



Clackamas County Proposed Budget

Fiscal Year 2020-2021



County Administrator
Gary Schmidt

Finance Director (Interim)
Elizabeth Comfort



BUDGET MESSAGE FISCAL YEAR 2020-2021

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 public members, assisted by County Administration and Finance Staff.

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Deputy Finance
Director

Blaze Riggins
Senior Budget Analyst

Roxanne Fisher
Budget Analyst

Jian Zhang
Budget Analyst

Tod Burton
Interim Budget
Manager Support

I am pleased to present the Proposed FY 2020-21 Budget for Clackamas County on behalf of the dedicated employees, volunteers, and partners working together to serve our residents. The total Proposed FY 2020-21 Budget for county services is \$892,167,337.

The following graphic displays the proposed budgets by department:

Public Safety	
Sheriff	\$ 101,662,422
Community Corrections	\$ 17,403,500
District Attorney	\$ 15,182,445
Juvenile	\$ 12,296,765
Emergency Communications	\$ 11,195,666
Disaster Management	\$ 3,214,047
Justice Court	\$ 4,714,256
Total	\$ 165,669,101
Infrastructure & Community Investment	
Transportation & Development	\$ 167,421,486
Business & Community Services	\$ 35,054,452
Total	\$ 202,475,938
General Government	
Human Resources	\$ 72,262,971
Finance & Facilities	\$ 23,936,185
Tech Services	\$ 20,644,395
Assessor	\$ 8,800,510
County Admin / Board	\$ 5,683,359
Public & Government Affairs	\$ 5,038,930
County Clerk	\$ 4,184,844
County Counsel	\$ 3,031,453
Resolution Services	\$ 1,563,643
Treasurer	\$ 1,115,170
Non Departmental	\$ 177,916,651
Capital Projects	\$ 5,390,081
Miscellaneous / Pass-Through	\$ 40,324,040
Total	\$ 369,892,232
Health & Social Services	
Health Housing & Human Services	\$ 154,130,065
Total	\$ 154,130,065

In addition to the funding above, the Board of County Commissioners oversees seven separate service districts with the following proposed budgets:

• The Development Agency	\$70,097,874
• Water Environment Services	\$187,516,693
• North Clackamas Parks & Rec. District	\$33,048,388
• Library Service District of Clack. County	\$23,162,315
• Enhanced Law Enforcement District	\$7,805,376
• Extension and 4-H Service District	\$9,813,399
• Street Lighting District	\$4,936,198

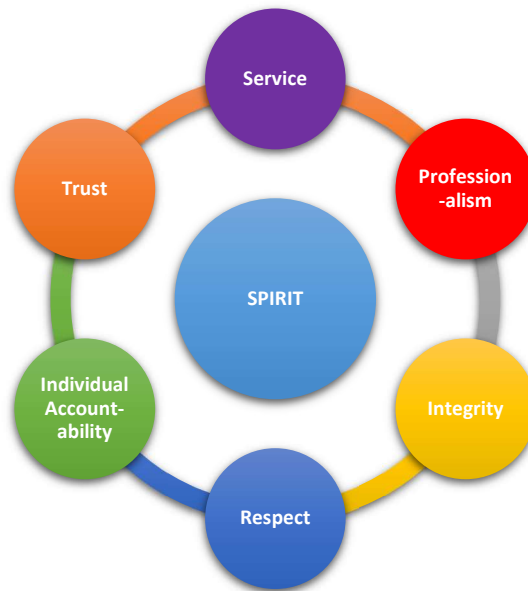
Each of these districts prepare a separate budget, which will be adopted by the County Board of Commissioners. For more information on the districts visit <https://www.clackamas.us/budget>

The total budgetary responsibility for all programs and services including the service districts is \$1,228,547,580.

Core Values and Performance Clackamas

The two guideposts for the work that we do and the decisions we make are: our Core Values - SPIRIT - and Performance Clackamas, our strategic plan:

Core Values



Performance Clackamas is a comprehensive system focused on achieving results for our customers. Created in 2014, Performance Clackamas provides a framework for all county departments and offices that is focused on attaining measurable results.

Board Priorities:



The next page articulates the Board's strategic priorities for the next year, along with key metrics, initiatives and related policy perspectives. Additional information related to the metrics can be found in the individual department budgets.

Performance Clackamas County Plan

January 2020 Update

Board decisions will be informed by managing for results performance information for ongoing operations.

Grow a Vibrant Economy

- By 2024, 80% of employers within targeted clusters surveyed will report that an adequately trained workforce is available to fill their family wage jobs.
- By 2024, 80% of businesses that pay family wage jobs seeking to locate or expand in Clackamas County will find serviceable commercial or industrial properties which meet their particular business needs.
- By 2024, 75% of participants in the Community Prosperity pilots have experienced improvement in financial stability and access to affordable, healthy foods.

Build a Strong Infrastructure

- By 2024, funding for the next Phase (from 122nd-172nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, and/or regional funding sources.
- By 2024, funding for the Interstate 205 (I-205) Widening and Seismic Improvements Project, including the Abernethy Bridge, will be committed from federal, state, and/or regional funding sources.

Ensure Safe, Healthy and Secure Communities

- By 2024, 80% of victims of domestic violence will not experience further abuse following their initial report.

- By 2025, 1,500 affordable housing units will be developed*.

Those units

will be stratified across Area Median Income (AMI) ranges as shown above.

Lead responsibility	Units	AMI
All County	700	61-110%
Mostly HHS	800	0-60%

* Included in the overall count are rehabbed units, and units at various construction phases (Viable, Committed, In Development, and Completed).

Reduce chronic homelessness as evidenced:

- By 2023, 30% reduction of chronically homeless people on the Coordinated Housing Access waitlist.
- By 2023, 30% reduction in homeless children and youth (24 and under) on the Coordinated Housing Access waitlist.

Honor, Utilize, Promote and Invest in our Natural Resources

- By January 2022, a Climate Action plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050.

Build Public Trust through Good Government

- By 2023, build a new County Courthouse.
- By 2021, the county's budget will be 100% tied to results with transparency to the public.

Key Initiatives

- Pollination Policy Initiative, including a Hub to share information to government and private landowners.
- Growing the Mass Timber industry in Clackamas County, which creates family wage jobs.
- Being a catalyst and a convener to stimulate the development of Workforce Housing for those with 60% or less of the Area Median Income.
- Making high speed internet available throughout the County.

Policy Perspectives

- Equity, Diversity, and Inclusion
- Carbon Neutrality, including developing and implementing a Climate Action Plan
- Healthy and Active Lifestyle, guiding housing, transportation, and land use policies and decisions
- Family Stability, including an emphasis on issues of domestic violence, homelessness and workforce development

FY 2020-21 Proposed Budget Summary

The table below presents summary data comparing the key resources and requirements of the Amended FY 2019-20 Budget and the Proposed FY 2020-21 Budget. The revenues and requirements summarized on this table are derived from seven county fund types: General, Special Revenue, Internal Service, Enterprise, Debt Service, and Capital Projects. All funds work together to support the county's operations and account for the intended use of the funding source.

	FY19-20 Amended	FY20-21 Proposed	Percent Change
<u>Resources by Category</u>			
Beginning Fund Balance	232,172,631	200,201,485	-13.8%
Current Revenues			
Prior Year Revenues	1,075,164	924,985	-14.0%
Taxes	151,194,866	154,190,294	2.0%
Licenses & Permits	15,867,852	16,284,969	2.6%
Federal Revenues	28,025,407	28,515,492	1.7%
State Revenues	106,208,148	101,183,321	-4.7%
Local Revenues	22,400,200	22,415,048	0.1%
Fees & Fines	149,082,345	147,451,526	-1.1%
Other Revenue	71,544,781	91,713,743	28.2%
Interfund Transfers	135,021,064	129,286,474	-4.2%
Subtotal Current Revenues	680,419,827	691,965,852	1.7%
Total Resources	912,592,458	892,167,337	-2.2%
<u>Requirements by Category</u>			
Personnel Services	310,332,032	312,846,306	0.8%
Materials & Services	178,638,424	162,981,434	-8.8%
Allocated Costs	33,106,121	32,395,760	-2.1%
Capital Outlay	52,900,305	46,645,844	-11.8%
Subtotal Current Expenditures	574,976,882	554,869,344	-3.5%
Debt Service	13,858,689	15,837,913	14.3%
Special Payments	43,120,585	22,962,188	-46.7%
Interfund Transfer	134,646,192	129,093,675	-4.1%
Indirect Costs	7,793,907	8,523,477	9.4%
Reserve for Future Expenditures	64,751,375	87,647,179	35.4%
Contingency	73,444,828	73,233,561	-0.3%
Total Requirements	912,592,458	892,167,337	-2.2%
Full-Time Equivalents (FTE's)	2,207	2,173	-1.5%

Budget Development

In my budget message last year, I highlighted the issue of county expenditures outpacing revenue resulting in the need to make reductions in order to have a stabilized budget. This need for reductions not only continues for FY21, but is expected for future budget cycles primarily due to rising costs associated with personnel retirement and benefits. Coupled with the financial challenges of COVID-19, this budget may require additional reductions in order to maintain balanced expenditures to realized revenues. While our financial future remains uncertain, we are committed to making thoughtful decisions to best serve the public within available funds.

Overarching Issues/Changes

Impact of COVID-19

The coronavirus pandemic continues to cause significant shifts in the way the County will operate to meet the needs of residents and stakeholders. While our dedicated staff have adapted and continued to serve the public in resourceful ways, the County's funding and expenditure outlook has changed due to the COVID-19 impacts. Below are a few examples:

- Departments updated their FY 2019-20 revenue and expenditures projections, such as known reductions in service levels and funding reductions, to evaluate potential COVID-19 financial impacts. This effort will help inform future planning and budgetary adjustment needs in the coming months
- Due to the significant decline of Transient Room Tax receipts, Tourism and Cultural Affairs has been reduced to two Tourism employees from thirteen
- Lack of revenue for Parks has led to notices of work stoppage for seasonal and part/time staff
- We are anticipating a decline in economic development activities due to the drop in lottery funding

To respond to the uncertainty of revenues, county staff and the Board of County Commissioners are pursuing several avenues to secure additional funding. These include COVID-related reimbursements from the Federal Emergency Management Agency (FEMA), applying for numerous grants such as additional Community Development Block grants, Emergency Shelter grants and other Coronavirus supplemental funding sources. Commissioners and staff continue their intensive lobbying activities for federal and state assistance, including US Treasury CARES funding issued to the state.

Key Revenues

Countywide, tax revenue is expected to increase by 2.0% or \$3.0 million. However, property tax revenue for FY 2020-21 is an increase of 1.7% percent, anticipating increased delinquencies due to the COVID-related impacts. Delinquencies will not be fully known until this fall when tax collections begin and the financial consequences caused by the breadth and duration of the pandemic are more fully understood.

Expenditures

Personnel Services: Total County personnel services are increasing by 0.84% or \$2.6 million. This minimal overall increase to the size of our labor-force is due to a combination of staff count reductions and personnel costs increases. Across the county 34 FTE vacant positions have been eliminated while a

workforce reduction plan was put in place for the Tourism program. The offset of these reductions are an estimated COLA increase of 2.6% and PERS costs. The PERS rate remains flat as this is the second year of our biennial rates. However, PERS contribution rates range from 19.22% of payroll to 27.07% depending on employee hire date and classification. An additional factor to our personnel costs include the County-wide workforce wage study. This study is to comply with the Equal Pay Act and continues to bring positions to a comparable market place compensation pay rate.

