidence Intervals					
67% Confidence	+/- 8.7%		\$1,695.8	\$17.80B to \$21.19B	
95% Confidence	+/- 17.4%		\$3,391.6	\$16.10B to \$22.88B	

¹ Reflects cost of cashflow management actions, exclusive of internal borrowing.

Personal Income Tax

Personal income tax collections were \$2,567 million during the fourth quarter of fiscal year 2017, \$117 million above the latest forecast. Compared to the year-ago level, total personal income tax collections grew by 16.2% relative to a forecast that called for an 11.2% increase. Table B.8 in Appendix B presents a comparison of actual and projected personal income tax revenues for the April-June quarter. It should be noted, however, that comparisons with past tax collections have been complicated by the use of a new personal income tax processing system.

Corporate Excise Tax

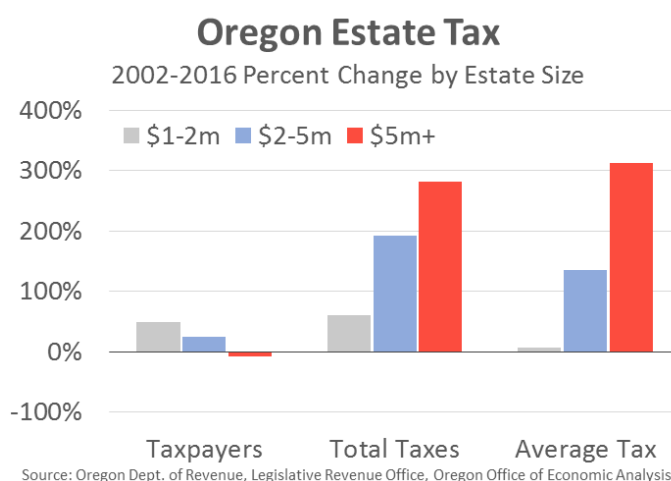
Corporate excise tax collections equaled \$200 million for the fourth quarter of fiscal year 2017, \$19.8 million above the May forecast. Compared to the year-ago level, net corporate excise tax collections rose by 14.4% relative to a forecast that called for a 4.1% increase.

Following sharp declines in recent months, corporate tax collections have returned to their historical norms. In addition to profitability, recent law changes have supported collections, as has a decline in outstanding Business Energy Tax Credits. The baseline outlook calls for corporate collections to stabilize going forward.

Other Sources of Revenue

While estate tax collections continue to be strong, they are no longer coming in above forecast. Estate taxes last biennium were \$106 million above the 2015 Close of Session. Fiscal year 2017 set a record by a considerable amount. This means, everything else being equal, estate taxes accounted for 22% of the state's kicker for last biennium. This from a revenue source that accounts for roughly 1% of General Fund revenues.

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 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.



Among other revenue items, insurance taxes to end 2015-17 were above forecast, and contributing to the size of the kicker, due to a bulge of refunds not being issued prior to the end of the biennium. Those refunds are being issued today, which results in a reduction in insurance taxes in 2017-19 relative to the Close of Session.

Extended General Fund Outlook

Table R.2 exhibits the long-run forecast for General Fund revenues through the 2023-25 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		Forecast		Forecast		Forecast		Forecast		Forecast	
	2013-15	%	2015-17	%	2017-19	%	2019-21	%	2021-23	%	2023-25	%
	Biennium	Chg	Biennium	Chg	Biennium	Chg	Biennium	Chg	Biennium	Chg	Biennium	Chg
Personal Income Taxes	13,958.3	15.2%	16,055.8	15.0%	17,121.5	6.6%	19,251.9	12.4%	21,327.9	10.8%	23,229.5	8.9%
Corporate Income Taxes	1,116.5	26.3%	1,210.7	8.4%	1,045.4	-13.7%	1,028.4	-1.6%	1,074.9	4.5%	1,123.5	4.5%
All Others	1,030.2	-11.4%	1,289.3	25.2%	1,325.1	2.8%	1,315.8	-0.7%	1,400.9	6.5%	1,486.1	6.1%
Gross General Fund	16,105.0	13.7%	18,555.9	15.2%	19,492.0	5.0%	21,596.1	10.8%	23,803.7	10.2%	25,839.2	8.6%
Offsets and Transfers	(74.5)		(49.1)		(71.8)		(73.5)		(75.5)		(77.5)	
Net Revenue	16,030.5	13.3%	18,506.8	15.4%	19,420.3	4.9%	21,522.6	10.8%	23,728.2	10.2%	25,761.7	8.6%

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 billion lower than predicted⁹.

TABLE R2b

September 2017

Alternative Cyclical Revenue Forecast (\$ millions)										
Baseline Case	2015-17 BN		2017-19 BN		2019-21 BN		2021-23 BN		2023-25 BN	
	FY '16	FY '17	FY '18	FY '19	FY '20	FY '21	FY '22	FY '23	FY '24	FY '25
Personal Income										
Level	180.79	187.93	197.87	209.13	220.89	232.26	242.38	255.35	267.57	280.52
% change	5.6%	3.9%	5.3%	5.7%	5.6%	5.2%	4.4%	5.4%	4.8%	4.8%
Taxes										
Personal Income	7,599	8,457	8,263	8,858	9,339	9,913	10,456	10,872	11,353	11,877
Corporate Excise & Income	603	608	529	516	514	515	528	547	557	567
Other General Fund	530	759	597	728	645	671	690	711	732	754
Total General Fund	8,732	9,824	9,389	10,103	10,498	11,098	11,674	12,130	12,641	13,198
% change	3.2%	12.5%	-4.4%	7.6%	3.9%	5.7%	5.2%	3.9%	4.2%	4.4%
Moderate Recession	FY '16	FY '17	FY '18	FY '19	FY '20	FY '21	FY '22	FY '23	FY '24	FY '25
Personal Income										
Level	180.8	187.9	193.1	199.1	212.6	226.1	237.9	252.5	265.2	278.5
% change	5.6%	3.9%	2.7%	3.1%	6.8%	6.4%	5.2%	6.1%	5.1%	5.0%
Taxes										
Personal Income	7,599	8,457	7,981	8,262	8,846	9,544	10,183	10,700	11,203	11,738
<i>Deviation from baseline</i>			-282	-596	-493	-369	-272	-172	-150	-138
Corporate Excise & Income	603	608	504	466	475	487	509	534	547	559
<i>Deviation from baseline</i>			-26	-50	-39	-27	-20	-12	-10	-8
Other General Fund	530	759	597	728	645	671	690	711	732	754
Total General Fund	8,732	9,824	9,082	9,457	9,966	10,702	11,382	11,946	12,482	13,051
% change	3.2%	12.5%	-7.6%	4.1%	5.4%	7.4%	6.4%	5.0%	4.5%	4.6%
<i>Deviation from baseline</i>			0	-308	-645	-532	-396	-292	-184	-146
<i>Biennial Deviation</i>			0	-953		-928		-476		-306
Severe Recession	FY '16	FY '17	FY '18	FY '19	FY '20	FY '21	FY '22	FY '23	FY '24	FY '25
Personal Income										
Level	180.8	187.9	180.3	188.8	204.4	220.1	234.2	251.1	263.8	277.0
% change	5.6%	3.9%	-4.0%	4.7%	8.3%	7.7%	6.4%	7.2%	5.1%	5.0%
Taxes										
Personal Income	7,599	8,457	7,237	7,651	8,363	9,185	9,960	10,621	11,120	11,652
<i>Deviation from baseline</i>			-1,026	-1,207	-976	-728	-496	-251	-233	-225
Corporate Excise & Income	496	608	436	416	437	461	493	528	541	553
<i>Deviation from baseline</i>			-94	-100	-77	-54	-36	-18	-16	-14
Other General Fund	530	759	597	728	645	671	690	711	732	754
Total General Fund	8,625	9,824	8,269	8,795	9,445	10,316	11,143	11,860	12,393	12,959
% change	3.2%	13.9%	-15.8%	6.4%	7.4%	9.2%	8.0%	6.4%	4.5%	4.6%
<i>Deviation from baseline</i>			-1,120	-1,308	-1,053	-782	-532	-269	-248	-239
<i>Biennial Deviation</i>				-2,428		-1,835		-801		-488

⁹ 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

The lottery forecast has been raised considerably relative to last quarter. Available resources for the 2017-19 biennium are revised upward by \$105 million (+8.1%) with the outer biennia raised between \$45 million (+3.3%) and \$53 million (+3.4%). As discussed in greater detail below, by far the biggest factor in the new outlook is a significantly smaller impact on video lottery sales due to the new ilani Casino Resort in southwest Washington. Included in the 2017-19 biennium forecast changes is \$32.4 million in administrative actions – usually savings and excess contingency funds from the Oregon Lottery. The revised outlook also includes an updated and slightly weaker economic forecast for consumer spending on video lottery in the outer years due at least in part to the personal income revisions and slower inflation outlook.

Cowlitz Tribe's ilani Casino Resort Impact

Over the past year our office has incorporated a lower video lottery sales forecast due to the opening of the ilani Casino Resort in southwest Washington. The increased competition in the regional gaming market was expected to result in a loss of around \$110 million per year in video lottery sales relative to an outlook without a new casino. At the time of the May 2017 forecast publication the casino had been open for three weeks and there had yet to be any noticeable impact on Oregon video lottery sales.

Today the casino has been open for more than three months and there has been a noticeable impact on Oregon video lottery sales. However the impact is considerably smaller than was previously expected. The impact is around one-fourth the expected size with even smaller estimates in recent weeks.

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, recently announced that sales had fallen around 17 percent relative to last year whereas they forecasted sales would fall by 40 percent.

Even as video lottery sales have come in considerably higher than expected, 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. If these come to pass, how will they impact sales? Will Oregon video lottery take a step



down, and/or will sales grow at a slower pace moving forward? Answers to these questions are still unknown. 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.

One outlook question we do know is that the initial impact of the new casino is less than previously forecasted. The large decline in video lottery sales expected did not materialize. As such the outlook for video lottery sales is raised considerably in the near-term. Given the uncertainty and the fact that it is highly unlikely the full impact of the new casino has been reached after just a few months, the outlook does include relatively small declines of 1-2 percent for the rest of fiscal year 2018. Video lottery sales in fiscal year 2019 are forecasted to increase around 2 percent, however such a sluggish growth rate is less than the underlying economic growth would suggest. Video lottery sales are expected to grow more in-line with income gains in Oregon in the outer years of the forecast. Given recent sales figures, risks to this outlook are likely tilted toward the upside.

Lottery Sales and Distributions

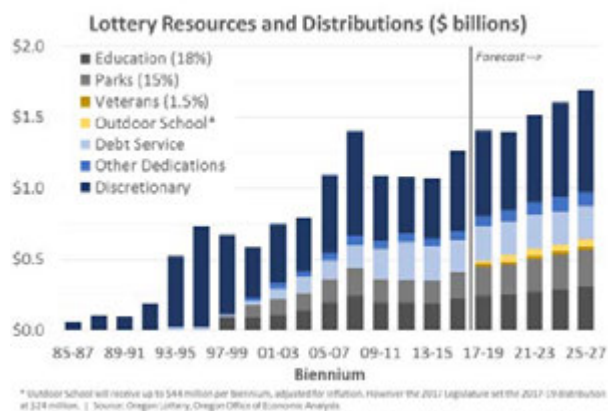
The robust gains seen in video lottery sales following the first wave of terminal replacements have slowed. This was expected. The second wave of replacements are nearing completion today, however their impact on sales is less, even as the upgrade in new technology and underlying infrastructure is important.

Video lottery sales in the Portland region are flat year-over-year, primarily due to the new casino, while sales in the rest of the state remain healthy at +4% year-over-year.

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 Fund¹⁰ (ORDF) and the Education Stability Fund¹¹ (ESF). This section updates balances and recalculates the outlook for these funds based on the May revenue forecast.

As of this forecast, the two reserve funds currently total a combined \$777.3 million. Additionally there is a projected General Fund ending balance for this biennium of \$235.5 million, bringing effective reserves to \$1,012.9 million, or about 5 percent of current biennium's revenue.

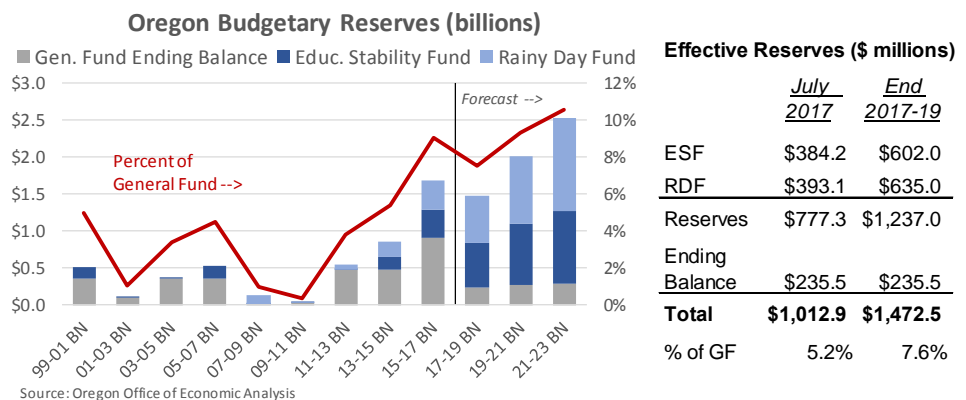
The forecast for the ORDF includes two deposits for this biennium. The first, \$180.1 million, is related to the General Fund ending balance from last biennium (2015-17) and is expected to occur in March 2018. The second, \$38.9 million, is due to the increased corporate taxes from Measure 67. This brings the projected ORDF ending balance at the end of 2017-19 to \$635.0 million.

The forecast calls for \$218.2 million in deposits into the ESF in 2017-19 based on the current Lottery forecast. This would bring the ESF balance to \$602.0 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 nearly \$1.5 billion, or nearly 8 percent of current 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,

if you exclude the projected kicker that will be paid out next biennium, the net reserves are still insufficient to withstand a recession's impact on the state budget. Reserve balances of



¹⁰ 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.

¹¹ 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.

approximately 7 percent are generally accepted to be able to withstand a recession of average size¹².

B.10 in Appendix B provides more details for Oregon's budgetary reserves.

Recreational Marijuana Tax Collections

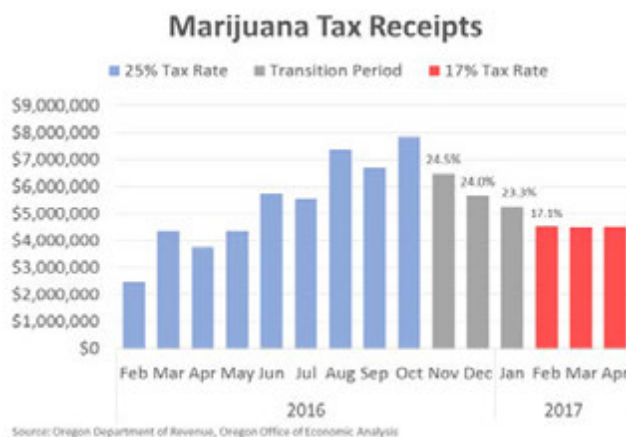
[House Bill 3470 \(2017\)](#) officially gave our office the recreational marijuana forecasting responsibilities on a permanent basis. Our baseline outlook remains essentially unchanged relative to our first marijuana forecast last quarter. We did adjust the forecast to account for legislation. Senate Bill 1057 (2017) decreased available resources in the Oregon Marijuana Account by \$7.8 million for the 2017-19 biennium. SB 1057 increased administrative costs (less available revenue) by \$9.3 million, however there was a somewhat offsetting increase in expected sales of \$1.5 million. The net effect is the \$7.8 million reduction in resources. Other adjustments made to the current outlook include a small increase in administrative costs from 2015-17 which reduces the ending balance carry forward into the current 2017-19 by \$0.7 million. Additionally our office added a 10% sales increase for August 2017 due to the eclipse. Otherwise the outlook remains the same as last quarter.