Materials & Services: Expenses for proposed FY 2020-21 decrease by 8.8% or \$15.7 million is driven by the County Administrator's recommended General Fund reductions and other decreases identified by departments county-wide such as tourism and cultural affairs that is dependent on transient room tax. What is included for FY20-21 is continued effort in planning and design of the new county courthouse in professional services for \$1.3 million. 50% of these costs will be reimbursed by the state.

Allocated costs: FY 2020-21 allocated costs decrease slightly by 2.1% or \$710,000. This is due to true-ups in Technical Services Department for staffing and project related expense assessed to other departments. Other than this adjustment, allocated costs remain flat for the upcoming year.

Capital Outlay: Similarly, county-wide capital outlay reductions of 11.4% or \$6.0 million are reflected in the proposed budget. One significant reduction was the postponement of the OSU building extension project, \$6.1 million. The FY 2020-21 budget, however, includes \$10 million in funding for the transportation maintenance facility. The remainder of funding for this \$30 million facility will be budgeted in following fiscal year. About \$19.5 million of the facility costs will be debt financed repaid by state highway funds.

Contingency

Board policy requires Contingency to be budgeted at a minimum of 5% of General Fund expenditures. For FY 2020-21, General Fund Contingency is budgeted at \$20.1 million. An additional \$8.4 million of restricted General Obligation bond proceeds resides in Contingency for anticipated future disbursement, as is a \$1.3 million set-aside for Equal Pay Act implementation.

Beginning in FY 2020-21, all General Fund Contingency, formally budgeted in individual departments, will be appropriated in the county's General Fund. Requests for use of Contingency will go through the normal supplemental budget and Board of County Commissioners approval process. Non-General fund contingency will continue to be budgeted within their respective funds receiving the revenue source.

Reserves

Reserves for future expenditures are budgeted, per Board policy, at a minimum 10% of unrestricted General Fund revenue. The FY 2020-21 budget includes \$17.5 million. An additional \$3 million is held in the General Fund Reserve to help defray future increases in personnel expenses, such as PERS assessments.

County Staffing Comparison

Budget Year	2017-2018 Actual	2018-2019 Actual	2019-2020 Estimated	2020-2021 Proposed
FTE	2,099	2,171	2207	2173

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, or overhead, related to federal grant projects.

Self-Insurance and Benefits Administration

Clackamas County is self-insured for employee health benefits. We must maintain a statutorily required reserve in the event we end self-insurance and pay out the claims. Clackamas County achieved its goal of collecting \$2.5 million over a 3 year period to fully fund these reserves for FY 20-21.

Charges for service decreased 46% due to this complete funding of the reserves and instituting a "credit" for less predictable revenue that was collected in FY 18-19. The Benefits Administration Fee model may use one-time credits; the model considers cost increases and decreases as needed.

Elected Officials Compensation

In accordance with ORS 204.112, the Citizen's Compensation Board is responsible to annually evaluate and recommend salary adjustments for the county's elected officials in order to maintain competitive wages with the marketplace while considering internal alignment. To accomplish this goal, the Compensation Board compared the salaries paid to elected officials in Clackamas County with similar positions in comparable jurisdictions, such as Multnomah, Washington and Clark counties, and the City of Portland. The Compensation Board reviewed market comparables and identified salary increases to bring all elected officials' compensation to market parity.

This year, compensation for six positions - Assessor, Clerk, Commissioner, Treasurer, District Attorney and Justice of the Peace fell well below market. An additional recommendation was made for a compensation increase for the Chief Deputy District Attorney.

Based on their analysis, the Compensation Board recommended that the elected officials receive the full individual salary increases. The total fiscal impact of the recommended increases is \$52,499 which is approximately 0.017% of the County's total FY 19/20 personal services budget.

However, at the April 22nd Budget Committee meeting, members recommended that none of the salary increases be implemented until such time as the County has financially recovered from the impacts of COVID-19. It was noted that all affected elected officials agreed with this recommendation. The Budget Committee requested that the compensation be revisited in October 2020.

Administrator's General Fund Proposed Budget Reductions

As mentioned in last year's budget message, the time for status quo budgets has passed. In anticipation of continued funding challenges, and striving for General Fund stabilization, many departments reduced their expenditures in the current fiscal year. These budget savings were taken into account as further reductions are being proposed in the FY 2020-21 budget to address the expanded gap in funding for basic services along with COVID-19 losses.

It is important to note that we fully expect additional reductions will need to be made during the upcoming fiscal year as we learn about cutbacks from our federal and state funding streams. In the meantime, we are proposing general fund reductions in the amount of \$6.1 million across 12 departments and elected offices to address what we know today.

One of my goals was to minimize employee layoffs and I'm pleased that departments were able to accomplish this. The majority of cutbacks involve reductions in materials and supplies, some service levels, and vacant positions. The table below displays the savings in 2019-20 along with the proposed 2020-21 reductions.

Department/Office	FY 19-20 Budget Savings	FY 20-21 Budget Reductions	Description of FY 20-21 Budget Reductions	One- Time/ Ongoing	FY 20- 21 FTE (all Vacant)
Assessment & Tax.	\$931,935	\$276,577	<ul style="list-style-type: none"> Reduce materials & supplies (M&S) 	One-Time	0
Business & Comm. Svcs	0	\$245,237	<ul style="list-style-type: none"> Reduce M&S 	One-Time	0
Clerk	\$172,581	0			0
Comm. Corrections	0	0			0
County Administration	\$268,349	\$318,605	<ul style="list-style-type: none"> Eliminate 2 positions and replace with two lower classifications Delay Deputy Administrator hire to 1/21 Reduce BCC travel \$ 	Ongoing	3
County Counsel	0	0			0
Emergency Communications	0	0			0
Disaster Management	0	0			0
District Attorney	0	\$316,443	<ul style="list-style-type: none"> Reduce M&S Eliminate a position 	One-Time	1
Finance	0	\$242,554	<ul style="list-style-type: none"> Reduce M&S 	One-Time	0
Health, Housing & Human Services	0	\$1,297,314	<ul style="list-style-type: none"> Reduce funds for H3S admin & housing PLP Reduce funding for prevention, workforce, and other services Eliminate one crisis position Eliminate flex services Reduce funds for house modifications Reduce temps in clinics Reduce funds to Public Health grants offset by other funding Reduce training funds 	Ongoing	2

Department/Office	FY 19-20 Budget Savings	FY 20-21 Budget Reductions	Description of FY 20-21 Budget Reductions	One- Time/ Ongoing	FY 20- 21 FTE (all Vacant)
Human Resources	\$600,613	\$139,000	<ul style="list-style-type: none"> Reduce materials & supplies 	Both	0
Justice Court	0	0			0
Juvenile	\$2,293,673	0			0
Public & Government Affairs	\$5,773	\$98,850	<ul style="list-style-type: none"> Reduce community relations services, video production Reduce Newsletter frequency 	Ongoing	0
Resolution Services	0	0			0
Sheriff	0	\$2,000,000	<ul style="list-style-type: none"> Reduce vehicle purchases Reduce overtime Close 26 jail beds 	Both	6
Technology Services	0	\$483,193	<ul style="list-style-type: none"> Reduce M&S Reduce one position from applications department 	Ongoing	1
Tourism	0	\$44,904	<ul style="list-style-type: none"> Reduce staff hours Reduce Regional Arts & Cultural Council 	Both	.6
Treasurer	\$74,498	0			0
Transportation & Development	0	\$663,611	<ul style="list-style-type: none"> Eliminate 2 animal health positions Eliminate 2 planner positions Eliminate .5 office specialist pos. Reduce funds for "Drive to Zero" Change funding split for planner Return portion of marijuana package to support .5 planner 	Ongoing	4.5
TOTAL	\$4,486,807	\$6,126,288			18.1

Closing Remarks

Clearly COVID-19 has required the County to work in different ways and I want to publically recognize the dedication of staff in continuing to provide services during this challenging time.

As difficult as it was to put this budget proposal together, I believe the next round of reductions will result in programs being eliminated. I think it's important that the Budget Committee and the public understand that we're at the point that we will not be able to sustain all of the services we provide at their current level. In preparation, I've asked department heads and elected officials to analyze their programs and budgets to be ready for deeper cuts this coming year. We will continue to look for efficiencies and embark on a strategic review of all programs and services to determine the best path forward.

On a final note, I want to thank all of the county staff who engaged in this year's budget development – from elected officials, department directors, budget analysts and program managers to the many staff who created the materials – their commitment to quality work is laudable. I also want to give special recognition to the Finance Department staff – Interim Finance Director Elizabeth Comfort and the budget team for their hard work under these unusual times. Thanks also to the Budget Committee for its continued review of the annual budget from development through approval.

Sincerely,

Gary Schmidt
County Administrator

Budget Reviewer's Guide

The Fiscal Year 2021-21 Clackamas County Proposed Budget is provided here for your review. The book is arranged in the order in which presentations are anticipated during the Budget Committee meetings on May 27 through May 29 with each department or item having its own tab. The Budget Committee will meet virtually over Zoom beginning at 8:30 am Wednesday May 27 and go through May 29th. Dates and times for subsequent meetings to be confirmed by the Committee on May 29th. Public testimony will be heard beginning at 5:30 pm on May 28.

Performance Clackamas

Performance Clackamas, adopted in 2014, is a results-based strategic plan that ensures county departments meet high performance standards for serving customers. It 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

The Commissioners adopted measurable strategic goals and timelines to direct departmental focus and efforts. Please see the County's website for more information, <https://www.clackamas.us/performance>.

Most departments have developed their Performance Clackamas strategic business plans to the point that they are requesting their budgets in the new, program-based format. All departments under the oversight of the Board of Commissioners are expected to complete strategic business plans by July 1, 2020.

Performance Clackamas departments divide their work into broader Lines of Business and then present their budgets using data from their Strategic Business Plans in a purpose-driven format. It is here that core services, performance measures, revenues and expenses, staffing and General Fund support are detailed.

Each department begins by describing the work it does, outlining its goals, and reporting on its performance. A summary report follows to compare operating revenues with operating expenditures, General Fund support and staffing.

Reports

The reports in this section are designed to provide the reader with a quick historical view of all county funds.

Summaries of Resources and Requirements display all funds together in the same format that was used in the document for individual funds. These highlight major revenue and expenditure

categories, compare operating revenues with operating expenditures, show changes in ending fund balance and General Fund support and detail changes in staffing.

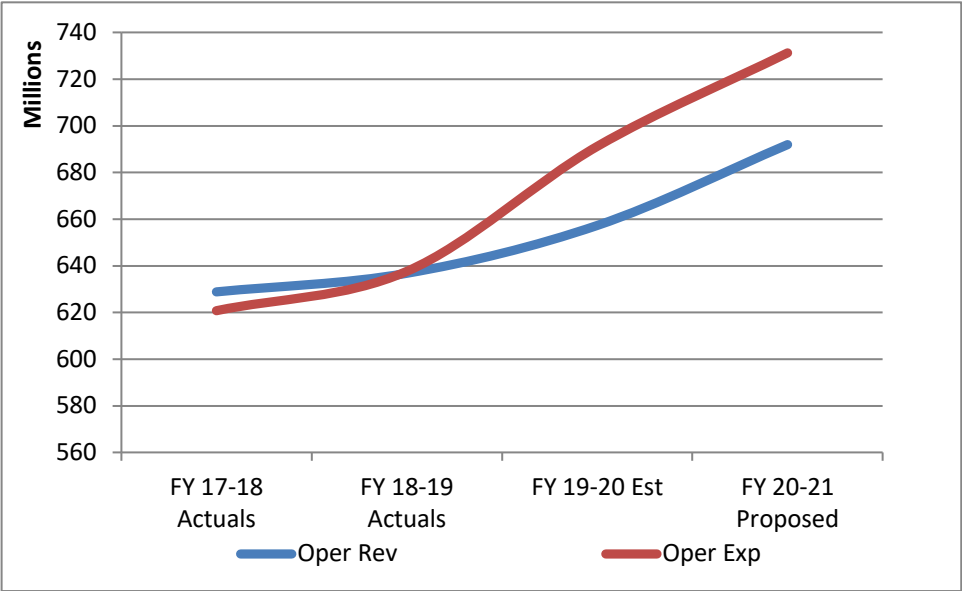
The first summary in this section shows the full county budget (the sum of all the individual funds). This is followed by a breakdown by department for FTE and then Requirements (i.e. expenditure budgets). The line for Miscellaneous and Pass-Thru Items is further broken down in a sub-table.

For those who prefer graphic presentations, a series of **pie charts** has been included. They compare countywide summary of resources and requirements.

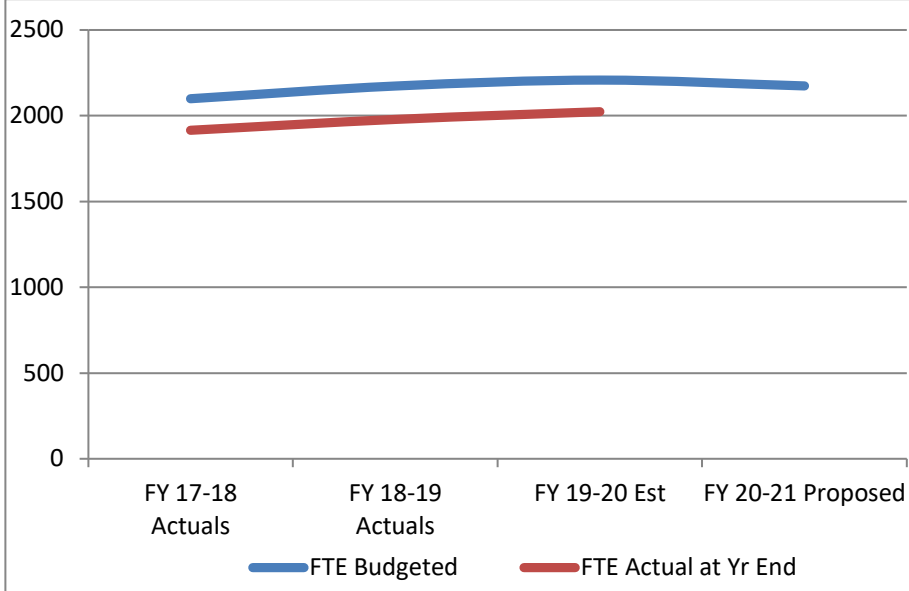
Clackamas County - All Funds // Summary of Resources and Requirements

	FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	Prior Yr Budget
RESOURCES							
Beginning Balance	\$ 227,889,294	\$ 235,956,790	\$ 232,172,631	\$ 234,406,870	\$ 200,201,485	\$ (31,971,146)	-13.8%
Prior Year Revenue	5,710,769	1,893,147	1,075,164	1,505,211	924,985	(150,179)	-14.0%
Taxes	137,783,740	148,037,252	151,194,866	150,372,190	154,190,294	2,995,428	2.0%
Licenses & Permits	17,150,853	17,342,298	15,867,852	16,732,034	16,284,969	417,117	2.6%
Federal Grants & Revenues	22,437,610	25,356,414	28,025,407	27,504,944	28,515,492	490,085	1.7%
State Grants & Revenues	89,128,037	96,644,270	106,208,148	100,675,326	101,183,321	(5,024,827)	-4.7%
Local Grants & Revenues	17,771,911	20,569,230	24,941,155	23,095,870	23,446,004	(1,495,151)	-6.0%
Charges for Service	115,542,920	118,224,699	144,370,645	131,590,655	142,583,316	(1,787,329)	-1.2%
Fines & Penalties	5,399,518	5,239,658	4,711,700	4,354,959	4,868,210	156,510	3.3%
Other Revenues	96,855,946	75,201,940	69,003,826	69,146,493	90,682,787	21,678,961	31.4%
Interfund Transfers	121,074,266	128,308,951	135,021,064	132,341,389	129,286,474	(5,734,590)	-4.2%
Prior Year Adj (Damascus)	-	-	-	-	-	-	0%
Operating Revenue	628,855,570	636,817,859	680,419,827	657,319,071	691,965,852	11,546,025	1.7%
% Change from prior year	NA	1.3%	6.8%	3.2%	5.3%		
Total Resources	856,744,864	872,774,649	912,592,458	891,725,941	892,167,337	(20,425,121)	-2.2%
REQUIREMENTS							
Personnel Services	248,877,080	267,300,982	310,332,032	291,043,771	312,846,306	2,514,274	0.8%
Materials & Services	161,163,416	146,826,564	178,638,424	151,999,237	162,981,434	(15,656,990)	-8.8%
Debt Service	14,828,209	13,640,760	13,858,689	13,858,689	15,837,913	1,979,224	14.3%
Special Payments (other govt's & agencies)	29,845,613	27,681,278	43,120,585	36,163,360	22,962,188	(20,158,397)	-46.7%
Interfund Transfers	121,074,266	128,308,951	134,646,192	131,988,031	129,093,675	(5,552,517)	-4.1%
Indirect Costs (internal dept chgs)	6,732,530	6,930,749	7,793,907	7,470,247	8,523,477	729,570	9.4%
Cost Allocation Charges	28,379,356	29,215,101	33,106,121	33,067,374	32,395,760	(710,361)	-2.1%
Capital Outlay	9,887,603	17,749,816	52,900,305	25,614,909	46,645,844	(6,254,461)	-11.8%
Operating Expenditure	620,788,073	637,654,201	774,396,255	691,205,618	731,286,597	(43,109,658)	-5.6%
% Change from prior year	NA	2.7%	21.4%	8.4%	5.8%		
Reserve for Future Expenditures	-	-	64,751,375	-	87,647,179	22,895,804	35.4%
Contingency	-	-	73,444,828	-	73,233,561	(211,267)	-0.3%
Total Requirements	620,788,073	637,654,201	912,592,458	691,205,618	892,167,337	(20,425,121)	-2.2%
Ending Balance	\$ 235,956,791	\$ 235,120,448	\$ -	\$ 200,520,323	\$ -	\$ -	0%
Full Time Equiv Positions (FTE) Budgeted	2,098.6	2,172.5	2,207.1	2,207.1	2,173.1	-34.1	-1.5%
Full Time Equiv Positions (FTE) Filled at Yr End	1,914.6	1,978.0		2,022.9			
Full Time Equiv Positions (FTE) Vacant at Yr End	183.9	194.5		184.3			
See graph on reverse page for a visual depiction							

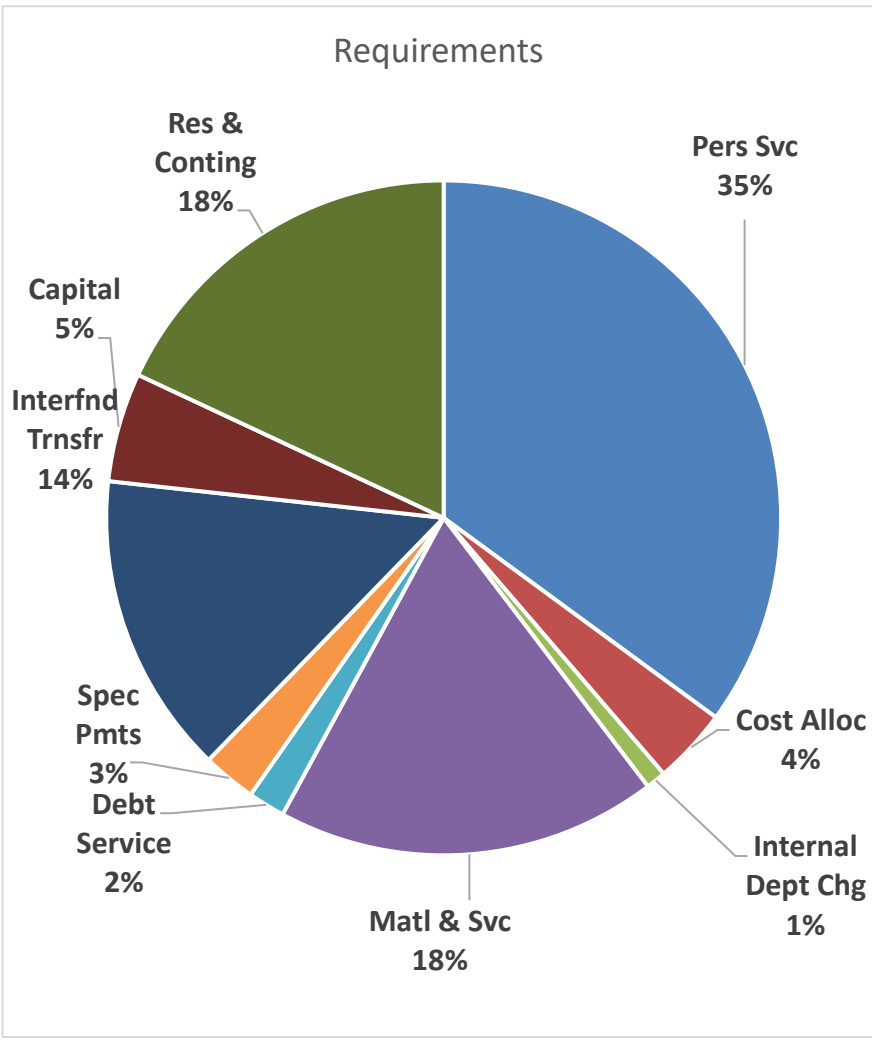
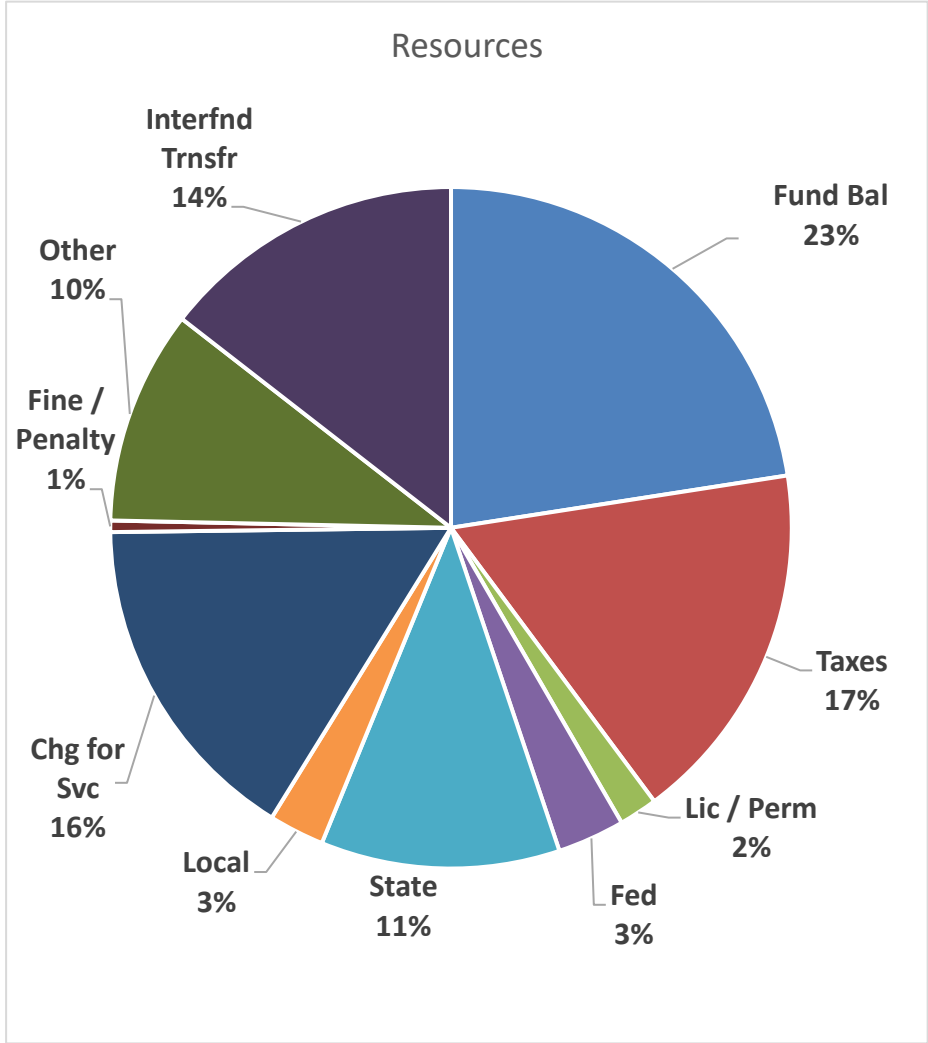
Multi-Year Summary Data