Our office would like to thank the Department of Revenue's research team for ongoing efforts to track and update marijuana program costs which are paid directly from marijuana tax collections prior to the distribution to recipient programs.

Note: Given there has been no fundamental change to the outlook, the remainder of this section on the recreational marijuana forecast is the same as last quarter, although lightly edited. Our office includes it here again to lay out our office's process and methodology in producing the recreational marijuana forecast.

This quarterly forecast marks the first time our office has produced a recreational marijuana outlook for the state. In developing the outlook, our office held a preliminary forecast meeting with stakeholders from state agencies and invited input from local governments and industry professionals. Additionally, our office spoke with our counterparts in both Colorado and Washington to better understand their experiences and views. 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 just over a year's worth of taxes, there have been substantial changes during this time that complicate any analysis. Early start sales through medical dispensaries were taxed at a 25 percent of rate, while sales at OLCC licensed retailers are now taxed at a 17 percent rate, with the local option of adding up to 3 additional percent. Furthermore, regulatory changes, more stringent product testing requirements, and Mother Nature all impacted and reduced available supply on the market during this time.



Combined, it is challenging to get a handle on the underlying trends in this newly legalized world. Thankfully, Oregon is not alone. Both Colorado and Washington are two years ahead of Oregon. Both states have seen

¹² Based on a one standard deviation change in revenues. Larger reserves needed to insure against a more severe recession.

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 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.

One year's worth of tax collections, and one set 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, one year's 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.

So far, Oregon's first year of recreational sales closely tracks Colorado's first year and outpaces Washington's, after controlling for the fact both states have larger populations than Oregon. There are at least four main reasons for this pattern.

First, marijuana usage rates from surveys indicate a larger share of Oregonians have used marijuana in the past month than what is reported in Washington. As such, Oregon is more likely to see larger sales than Washington, when adjusting for population size. However, usage is not the only measure that matters, as Colorado's usage rates are even higher than Oregon's.

Second, prices and taxes matter. Oregon has a significantly lower tax rate than does Washington, which helps keep final consumer prices lower. Furthermore, the first set of quarterly tax returns, a very limited data set, indicates that Oregon prices were very competitive with Washington prices, even though Washington had two additional years to get accustomed to the newly legal market, license growers, processors and the like. A lower retail price, everything else equal, should bring more consumers and 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 purchasing in the legal market. Thus Oregon's initial sales were larger than in Washington, but this may 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. As such, 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. Not that Oregon is overstored, or that there cannot be more room for growth – Colorado, for example, has considerably more retailers even after adjusting for their larger population – however lack of consumer access does not appear to be a major issue in Oregon today for much of the population.

In terms of the outlook, Oregon is poised for strong growth in the coming years. However, given the above and the advice from our advisory group, our office is not forecasting revenues to be quite as strong as those seen in

Colorado over their second and third years. This outlook remains highly uncertain with substantial upside and downside risks.

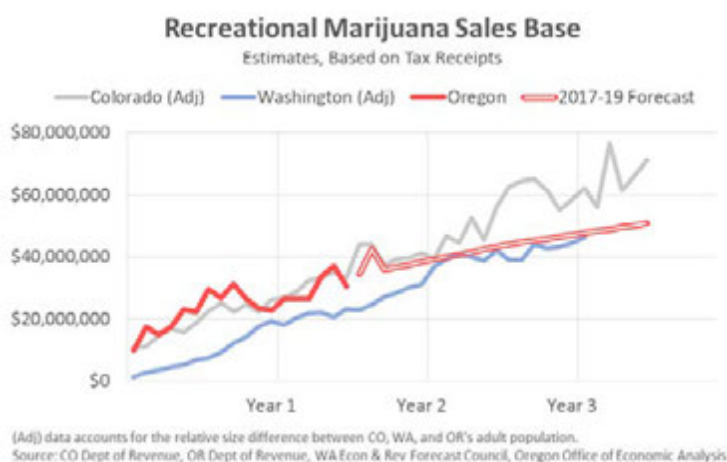
On the downside, supply constraints that keep products and inventory low will result in fewer sales, and tax collections. Such constraints could be regulatory changes that impact grower, processors or retailers, or regulatory bottlenecks where companies in the industry are unable to get their licenses, 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. To date in Colorado and Washington, prices have fallen

around 20 percent per year. Marijuana is a commodity and eventually will be commoditized. How far and how quickly prices decline is a considerable risk to the outlook for tax collections. Offsetting this risk somewhat is the fact that lower prices should result in larger sales, helping to buoy tax collections overall, which is what has happened in both Colorado and Washington so far. Finally, the one risk that looms large over the entire forecast is the federal government. While there has been no clear warning or 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 sales, and the industry gains broader social acceptance, resulting in larger sales. 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.

While the sales and tax collection outlook is uncertain, it is also fairly straightforward. The same cannot be said for distributing the taxes, or at least not yet. Currently there have been no distributions from the collected recreational marijuana taxes and there are likely to be none in the current biennium. Start-up costs to OLCC and other state programs need to be repaid first, with only the net revenues after accounting for these costs available for transfer to recipient programs like schools, state police, city and county law enforcement and the like. The exact reimbursement figures will be finalized in the coming months, with the first tax distributions made early in the 2017-19 biennium.

The process and timing for future tax distributions is as follows. First, retailers pay taxes on a monthly basis. However these taxes are not immediately available for distribution. They only become available for recipient programs once the Department of Revenue has received and processed a retailer's quarterly tax return. This ensures transfers are made based on the correct, not estimated, taxes paid by retailers. As such there is a time lag of between one and two quarters from when taxes are initially paid to the Department of Revenue and when they are available to transfer to programs. This discrepancy is likely to shorten some in the future as retailers file their taxes in a timelier manner, however the time lag will not be eliminated entirely.



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 12th 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 6th fastest in the nation. Based on the current forecast, Oregon's population will reach 4.59 million in the year 2026 with an annual rate of growth of 1.2 percent between 2016 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 2016-2026. 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 3.5 percent during the 2016-2026 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 5 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. The annual 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 5.6 percent. The oldest elderly (aged 85+) will continue to grow at a slow but steady rate 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 2.1 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 1.6 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 2016 and 2026 is expected to remain in the range of 38,700 to 50,600, averaging 42,800 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.

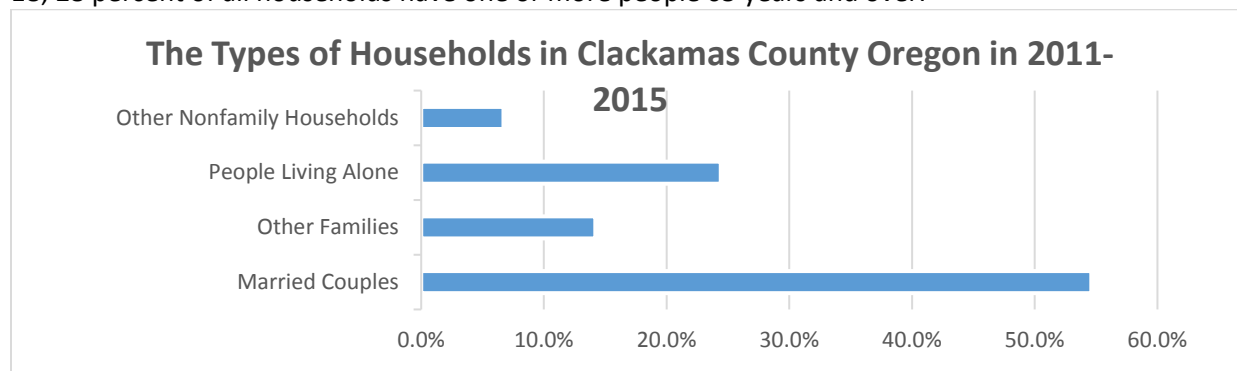
Information is from US Census Bureau, American FactFinder www.census.gov/

Households and Families

In 2011-2015 there were 149,500 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.

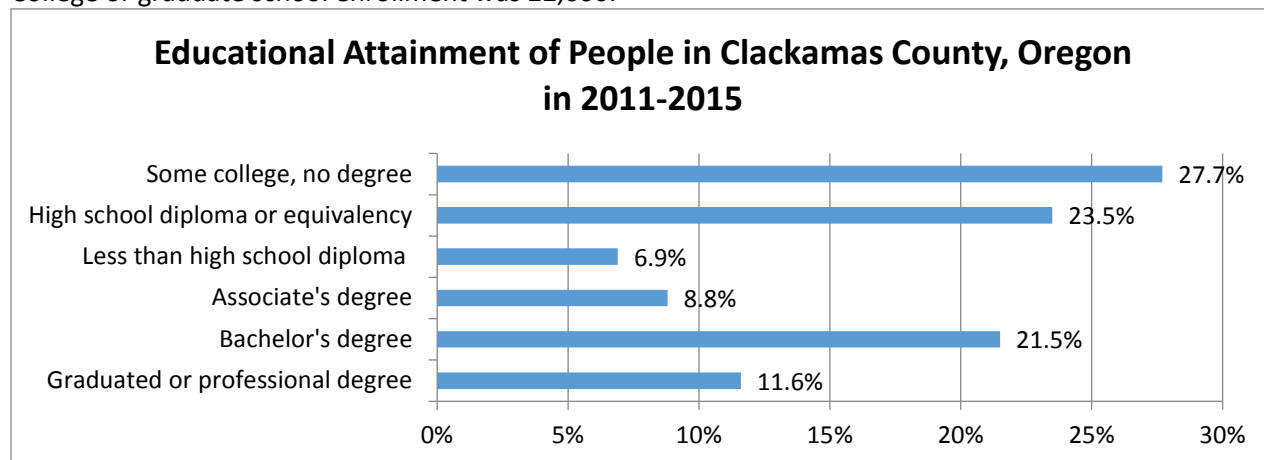
In Clackamas County, Oregon, 32 percent of all households have one or more people under the age of 18; 28 percent of all households have one or more people 65 years and over.



Education

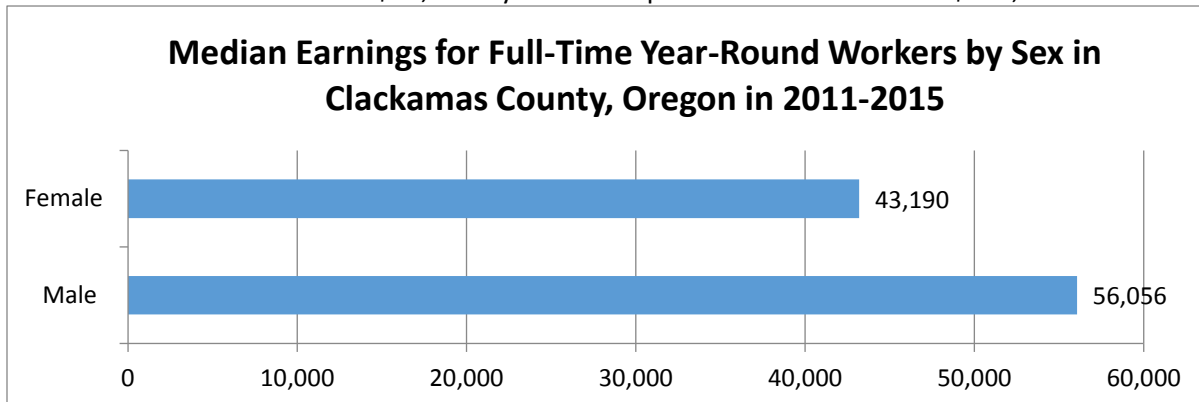
In 2011-2015, 93 percent of people 25 years and over had at least graduated from high school and 33 percent had a bachelor's degree or higher. An estimated 7 percent did not complete high school.

The total school enrollment in Clackamas County, Oregon was 94,200 in 2011-2015. Nursery school and kindergarten enrollment was 10,700 and elementary or high school enrollment was 60,900 children. College or graduate school enrollment was 22,600.

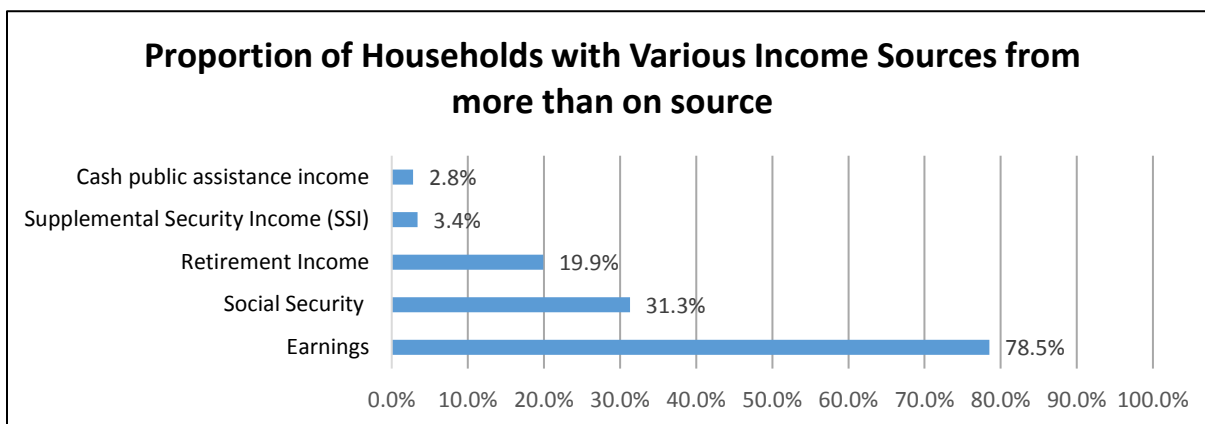


Income

The median income of households in Clackamas County, Oregon was \$65,965. An estimated 8 percent of households had income below \$15,000 a year and 13 percent had income over \$150,000 or more.

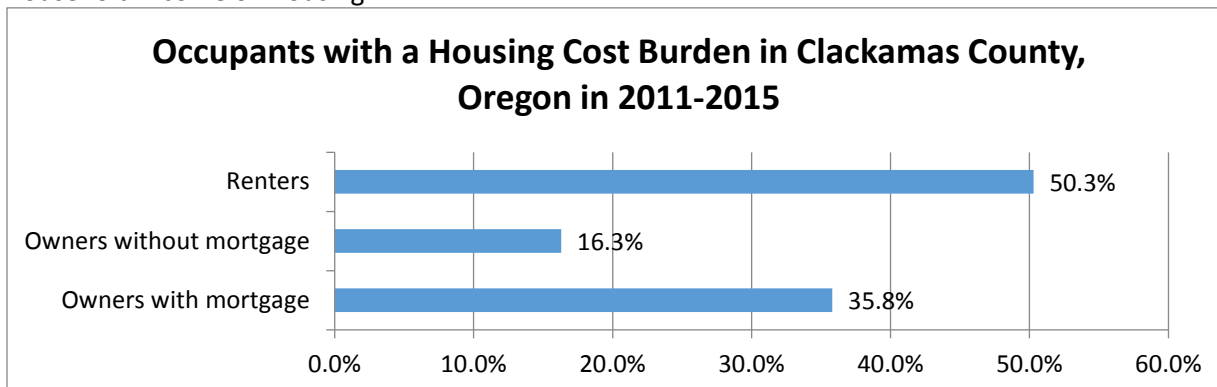


An estimated 79 percent of the households received earnings and 20 percent received retirement income other than Social Security. An estimated 31 percent of the households received Social Security. The average income from Social Security was \$19,265. These income sources are not mutually exclusive; that is, some households received income from more than one source.