Multi-Year FTE Data

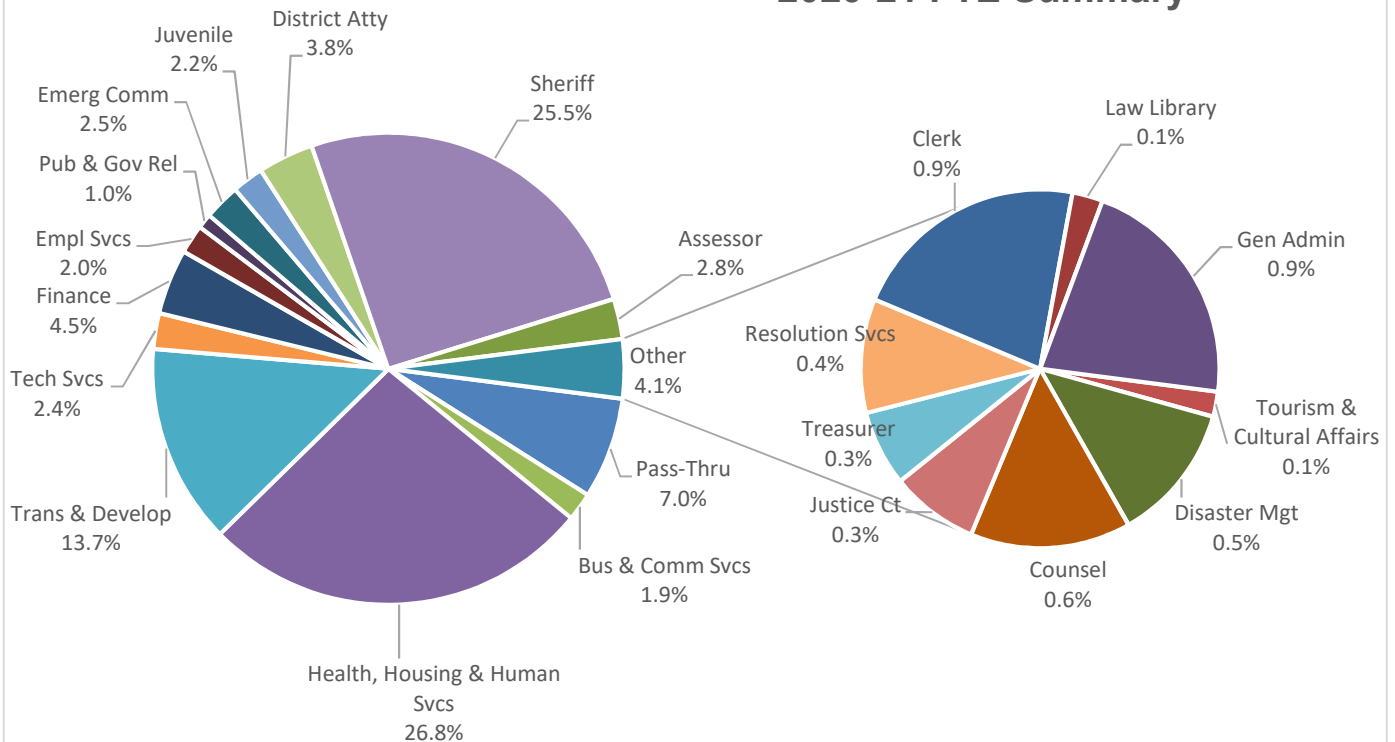


Clackamas County - All Funds // Summary of Resources and Requirements
FY 20-21 Proposed Budget

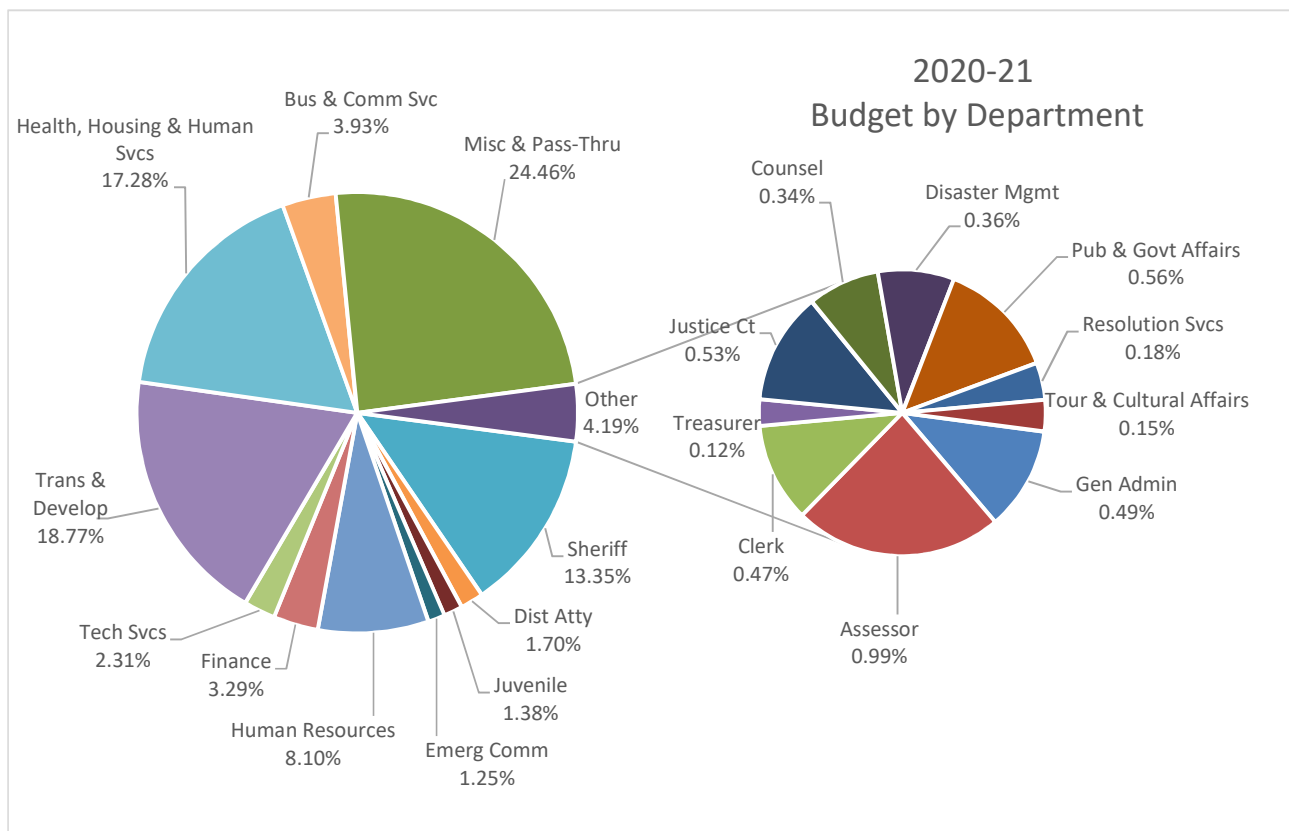


Department	2017-18	2018-19	2019-20	2020-21
General County Administration	16.80	17.42	18.42	18.80
Assessor	58.50	58.50	60.00	60.00
Clerk	19.00	19.00	19.00	19.00
Treasurer	6.00	6.00	6.00	6.00
Sheriff	552.60	561.75	568.75	554.08
District Attorney	78.45	79.50	81.50	82.70
Justice Court	9.50	8.00	8.00	7.00
Juvenile	54.00	55.00	54.00	47.00
County Counsel	12.50	12.75	12.75	12.75
Disaster Management	11.00	11.00	11.00	11.00
Emergency Communications	47.00	50.00	52.00	53.75
Public & Government Affairs	21.00	22.00	22.00	22.00
Employee Services (HR)	39.80	43.00	43.00	43.00
Finance	104.53	96.53	96.53	97.53
Technology Services	55.50	55.50	56.00	53.00
Transportation & Development	273.30	295.59	301.59	297.54
Health, Housing & Human Services	530.21	564.41	559.52	581.58
Business & Community Services	36.00	38.00	43.50	41.50
Resolution Services	10.43	10.55	9.93	9.06
Tourism & Cultural Affairs	14.00	15.00	15.00	2.00
Law Library	2.44	2.44	2.44	2.44
Miscellaneous & Pass-Through	145.95	145.95	148.54	151.34
Total Budgeted Full-Time Equivalents (FTE's)	2,098.51	2,167.89	2,189.47	2,173.07