Housing Costs

The median monthly housing costs for mortgaged owners was \$1,840, nonmortgaged owners \$578, and renters \$1,037. An estimated 36 percent of owners with mortgages, 16 percent of owners without mortgages, and 50 percent of renters in Clackamas County, Oregon spent 30 percent or more of household income on housing.



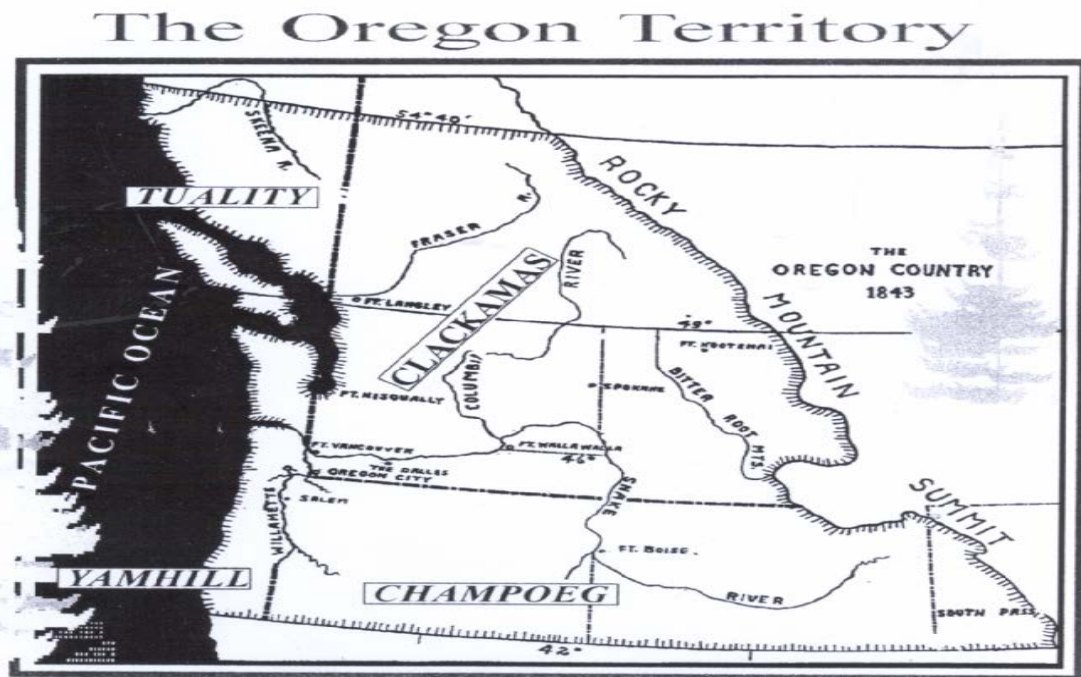
Clackamas County History

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 Tyee Hyas 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 - Chamboeg, Tuality, Yamhill, and the largest, which was Clackamas.

When there were enough Americans to start a provisional government, one was established at Champoege in May of 1843. The Oregon Country was divided into four districts - Clackamas, Champoege, 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.

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Five Year Transportation Capital Improvement Program Appendices

Appendix A

TRANSPORTATION SAFETY ACTION PLAN 2013

PROJECTS

Transportation Safety Action Plan Projects

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	\$ -
Safety Programs						
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
Safety ADA						
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
Safety RSA						
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 Recommnedations	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 Recommnedations	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
Safety SPIS						
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-evalutate 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	Realighn 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/fixed 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
Safety Study						
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
Safety - Fix-It Programs						
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 th Ave, 122 nd Ave, 130 th Ave and 135 th 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

Clackamas County Comprehensive Plan
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	Amisigiger Rd / Kelso Rd	OR 224 to Kelso / Richey Rd	Add paved shoulders; turn lanes at Amisigiger/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	Torbark 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

Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description
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 Beaver Creek 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	Beaver Creek 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
3166	5-11b	Barlow Trail Rd	Marmot Rd to Lolo Pass Rd	Add paved shoulders in accordance with the Active Transportation Plan
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

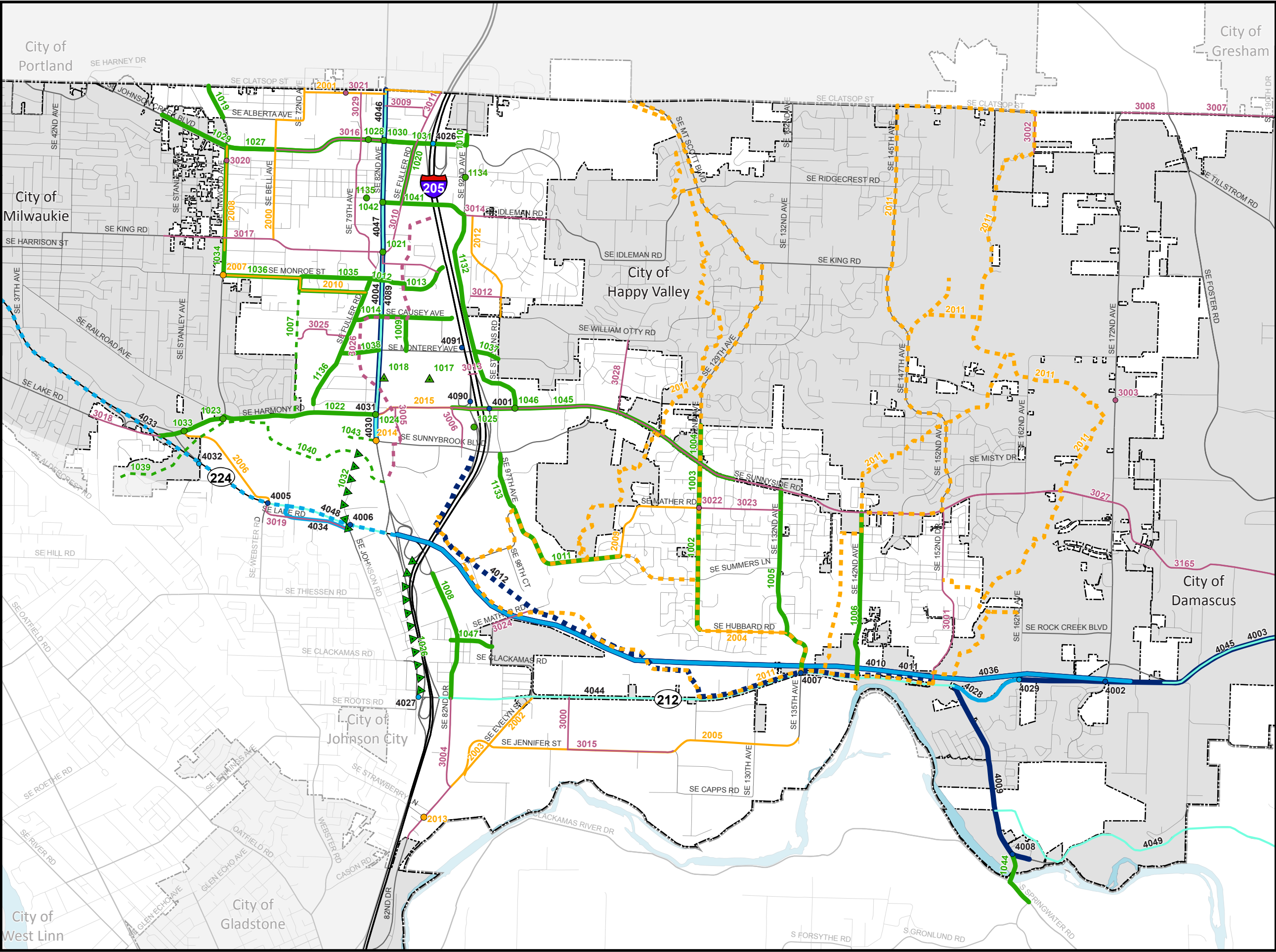
Project ID	Map	Project Name / Street Name	Segment / Locations	Project Description	Priority
4044	5-11a	OR 212	I-205 to OR 224	Perform road safety audit or transportation safety review to identify appropriate safety improvements	Low
4045	5-11a	OR 212	Within the Damascus City Limits (Armstrong Cr to 257th)	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