2020-21 FTE Summary

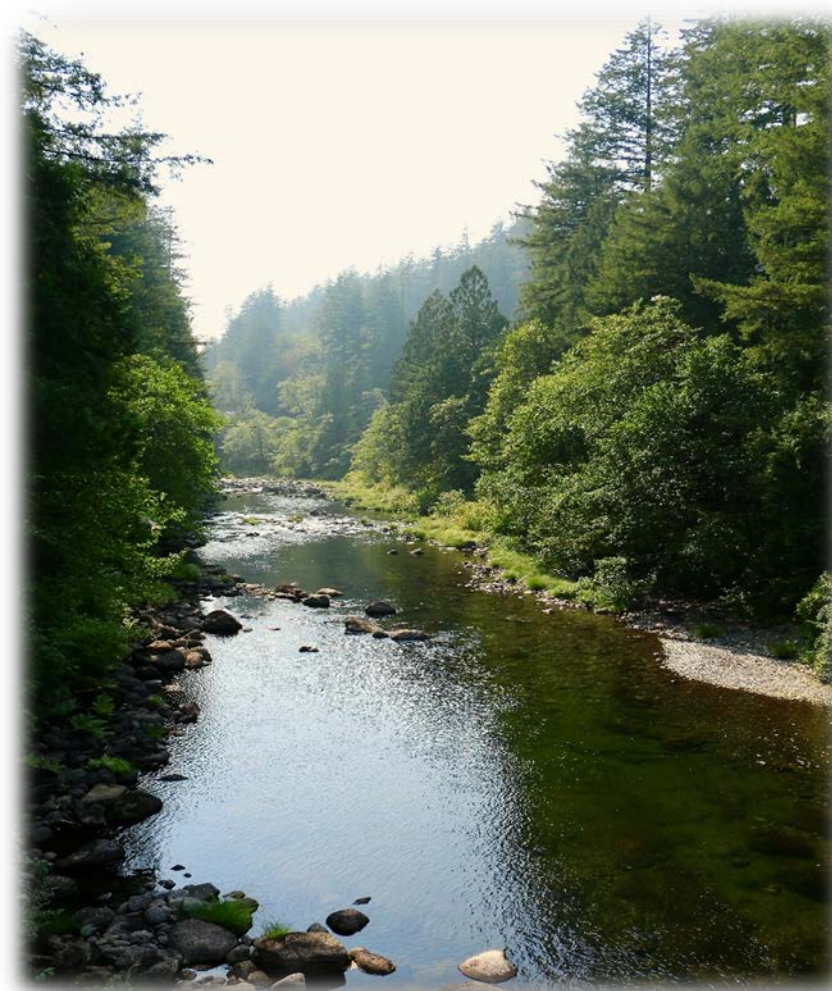


	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Est Actual	2020-21 Proposed
Requirements by Department					
General County Administration	3,959,281	4,382,755	4,517,376	4,249,027	4,357,091
Assessor	7,490,869	7,685,462	8,952,543	8,209,578	8,800,510
Clerk	3,242,322	3,515,644	4,221,915	3,621,675	4,184,844
Treasurer	946,811	918,803	1,109,763	1,076,375	1,115,170
Sheriff / Community Corrections	103,962,310	109,035,274	119,752,846	115,817,972	119,065,922
District Attorney	12,567,623	13,393,626	14,966,955	14,404,837	15,182,445
Justice Court	3,810,991	4,034,136	6,224,560	5,264,944	4,714,256
Juvenile	9,733,727	9,555,191	14,922,827	13,890,506	12,296,765
County Counsel	2,607,745	2,728,521	2,941,273	2,841,754	3,031,453
Disaster Management	2,399,243	2,375,542	4,781,614	4,264,262	3,214,047
Emerg Communications	7,686,330	7,848,190	10,554,488	8,509,380	11,195,666
Public & Gov Affairs	4,710,618	5,003,436	5,649,234	5,564,225	5,038,930
Human Resources	35,415,028	36,815,537	68,091,537	39,356,845	72,262,971
Finance / Capital Proj	18,248,285	22,401,720	36,339,482	21,945,556	29,326,266
Technology Services	16,237,313	16,475,512	26,091,041	23,543,993	20,644,396
Transportation & Development	61,815,315	71,945,266	137,491,249	78,816,365	167,421,486
Health, Housing & Human Svcs	101,784,064	112,670,842	162,908,997	125,289,826	154,130,065
Business & Community Svcs	16,558,286	17,058,122	34,679,471	18,186,047	35,054,452
Resolution Services	1,542,962	1,624,058	1,723,636	1,356,925	1,563,643
Tourism & Cultural Affairs	5,007,853	5,533,549	5,939,533	3,906,704	1,326,268
Miscellaneous & Pass-Thru Items	201,061,571	182,653,015	240,732,118	191,088,822	218,240,691
Total Requirements by Department	620,788,547	637,654,201	912,592,458	691,205,618	892,167,337



Miscellaneous & Pass-Thru Items	2017-18 Actual	2018-19 Actual	2019-20 Amnd Budget	2019-20 Est Actual	2020-21 Proposed
WES payroll	11,679,408	12,896,662	14,946,778	13,812,944	15,760,269
NCPRD payroll	4,896,734	5,263,350	6,378,696	5,638,780	6,548,990
Development Agency payroll	574,077	452,440	569,800	446,302	586,936
Non- Departmental	132,797,626	140,758,453	195,496,645	150,563,022	177,920,151
County Schools	-	730,475	445,000	-	-
County Safety Net Legislation Local Project:	35,677	95,697	359,431	291,503	13,174
Employer Contribution Reserve	-	-	2,757,044	2,754,241	-
*County Debt Service	40,911,148	8,706,302	8,707,061	8,707,061	10,476,535
*General Obligation Bond Debt Service	4,471,635	4,690,155	4,907,325	4,907,325	5,117,075
*Local Improvement District Construction	515,496	-	27,855	28,017	-
Transient Room Tax	4,621,367	4,917,824	5,425,636	3,269,181	1,259,045
Law Library	394,284	389,517	710,847	463,801	562,016
Damascus Operating	164,118	-	-	-	-
Damascus Future Refunds to Taxpayers	-	3,752,140	-	-	-
Total	\$ 201,061,570	\$ 182,653,015	\$ 240,732,118	\$ 190,882,177	\$ 218,244,191

*Debt Service



Business & Community Services

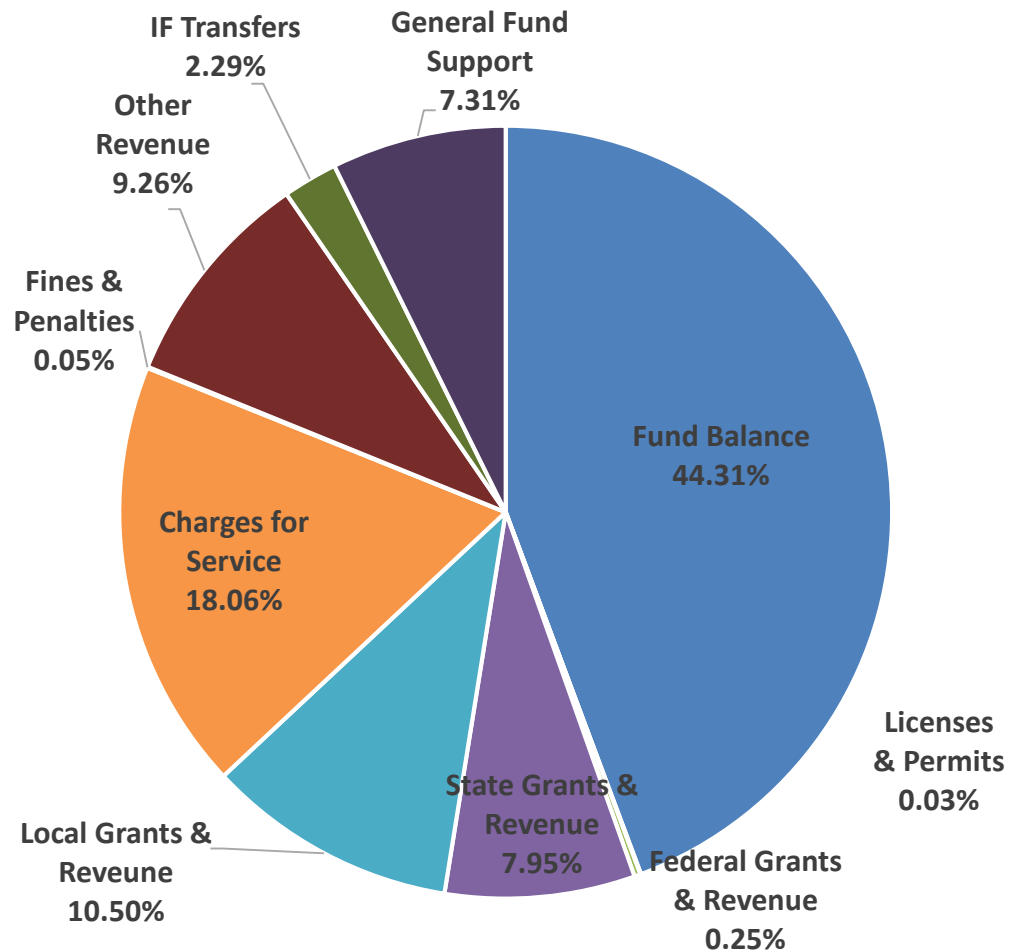
2020-2021 BUDGET PRESENTATION

LAURA ZENTNER, CPA – DIRECTOR
SARAH ECKMAN, DEPUTY DIRECTOR

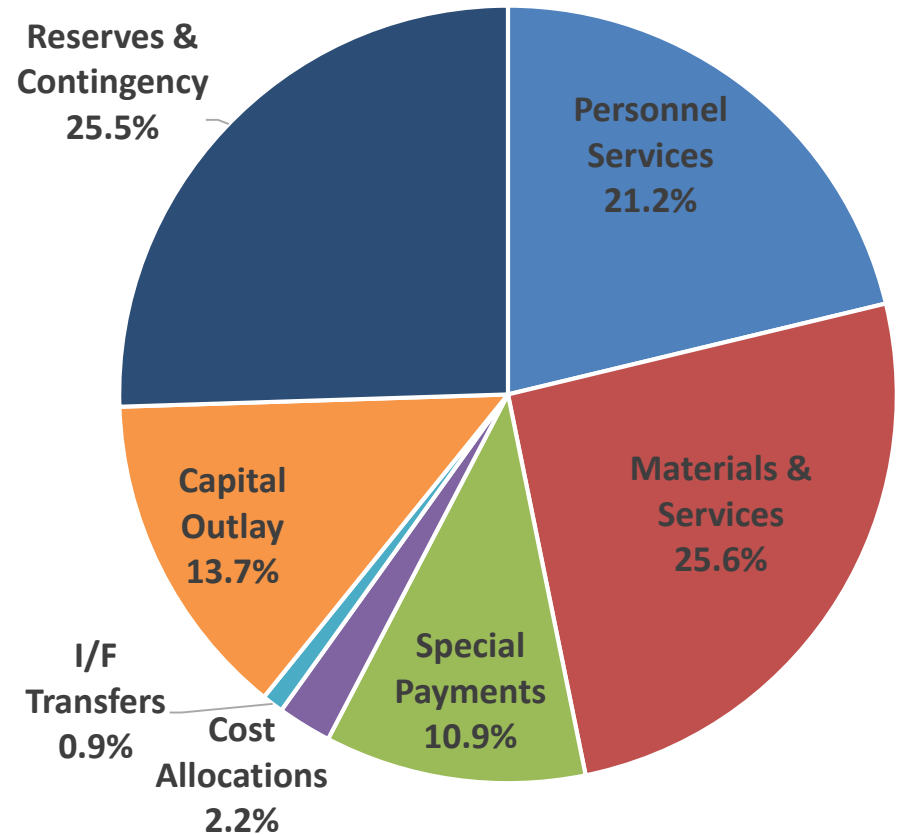


Business & Community Services 2020/21 Revenue and Expenses

Revenue



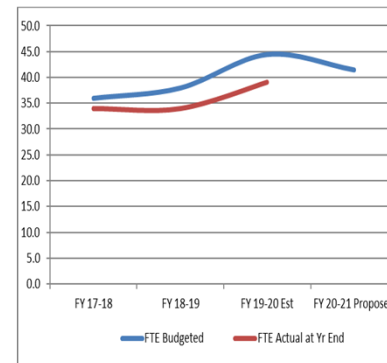
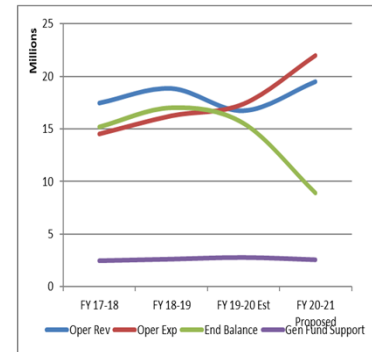
Expenditures