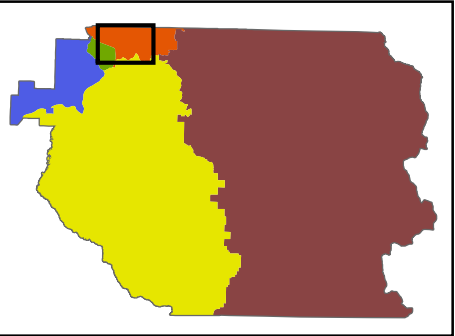
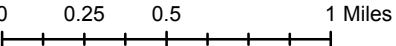
Capital Improvement Plan

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



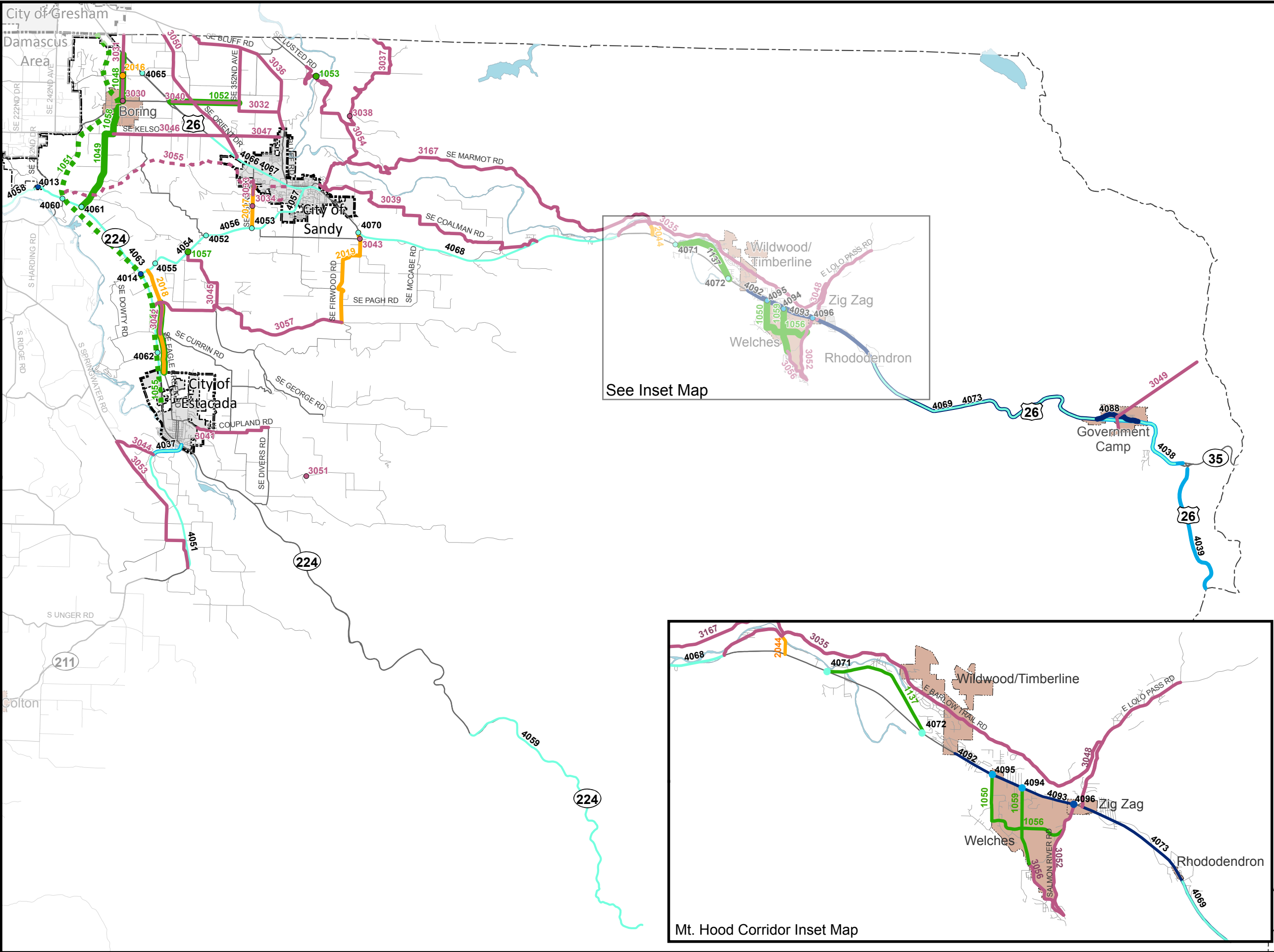
Last Amended January 18, 2017



Department of Transportation & Development
150 Beaver Creek Rd Oregon City, OR 97045

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)