Business & Community Services

Summary of Revenue & Expenses

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	14,272,883	15,182,907	14,073,701	15,945,612	16,990,178	16,990,178	15,531,210	-414,402	-2.6%
Prior Year Revenue	821	0	0	0	0	0	0	0	0%
Licenses & Permits	29,653	56,771	10,000	10,000	10,000	10,000	10,000	0	0%
Federal Grants & Revenues	96,282	43,156	203,526	203,526	198,414	198,414	89,081	-114,445	-56.2%
State Grants & Revenues	2,736,681	2,634,885	2,757,824	2,757,824	3,156,639	3,156,639	2,786,191	28,367	1.0%
Local Grants & Revenues	1,163,000	1,400,539	2,252,090	2,252,090	1,866,938	1,866,938	3,679,889	1,427,799	63.4%
Charges for Service	5,748,571	6,760,798	5,924,871	5,924,871	5,875,893	5,183,217	6,330,693	405,822	6.8%
Fines & Penalties	12,849	14,614	31,350	21,350	16,809	16,809	16,500	-4,850	-22.7%
Other Revenues	4,119,619	4,522,826	3,351,401	3,530,761	3,515,791	2,827,308	3,244,685	-286,076	-8.1%
Interfund Transfers	3,560,835	3,431,803	4,033,437	4,033,437	3,447,754	3,447,754	3,366,203	-667,234	-16.5%
Operating Revenue	17,468,311	18,865,392	18,564,499	18,733,859	18,088,238	16,727,079	19,523,242	789,383	4.2%
% Change	NA	8.0%	-1.6%	-0.7%	-4.1%	-10.7%	7.9%		
Personnel Services	5,384,563	5,729,461	7,839,813	7,864,973	6,901,643	6,807,584	7,446,506	-418,467	-5.3%
Materials & Services	7,321,608	8,539,275	9,872,265	10,003,265	8,600,048	8,102,323	8,957,628	-1,045,637	-10.5%
Cost Allocation Charges	677,992	725,921	780,883	780,883	780,883	780,883	788,319	7,436	1.0%
Capital Outlay	1,149,378	1,265,465	2,840,594	3,202,635	1,707,434	1,697,563	4,800,397	2,895,697	49.9%
Operating Expenditure	14,533,541	16,260,122	21,333,555	21,851,756	17,990,008	17,388,353	21,992,850	141,094	0.6%
% Change	NA	11.9%	31.2%	34.4%	10.6%	-20.4%	22.3%		
Special Payments	1,391,745	485,000	3,228,354	3,347,984	684,694	634,694	3,807,421	459,437	13.7%
Interfund Transfers	633,000	313,000	643,847	643,847	263,000	163,000	313,829	-330,018	-51.3%
Reserve for Future Expenditures	0	0	5,514,095	6,403,352	0	0	6,530,789	127,437	2.0%
Contingency	0	0	1,908,349	2,432,532	0	0	2,409,563	-22,969	-0.9%
Total Expenditure	16,558,286	17,058,122	32,628,200	34,679,471	18,937,702	18,186,047	35,054,452	374,981	1.1%
Ending Balance (if applicable) (includes Reserve & Contingency)	15,182,908	16,990,177	7,432,444	8,835,884	16,140,714	15,531,210	8,940,352	104,468	1.2%
General Fund Support (if applicable)	2,457,005	2,628,933	2,808,157	2,808,157	2,808,157	2,808,157	2,562,920	-245,237	-8.7%
Full Time Equiv Positions (FTE) Budgete	36.0	38.0	43.5	44.5	44.5	44.5	41.5	-3.0	-6.7%
Full Time Equiv Positions (FTE) Filled at	34.0	34.0			38.5	39.0			
Full Time Equiv Positions (FTE) Vacant	2.0	4.0			6.0	5.5			





Business and Community Services

Department Budget Summary by Fund

Line of Business	FY 20-21	FY 20-21	FY 20-21	FY 20-21	FY 20-21	FY 20-21	FY 20-21	FY 20-21	FY 20-21	FY 20-21
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 Proposed Budget	General Fund Support Included in Proposed Budget
BCS Administration										
Office of the Director	2.15	-	810,289	-	-	-	-	-	810,289	-
Financial Management & Analysis	2.85	-	996,883	-	-	-	-	-	996,883	-
Fair & Event Center										
County Fair & Rodeo	-	1,559,464	-	-	-	-	-	-	1,559,464	-
County Event Center	-	817,850	-	-	-	-	-	-	817,850	-
Economic Development										
Economic Development	4.20	-	3,891,615	-	-	-	-	-	3,891,615	-
Land Bank Authority	1.50	-	895,316	-	-	-	-	-	895,316	-
Library										
Library Support Services	12.00	-	-	7,297,087	-	-	-	-	7,297,087	2,352,038
Oak Lodge Library	4.50	-	-	2,105,977	-	-	-	-	2,105,977	-
Gladstone Library	4.50	-	-	1,678,676	-	-	-	-	1,678,676	-
County Parks and Golf										
Stone Creek Golf Club	-	-	-	-	-	-	-	4,013,907	4,013,907	-
County Parks	5.74	-	-	-	3,283,368	-	-	-	3,283,368	210,882
Assets										
Forestry	2.86	-	-	-	-	-	4,388,938	-	4,388,938	-
Property Disposition	1.20	-	-	-	-	2,800,082	-	-	2,800,082	-
Tax Title Land	-	-	-	-	-	515,000	-	-	515,000	-
FY 20-21 Budget	41.50	2,377,314	6,594,103	11,081,740	3,283,368	3,315,082	4,388,938	4,013,907	35,054,452	2,562,920
FY 19-20 Budget		2,372,560	6,127,941	10,709,499	3,584,969	3,358,589	4,736,929	3,788,984	34,679,471	2,808,157
\$ Increase (Decrease)		4,754	466,162	372,241	(301,601)	(43,507)	(347,991)	224,923	374,981	(245,237)
% Increase (Decrease)		0.20%	7.61%	3.48%	-8.41%	-1.30%	-7.35%	5.94%	1.08%	-8.73%
FY 19-20 FTE	44.50									

Business & Community Services Performance Clackamas Strategic Results

BCS Administration - Office of the Director/Financial Management & Analysis

BCC Priority/Initiative	BCS Measure	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY20-21 Target
By 2021, the county's budget will be 100% tied to results with transparency to the public	% department strategic results achieved	59%	53%	53%	70%
	% programs that have their contingency funds fully funded at 10%	NEW	NEW	NEW	80%



Business & Community Services Performance Clackamas Strategic Results

County Fair & Rodeo Event Center

BCC Priority/Initiative	BCS Measure	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY20-21 Target
By 2021, the county's budget will be 100% tied to results with transparency to the public	% surveyed respondents who "agree" or "strongly agree" that the Clackamas County Fair met their expectations	NEW	NEW	NEW	90%
	% change in deferred maintenance projects completed	NEW	NEW	NEW	5%



Business & Community Services

Performance Clackamas Strategic Results

Economic Development

BCC Priority/Initiative	BCS Measure	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY 20-21 Target
By 2024, 80% of businesses that pay family wage jobs seeking to locate or expand in Clackamas County will find serviceable commercial or industrial properties that meet their particular business needs.	\$ invested by businesses in enterprise zones	\$46,158,777	\$15,000,000	\$43,000,000	\$9,000,000
By 2024, 80% of employers within targeted clusters surveyed will report that an adequately trained workforce is available to fill their family wage jobs.	# new jobs created in enterprise zones	79 jobs	100 jobs	14 jobs	60 jobs



Business & Community Services

Performance Clackamas Strategic Results

BCC Priority/Initiative	BCS Measure	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY20-21 Target
By 2024, 80% of businesses that pay family wage jobs seeking to locate or expand in Clackamas County will find serviceable commercial or industrial properties that meet their particular business needs.	% evaluated sites acquired by CCLBA	NEW	NEW	NEW	20%*
By 2025, 1,500 affordable housing units will be developed*. Those units will be stratified across Area Median Income (AMI) ranges.	% sites acquired that are repurposed for new or expanding businesses, affordable housing and/or parks	NEW	NEW	NEW	0%

*LBA put on hold due to COVID-19.
Working with State to extend grant agreement end date



Business & Community Services Performance Clackamas Strategic Results

Oak Lodge Library/Gladstone Library

BCC Priority/Initiative	BCS Measure	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY 20-21 Target
Ensure Safe, Healthy and Secure Communities (reduce chronic homelessness)	% youth signed up for summer reading programs who complete the program	NEW	NEW	NEW	4%
	% year-over-year change in signups for kids, teen and adult reading programs	-10%	3%	-50%*	7%

*Library closures due COVID-19 have impacted the projections for the reading programs



Business & Community Services Performance Clackamas Strategic Results

County Parks

BCC Priority/Initiative	BCS Measure	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY 20-21 Target
Honor, Utilize, Promote and Invest in our Natural Resources	% occupancy of campgrounds (peak)	70%	90%	69%*	90%
	% occupancy of campground (off-peak)	23%	50%	26%*	50%
	% of survey respondents who report that the County park they visited is clean and safe	96%	95%	93%	90%

*Park closures due to COVID-19 have affected occupancy through May (and likely extending into June)



Business & Community Services

Performance Clackamas Strategic Results

Assets - Forestry

BCC Priority/Initiative	BCS Measure	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY20-21 Target
By January 2022, a Climate Action plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050	% young stands actively managed annually	NEW	NEW	NEW	20%
Growing the Mass Timber industry in Clackamas County, which creates family wage jobs.	\$ (net) earned from timber sales	NEW	NEW	NEW	\$280,000



Business & Community Services 2019 Major Accomplishments



ECONOMIC DEVELOPMENT:

- **Sauter Timber CLT Facility** - BCS, together with the City of Estacada and the State of Oregon, successfully recruited Sauter Timber, a cross-laminated timber company, to purchase five acres in Estacada to build their new Oregon production plant in 2020 that will bring capital investment in a new plant and 25 family-wage jobs to the community.
- **Columbia Distributing Center** – BCS, together with the City of Canby and Business Oregon, completed a successful Strategic Investment Zone business expansion project, with Columbia Distributing selecting Canby as the new home for their distribution/logistics center, building a 530,000 sf facility that will bring an investment of over \$65,000,000 and at full buildout bring 300 jobs to the community.
- **Land Bank Authority** – BCS staff laid the groundwork to increase the amount of employment land and open space for Oregonian businesses and families, by charting a course to develop the first Brownfield Land Bank Authority in the State of Oregon. \$300,000 in funding was secured from Business Oregon to support the program. Unfortunately, the onset of COVID-19 stopped movement on this important project and the **Land Bank Authority program has been put on hold.**



Business & Community Services 2019 Major Accomplishments



ECONOMIC DEVELOPMENT CONTINUED:

- **COVID-19 Business Support Package** - BCS developed a COVID-19 Business Support Package consisting of:
 - An online mapping application (called **Who's Open?**) to help open businesses promote themselves to the local community
 - A technical and financial assistance package through Micro Enterprise Services of Oregon (MESO) that will provide:
 - Technical assistance to 35-45 businesses in Clackamas County
 - Up to 65 \$1,500 grants
 - \$100,000 for small loans (leveraged with MESO's other funding sources)
 - A scholarship program through Clackamas Community College to assist in workforce retraining
 - Funding to support countywide recovery planning.



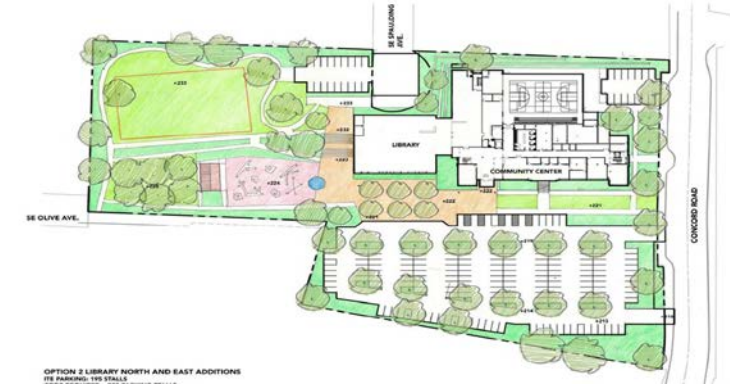
Business & Community Services 2019 Major Accomplishments



LIBRARY NETWORK:

- **Library of Things** – Business and Community Services staff, in partnership with Clackamas County Sustainability and Solid Waste implemented a "Library of Things" in nine of the 13 libraries in Clackamas County. This Library offers items for check-out such as small kitchen appliances, baking pans, games, home technology, activity kits, sewing machines and much more to promote sustainability and re-use.
- **Online Cultural Pass Reservations:** In honor of the strategic priority to ensure safe, healthy, and secure communities, and the desire to be more equitable in our service delivery, BCS's Library Network implemented a new online reservation system called "Cultural Pass Express". This new system offers library patrons free and easy access to passes for 12 cultural venues in the area such as the End of the Oregon Trail Interpretative Center, the Portland Art Museum, and the Portland Japanese Garden. Library patrons and their families can now more easily enjoy these local treasures, without having to travel to a library to pick up a physical pass, and we have seen an overall 60% increase in usage of the passes across all our libraries in the County.

Business & Community Services 2019 Major Accomplishments



OAK LODGE AND GLADSTONE LIBRARIES:

- **Oak Lodge and Gladstone Libraries** - Clackamas County assumed operations of the Gladstone Library on December 1, 2019. The opportunity for staff and resource-sharing, and the implementation of best practices from both the Oak Lodge and Gladstone branches, has resulted in greater operational efficiencies.
- The citizen Task Force, **Concord Property and Library Planning Task Force** has been meeting regularly since December 2018 to create a Master Plan for the Concord Property.
- A second citizen Task Force, the **Gladstone Community Library Planning Task Force**, has also been meeting regularly since January 2019 to help create a Master Plan for the development of the new Gladstone Library.
- **Construction on the libraries is estimated to begin in February of 2022** and we are estimating an 18-month construction process.



Business & Community Services 2019 Major Accomplishments



COUNTY PARKS/FORESTRY/PROPERTY DISPOSITION:

- Boones Ferry Marina Lease Renewal - BCS staff successfully negotiated a **new lease at the Boones Ferry Marina facility with River City Boats, LLC** to manage marina operations. The new lease features a number of different revenue streams that will provide long term, sustainable revenue to County Parks to help support operations and capital improvements.
- **Dumpstopper's Program** - successfully cleaned up more than 40 illegal dump sites on forestlands in Clackamas County resulting in nearly **60,000 pounds of solid waste being taken to the transfer station** instead of degrading water quality in nearby creeks and rivers.
- The Property Disposition program manages property tax foreclosures and seeks to return these properties back to the tax rolls or oversees the transfer to other taxing districts for public benefit. **Nearly 30 properties were sold and returned to the tax rolls.** Through extensive outreach prior to foreclosure action, the Property Agent successfully **helped save 12 properties from being foreclosed on** by working with family members to pay off past due property taxes.

Business & Community Services

2019 Major Accomplishments



NCPRD:

- **HV Lawsuit: Successfully completed a settlement agreement with the City of Happy Valley**, resolving a two-year legal dispute over parks and recreation services. The agreement called for both jurisdictions to collaboratively develop and support legislation that would remove Happy Valley from NCPRD in exchange for dropping all legal claims. Not only does this settlement provide certainty, it **allows both parties to turn the page and focus on building new parks and providing great recreation programs and services to their respective residents.**
- In addition, NCPRD paid its remaining debt in full, leaving the District **debt free for the first time in its history** and saving the NCPRD general fund \$500,000 annually in debt service payments.
- **Meals on Wheels:** Demand for Meals on Wheels increased by 50% to over 250 per day during the COVID-19 pandemic, giving many of our community's most vulnerable a healthy meal, human contact, and an effective tool to help shelter in place. During the COVID-19 pandemic, Social Services staff reached out to all of our Milwaukie Center patrons. This helped assure patrons that help was available if needed, and linked them with community resources for food boxes, personal needs, and mental health resources.



Business & Community Services

Significant Changes from 2019/20

Description	Service Level Impact, including citizens & staff
Economic Development	Video lottery revenue has been significantly impacted with the closures due to COVID-19. Working with the State to determine the potential impact to Lottery dollar distributions. May impact support to business community including business recruitment, retention, and expansion activities.
Land Bank Authority	Diverted \$500,000 from Lottery dollars/LBA to create a COVID-19 Business Recovery Plan which includes a small business loan/grant program, partnership with CCC to support and retrain workers displaced by COVID-19 and a long-term recovery plan in partnership with the EOC and other County departments.



Business & Community Services

Significant Changes from 2019/20



Description	Service Level Impact, including citizens & staff
Oak Lodge Library/Gladstone Library	<p>Libraries currently closed due to COVID-19. During Phase 1 of Governor's Plan, libraries will allow non-contact distribution of reserved materials and continuation of virtual services and programs. During Phase 2 of the Governor's Plan, libraries will begin limited opening to the public .</p> <p>Property tax revenue will be closely monitoring for the foreseeable future for potential revenue decrease which may impact future long-term operations. Masterplan for Oak Lodge Library is continuing via zoom meetings.</p>
Library Network	Closed due to COVID-19. Currently working with Library Director's Group to draft a consistent opening plan for all libraries including the Library Network.
NCPRD	<p>All buildings/facilities and programs closed indefinitely with the exception of the Meals on Wheels Program. All parks and walking trails open. However, play structures, basketball courts, shelters, etc. remain closed. Will continue to analyze impact to financial operations to ensure balanced budget. Currently monitoring CDC, OHA and other national park organizations for guidance regarding reopening.</p>

Business & Community Services

Significant Changes from 2019/20



Description	Service Level Impact, including citizens & staff
County Parks/Forest	Closed county park facilities on March 18 th and delayed the hiring of part-time seasonal staff. Currently working on plan for phased re-opening. Loss of operating revenue will be analyzed and may result in a future supplemental budget and use of capital asset repair and replacement reserves. No timber sales scheduled for FY 20/21.
Stone Creek Golf Course	Closed due to COVID-19 from March 18 – April 30 th . Reopened for golf, driving range and carts only on May 1, 2020. Will be monitoring revenue and expenses closely and will adjust accordingly to ensure sustainable operations.
Property Disposition	Canceled the public auction delaying the receipt of auction proceeds. Will analyze financials to determine if loss of auction proceeds will have operational impacts. Some reserves available to sustain ongoing operations.
County Fair and Event Center	Closed to the public due to COVID-19. Significant loss of revenue will be analyzed and operations adjusted accordingly. Very limited reserves available to support loss of revenue. Fair and Rodeo cancelled for 2020.

Business & Community Services Questions

- **County Fair & Events Center**
www.clackamas.us/fair
- **Stone Creek Golf Club**
www.stonecreekgolfclub.net
- **North Clackamas Parks & Recreation District**
www.ncprd.com



Laura Zentner, Director
503.742.4351
lzentner@clackamas.us



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



Business and Community Services

Department Mission

The mission of the Business and Community Services Department is to provide essential economic development, public spaces, and community enrichment services to residents, businesses, visitors, and partners so they can thrive and invest in a healthy, vibrant, and prosperous Clackamas County both now and into the future.

Business and Community Services

Laura Zentner - Director
 Sarah Eckman - Deputy Director
 Vacant - Deputy Director
 FTE 41.50
 Total Request \$35,054,452
 General Fund Support \$2,562,920

BCS Administration Laura Zentner Director Sarah Eckman Deputy Director Vacant Deputy Director Total Requested \$1,807,172 Gen Fund \$ -	Fair & Event Center Laura Zentner Director Vacant Deputy Director Total Requested \$2,377,314 Gen Fund \$ -	Economic Development Laura Zentner Director Sarah Eckman Deputy Director Total Requested \$4,786,931 Gen Fund \$ -	Library Laura Zentner Director Vacant Deputy Director Total Requested \$11,081,740 Gen Fund \$ 2,352,038	Parks, Golf & Recreation Laura Zentner Director Sarah Eckman Deputy Director Total Requested \$7,297,275 Gen Fund \$ 210,882	Assets Laura Zentner Director Sarah Eckman Deputy Director Total Requested \$7,704,020 Gen Fund \$ -
Office of the Director Laura Zentner Director FTE 2.15 Total Requested \$810,289 Gen Fund \$ -	County Fair & Rodeo Laurie Bothwell Executive Director FTE 0.00 Total Requested \$1,559,464 Gen Fund \$ -	Economic Development Sarah Eckman Deputy Director FTE 4.20 Total Requested \$3,891,615 Gen Fund \$ -	Library Support Services Kathryn Kohl Manager FTE 12.00 Total Requested \$7,297,087 Gen Fund \$ 2,352,038	Stone Creek Golf Club Gordon Tolbert Manager FTE 0.00 Total Requested \$4,013,907 Gen Fund \$ -	Forestry Rick Gruen Manager FTE 2.86 Total Requested \$4,388,938 Gen Fund \$ -
Financial Management & Analysis Vacant Deputy Director FTE 2.85 Total Requested \$996,883 Gen Fund \$ -	County Event Center Laurie Bothwell Executive Director FTE 0.00 Total Requested \$817,850 Gen Fund \$ -	Land Bank Authority Vacant Executive Manager FTE 1.50 Total Requested \$895,316 Gen Fund \$ -	Oak Lodge Library Mitzi Olson Manager FTE 4.50 Total Requested \$2,105,977 Gen Fund \$ -	County Parks Rick Gruen Manager FTE 5.74 Total Requested \$3,283,368 Gen Fund \$ 210,882	Property Disposition Rick Gruen Manager FTE 1.20 Total Requested \$2,800,082 Gen Fund \$ -
			Gladstone Library Mitzi Olson Manager FTE 4.50 Total Requested \$1,678,676 Gen Fund \$ -		Tax Title Land Rick Gruen Manager FTE 0.00 Total Requested \$515,000 Gen Fund \$ -



BCS Administration

Office of the Director




Purpose Statement

The purpose of the Office of the Director Program is to provide leadership, strategic direction and prioritization, and communications services to department staff so they can effectively provide essential services to those who live, work, visit and do business in Clackamas County.