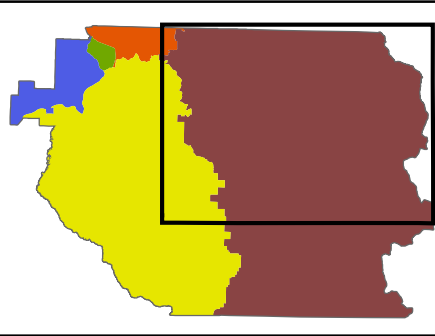
Projects on Non-County Facilities

- 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



0 1.25 2.5 5 Miles



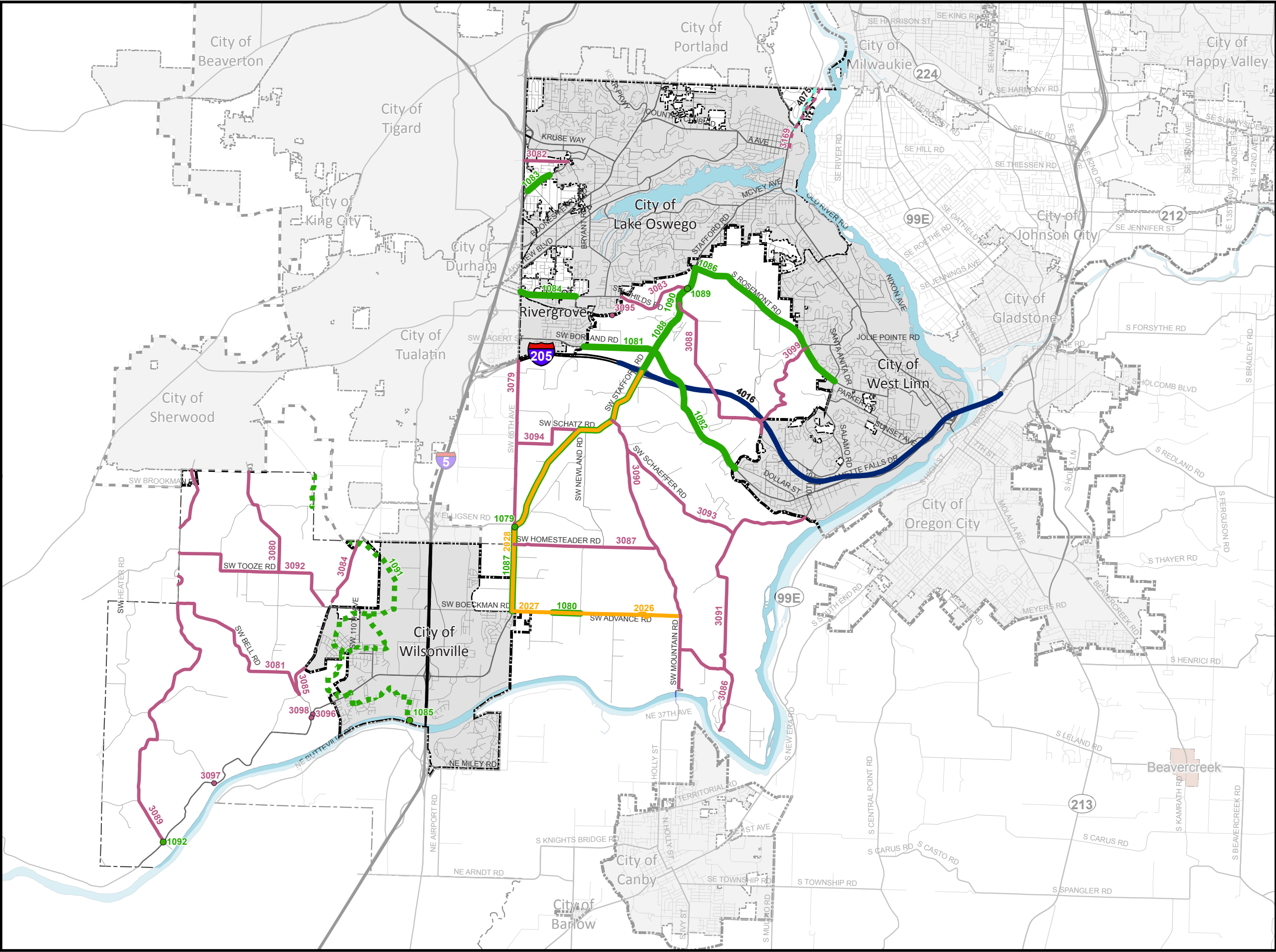
Last Amended January 18, 2017



Department of Transportation & Development
150 Beavercreek Rd Oregon City, OR 97045

CLACKAMAS COUNTY
COMPREHENSIVE PLAN

MAP 5-11b



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

0 0.5 1 2 Miles

NORTH

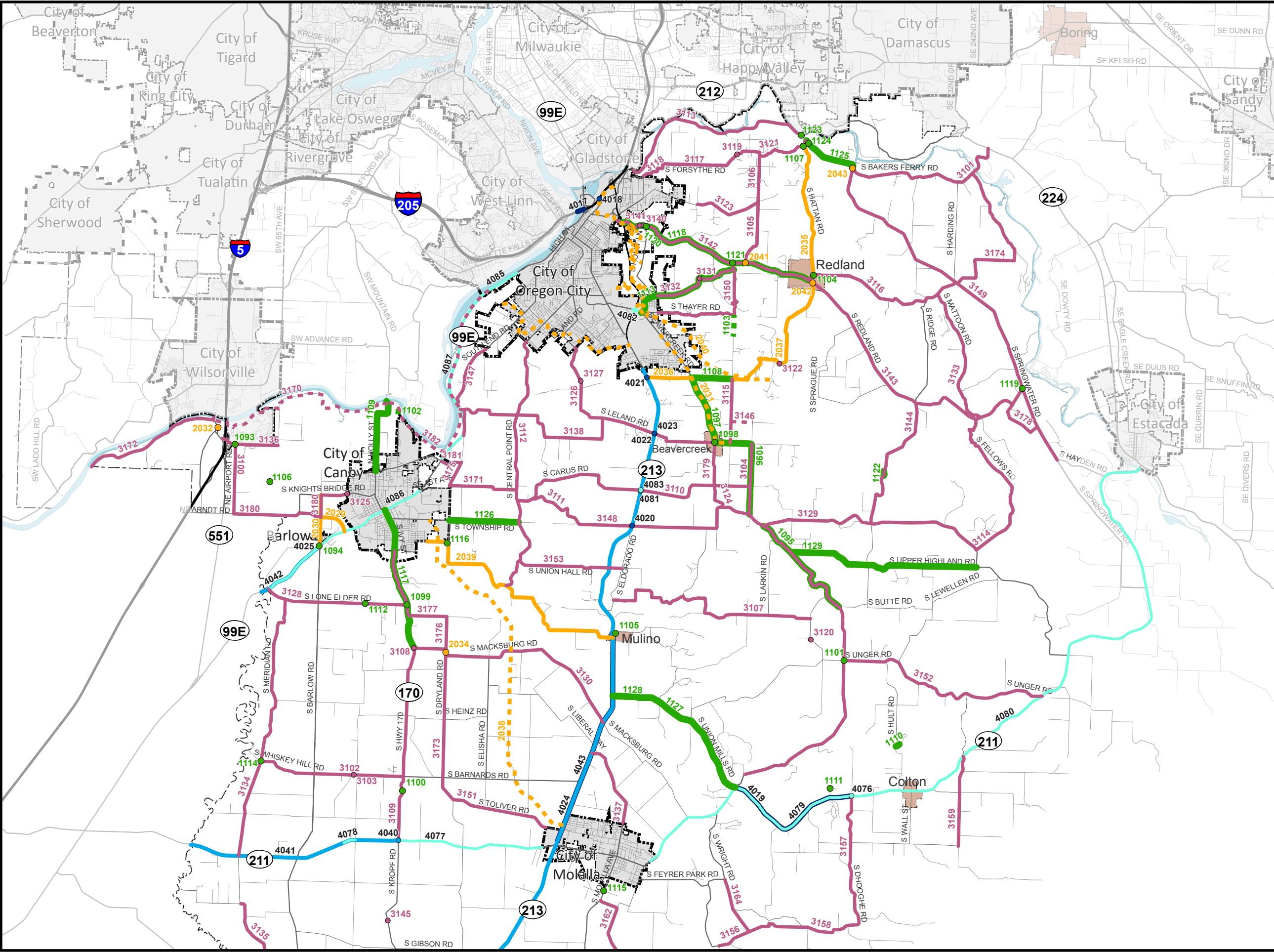
Last Amended June 1, 2015

CLACKAMAS COUNTY

Department of Transportation & Development
150 Beaver Creek Rd Oregon City, OR 97045

CLACKAMAS COUNTY
COMPREHENSIVE PLAN

MAP 5-11d



Capital Improvement Plan

Southwest County - Northern Portion

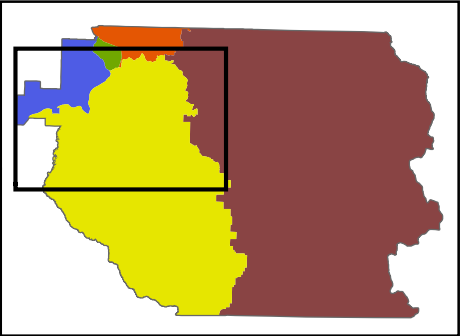
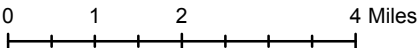
- Priority**
- 20-Year Capital Projects (Table 5-3a)
 - Preferred Capital Projects (Table 5-3b)
 - Long-Term Capital Project Needs (Table 5-3c)

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



Department of Transportation & Development
150 Beavercreek Rd Oregon City, OR 97045

CLACKAMAS COUNTY
COMPREHENSIVE PLAN

MAP 5-11e

Prepared by:
Clackamas County
Department of Transportation & Development
150 Beavercreek Rd., Oregon City, OR 97045
www.Clackamas.us/transportation/

Project Team

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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.

Citizen 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 Citizen Involvement programs.

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 Beavercreek 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 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 Beavercreek 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 Beavercreek Rd. Oregon City, OR 97045 Fosters economic growth and community revitalization by implementing adopted urban renewal plans.

District Attorney (DA)

(503) 655-8431 807 Main Street Oregon City, OR 97045 Represents the state and enforces all criminal laws in the county.

Diversity, Equity 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.

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.

Emergency 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.

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, 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.

Health Centers

(503) 655-8471 2051 Kaen Road Oregon City, OR 97045 Health Centers provide affordable primary care, prenatal, dental, and mental health services.

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 Services

(503) 655-8459 2051 Kaen Road Oregon City, OR 97045 Provides human resource services and also coordinates benefits, risk, and safety and wellness programs.

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.

K

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.

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

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 Beavercreek 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 Beavercreek 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 Beavercreek 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 Beavercreek 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.

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

<u>AAA</u>	Area Agency on Aging
<u>ADA</u>	Americans with Disabilities Act
<u>ADF</u>	Adult Detention Facility
<u>ADS</u>	Aging and Disability Services
<u>ARRA</u>	American Recovery and Reinvestment Act
<u>A&T</u>	Assessment and Taxation
<u>BAN</u>	Bond Anticipation Note
<u>BCC</u>	Board Of County Commissioners
<u>BCD</u>	Building Codes Division
<u>BCS</u>	Business and Community Services
<u>BOPTA</u>	Board of Property Tax Appeals
<u>BTOP</u>	Broadband Technology Opportunities Program
<u>B&ED</u>	Business & Economic Development Division
<u>C-COM</u>	Central Dispatch Department
<u>CAA</u>	Community Action Agency
<u>CAD</u>	Computer Aided Dispatch
<u>CAFR</u>	Comprehensive Annual Financial Report
<u>CBX</u>	Clackamas Broadband Express
<u>CCRS</u>	Clackamas County Resolution Services
<u>CCSD</u>	Clackamas County Service District
<u>CCSS</u>	Clackamas County Social Services
<u>CCTDC</u>	Clackamas County Tourism Development Council
<u>CDBG</u>	Community Development Block Grant
<u>CE</u>	Community Environment
<u>CEP</u>	Community Economic Preparedness
<u>CERCLA</u>	Comprehensive Environmental Response, Comp & Liability Act
<u>CGF</u>	County General Fund
<u>CIP</u>	Capital Improvement Program
<u>COBRA</u>	Consolidated Omnibus Budget Reconciliation Act
<u>CoC</u>	Continuum of Care
<u>COOP</u>	Continuity of Operations Planning
<u>COP</u>	Certificate of Participation
<u>CPI-W</u>	Consumer Price Index
<u>CPO</u>	Community Planning Organization
<u>CSAP</u>	Center for Substance Abuse Prevention
<u>CSCC</u>	Community Solutions for Clackamas County
<u>CVC</u>	County Veterans Services

<u>CYF</u>	Children, Youth and Families
<u>DA</u>	District Attorney
<u>DD</u>	Developmental Disabilities
<u>DEQ</u>	Department of Environmental Quality
<u>DES</u>	Department of Employee Services
<u>DHS</u>	Department of Human Services
<u>DOR</u>	Daily Observation Report
<u>DTD</u>	Department of Transportation and Development
<u>DVERT</u>	Domestic Violence Enhanced Response Team
<u>EAP</u>	Employee Assistance Program
<u>EECBG</u>	Energy Efficiency Conservation Block Grant
<u>EMT</u>	Executive Management Team
<u>EOC</u>	Emergency Operations Center
<u>EOP</u>	Emergency Operations Plan
<u>ESG</u>	Emergency Shelter Grant
<u>FCC</u>	Federal Communications Commission
<u>FCS</u>	Family Court Services
<u>FEMA</u>	Federal Emergency Management Agency
<u>FIDO</u>	Friends Involved in Dog Outreach
<u>FTE</u>	Full-Time Equivalent Employee
<u>FQHC</u>	Federally Qualified Health Center
<u>GAAP</u>	Generally Accepted Accounting Principles
<u>GFOA</u>	Government Finance Officers Association
<u>GIS</u>	Geographic Information Services
<u>GPS</u>	Global Positioning System
<u>H3S</u>	Health, Housing & Human Services
<u>HIDTA</u>	High Intensity Drug Trafficking Area
<u>HOME</u>	HOME Partnership Act
<u>HRIS</u>	Human Resource Information System
<u>HRMS</u>	Human Resource Management System
<u>HUD</u>	Housing and Urban Development
<u>HVAC</u>	Heating, ventilation and air conditioning
<u>ITF</u>	Interagency Task Force
<u>ITS</u>	Intelligent Transportation System
<u>JCP</u>	Juvenile Crime Plan
<u>JPACT</u>	Joint Policy Advisory Committee for Transportation
<u>LAN</u>	Local Area Network
<u>LCRB</u>	Local Contracting Review Board
<u>LEED</u>	Leadership in Energy and Environmental Design

<u>LINAS</u>	Library Information Network Automated System
<u>LID</u>	Local Improvement District
<u>LIEAP</u>	Low Income Energy Assistance Program
<u>LINCC</u>	Library Information Network of Clackamas County
<u>LNIB</u>	Library Network Intergovernmental Advisory Board
<u>LSDCC</u>	Library Service District for Clackamas County
<u>LUEP</u>	Land Use and Environmental Planning
<u>MDT</u>	Multi-Disciplinary Team
<u>MHO</u>	Mental Health Organization
<u>MIP</u>	Minor in Procession
<u>NACo</u>	National Association of Counties
<u>NCPRD</u>	North Clackamas Parks & Recreation District
<u>NIC</u>	National Institute of Corrections
<u>OBOA</u>	Oregon Building Officials Association
<u>ODOT</u>	Oregon Department of Transportation
<u>OHP</u>	Oregon Health Plan
<u>OPSRP</u>	Oregon Public Services Retirement Plan
<u>ORS</u>	Oregon Revised Statute
<u>OSHA</u>	Occupational Safety and Health Act
<u>OTIA</u>	Oregon Transportation Investment Act
<u>OTIB</u>	Oregon Transportation Infrastructure Bank
<u>PEG</u>	Public, Education and Government
<u>PERS</u>	Public Employees Retirement System
<u>PGA</u>	Public and Government Affairs
<u>PLCPF</u>	Public Land Corner Preservation Fund
<u>PLSS</u>	Public Land Survey System
<u>PSCC</u>	Public Safety Coordinating Council
<u>PTSD</u>	Post Traumatic Stress Disorder
<u>RMV</u>	Real Market Value
<u>ROCN</u>	Regional Organized Crime and Narcotics
<u>RSVP</u>	Retired Senior Volunteer Program
<u>SDC</u>	System Development Charge
<u>SEIS</u>	Supplemental Environmental Impact Statement
<u>SPD</u>	Seniors and Persons with Disabilities
<u>SWMACC</u>	Surface Water Management Agency of Clackamas County
<u>TAN</u>	Tax Anticipation Note
<u>TBI</u>	Post Traumatic Brain Injury
<u>TDC</u>	Tourism Development Council
<u>THCA</u>	Tourism Heritage and Cultural Affairs

<u>TIGER</u>	Transportation Investment Generating Economic Recovery Discretionary Grant
<u>TIF</u>	Tax Increment Financing
<u>TSDC</u>	Transportation System Development Charge
<u>UGB</u>	Urban Growth Boundary
<u>VOIP</u>	Voice Over Internet Protocol
<u>VWIP</u>	Veterans Workforce and Investment Program
<u>WES</u>	Water Environment Services
<u>WFI</u>	Working for Independence
<u>WIA</u>	Workforce Investment Act
<u>WIC</u>	Women, Infants and Children
<u>WICCO</u>	Workforce Investment Council of Clackamas County
<u>ZDO</u>	Zoning and Development Ordinance

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