Performance Narrative Statement

The Office of the Director Program proposes a budget of \$810,289, 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	Actual as of (12/31/19)	FY 20-21 Target
 Result	% department strategic results achieved	59%	53%	70%	90%	70%
 Result	% employees who have their annual performance evaluation completed on time	NEW	NEW	NEW	NEW	100%
 Result	% BCS employees surveyed who say they have an understanding of the role BCS plays in providing essential services to the community	NEW	NEW	NEW	NEW	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: The services provided by Business and Community Services are **mandated services**. Therefore, the *Office of the 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Year End	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	156,084	304,108	235,476	279,878	256,886	21,410	9.1%
Charges for Service	580,405	413,633	512,875	512,875	553,403	40,528	7.9%
Operating Revenue	580,405	413,633	512,875	512,875	553,403	40,528	7.9%
Total Rev - Including Beginning Bal	736,489	717,741	748,351	792,753	810,289	61,938	8.3%
Personnel Services	327,795	343,447	360,227	360,178	491,255	131,028	36.4%
Materials & Services	85,238	72,147	171,219	142,644	161,969	(9,250)	-5.4%
Cost Allocation Charges	19,348	22,269	33,045	33,045	31,972	(1,073)	-3.2%
Operating Expenditure	432,381	437,863	564,491	535,867	685,196	120,705	21.4%
Contingency	-	-	183,860	-	125,093	(58,767)	-32.0%
Total Exp - Including Special Categories	432,381	437,863	748,351	535,867	810,289	61,938	8.3%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	1.65	1.65	1.65	2.15	2.15	0.50	30.3%
Full Time Equiv Pos (FTE) Filled at Yr End	0.90	1.65	1.65	1.40	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	0.75	-	-	0.75	-	-	-

Significant Issues and Changes

The *Office of the Director Program* provides leadership and direction on numerous BCS initiatives, projects, and issues, including: preparation of a proposal for the state's first brownfield Land Bank Authority, development and implementation of a Global Trade Strategy, working with community members to vision and plan new library facilities in the Oak Lodge and Gladstone library service areas, formation and coordination of a Library District Task Force, and the exiting of the City of Happy Valley from NCPRD.

In addition, the *Office of the Director Program* provides staff outreach and conducts site visits and "Q&A" sessions at all BCS facilities and locations. The *Office of the Director Program* is also working with PGA to develop and implement a departmental communication plan, which will stress the essential nature of, and public benefits provided by, the department's programs and services.



Financial Management & Analysis Program





Purpose Statement

The purpose of the Financial Management & Analysis Program is to provide forecasting, budgeting and financial management services to department staff, advisory committees and County decision makers so they can make informed decisions that ensure the sustainable delivery of essential services to those who live, work, visit and do business in Clackamas County.

Performance Narrative Statement

The Financial Management & Analysis Program proposes a budget of \$996,883, 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	Actual as of (12/31/19)	FY 20-21 Target
 Result	% programs that have their contingency funds fully funded at 10%	NEW	NEW	NEW	NEW	80%
 Result	% contract requests processed and submitted to Procurement within 3 business days of receipt	NEW	NEW	NEW	NEW	95%
 Result	Percentage of budgets and supplemental budgets in compliance with Oregon Budget Law	100%	100%	100%	100%	Discontinued
 Result	Percentage of quarterly reports completed within 45 days after the end of the quarter	100%	100%	100%	67%	Discontinued

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 *Financial Management & Analysis 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. The *Financial Management & Analysis 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.



Financial Management & Analysis Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Year End	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	170,002	229,151	372,872	471,860	443,479	70,607	18.9%
Charges for Service	520,621	671,617	512,875	514,654	553,404	40,529	7.9%
Operating Revenue	520,621	671,617	512,875	514,654	553,404	40,529	7.9%
Total Rev - Including Beginning Bal	690,623	900,768	885,747	986,514	996,883	111,136	12.5%
Personnel Services	369,789	337,987	454,241	442,101	573,698	119,457	26.3%
Materials & Services	45,247	45,201	109,402	53,891	71,901	(37,501)	-34.3%
Cost Allocation Charges	46,436	45,720	47,043	47,043	45,791	(1,252)	-2.7%
Capital Outlay	-	-	-	-	-	-	-
Operating Expenditure	461,472	428,908	610,686	543,035	691,390	80,704	13.2%
Contingency	-	-	275,061	-	305,493	30,432	11.1%
Total Exp - Including Special Categories	461,472	428,908	885,747	543,035	996,883	111,136	12.5%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	2.35	2.35	2.85	2.85	2.85	0.50	21.3%
Full Time Equiv Pos (FTE) Filled at Yr End	1.10	2.35	-	1.60	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	1.25	-	-	1.25	-	-	-

Significant Issues and Changes

A second Deputy Director position was created and filled in FY 19-20. Having this new position will allow the BCS Director to focus more time and attention on BCC strategic goals and initiatives, high-priority projects, and other issues and also provide additional support to staff in their day to day operations.

During FY 19-20, the *Financial Management & Analysis Program* in conjunction with County Administration, coordinated a revision of the BCS Performance Clackamas Strategic Business Plan and associated performance measures. In FY 20-21, BCS will complete a Strategic Communications Plan.



Fair & Event Center

County Fair & Rodeo






Purpose Statement

The purpose of the County Fair and Rodeo program is to provide venue marketing, entertainment and production services to residents and visitors so they can experience a Clackamas County tradition and create life-long memories for generations to come.

Performance Narrative Statement

The County Fair and Rodeo Program proposes a budget of \$1,559,464, a continuation of the current funding level. These resources will provide the 114th County Fair in August for an estimated 155,000 County Fair attendees and nearly 23,000 rodeo attendees. These resources will also provide the opportunity for year after year involvement for 4H, FFA and other participants. Reaching the attendance and participation targets will enhance the community experience, youth development and fundraising opportunities for local organizations.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	Actual as of (12/31/19)	FY 20-21 Target
 Result	% change in year over year attendance at the Clackamas County Fair	NEW	NEW	NEW	NEW	5%
 Result	% change in year over year attendance at the Clackamas County Rodeo	NEW	NEW	NEW	NEW	5%
 Result	% surveyed respondents who "agree" or "strongly agree" that the Clackamas County Fair met their expectations	NEW	NEW	NEW	NEW	90%
 Result	Percentage of capacity ¹ of County Fair attendance	At 82% capacity	At 89% capacity	At 89% capacity	At 80% capacity	Discontinued
 Result	Percentage of capacity ² of County Rodeo attendance	At 86% capacity	At 90% capacity	At 95% capacity	At 90% capacity	Discontinued

¹Fair Capacity 175,000

²Rodeo Capacity 23,460

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: 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 20-21, the *County Fair Fund* is budgeted to receive \$507,154; \$177,609 is budgeted for the *County Fair and Rodeo Program*. The amount is adjusted annually for inflation, and the funds shall be used by the *Fair & Event Center* for construction, operations and maintenance.



Fair & Event Center

County Fair & Rodeo

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Year End	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	296,471	252,636	113,865	113,865	193,688	79,823	70.1%
State Grants & Revenues	53,167	53,167	53,167	53,167	53,167	-	0%
Charges for Service	504,431	473,964	503,000	578,156	562,500	59,500	11.8%
Other Revenues	487,334	543,564	553,000	582,712	572,500	19,500	3.5%
Interfund Transfers	160,590	167,255	199,301	173,109	177,609	(21,692)	-10.9%
Operating Revenue	1,205,522	1,237,950	1,308,468	1,387,144	1,365,776	57,308	4.4%
Total Rev - Including Beginning Bal	1,501,993	1,490,586	1,422,333	1,501,009	1,559,464	137,131	9.6%
Personnel Services	124,788	123,625	207,925	163,252	214,800	6,875	3.3%
Materials & Services	1,062,652	1,008,995	1,037,897	1,062,909	1,149,112	111,215	10.7%
Capital Outlay	61,918	244,100	109,209	81,160	73,500	(35,709)	-32.7%
Operating Expenditure	1,249,358	1,376,720	1,355,031	1,307,321	1,437,412	82,381	6.1%
Special Payments	-	-	1,000	-	1,000	-	0%
Contingency	-	-	66,302	-	121,052	54,750	82.6%
Total Exp - Including Special Categories	1,249,358	1,376,720	1,422,333	1,307,321	1,559,464	137,131	9.6%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes

In June 2018, BCS and County Administration worked with the Fair Board to complete a Fair Management Agreement. The agreement clearly articulates the roles and responsibilities of each party and will enhance the working relationship of both parties by providing more efficient operations due to better coordination and collaboration on activities related to the Fair and Event Center.

In 2019 the Fair Board completed the Master Plan for the Fairgrounds and Event Center. The plan includes a review of the existing facility demands and use, an analysis of physical improvements to the site, examination of funding options, research related to travel and tourism, and projections of future demands.

In 2020 the Fair Board will develop a five-year strategic plan which will include priorities and identify actions and resources needed to achieve their goals.

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 six years, T-structure tents have been rented to fulfill the needs of the County Fair and other events.



Fair & Event Center

County Event Center






Purpose Statement

The purpose of the County Events Center program is to provide facility rental and special event services to individuals and groups so they can hold and host a variety of events that meet their business and private needs.

Performance Narrative Statement

The County Event Center Program proposes a budget of \$817,850, a continuation of the current funding level. These resources will provide an estimated 200 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 approximately 630 non-fair hosted events for indirect or direct community benefit. Reaching these rental targets will help community organizations fulfill their missions, while adding financial support to the Fair and Event Center.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	Actual as of (12/31/19)	FY 20-21 Target
 Result	% of available event spaces utilized	NEW	NEW	NEW	NEW	80%
 Result	% change in deferred maintenance projects completed	NEW	NEW	NEW	NEW	5%
 Result	% surveyed respondents who "agree" or "strongly agree" that the rental facility met their expectations	NEW	NEW	NEW	NEW	90%
 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	181 events	150 events	200 events	36 events	Discontinued
 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	621 events	582 events	630 events	171 Events	Discontinued

Program includes:

Mandated Services ☒ Y

Shared Services ☐ N

Grant Funding ☒ Y

Explain all "Yes" boxes below

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

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

Explanation: The *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 800 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 20-21, the *County Fair Fund* is budgeted to receive \$507,154; \$329,845 is budgeted for the *County Event Center Program*. The amount is adjusted annually for inflation, and the funds shall be used by the *Event Center* for construction, operations and maintenance.



Fair & Event Center

County Event Center

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Year End	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	232,350	199,211	215,095	215,095	58,705	(156,390)	-72.7%
Local Grants & Revenues	3,000	65,000	20,000	20,000	4,000	(16,000)	-80.0%
Other Revenues	322,912	371,235	345,000	168,717	425,300	80,300	23.3%
Interfund Transfers	298,240	310,615	370,132	321,488	329,845	(40,287)	-10.9%
Operating Revenue	624,152	746,850	735,132	510,205	759,145	24,013	3.3%
Total Rev - Including Beginning Bal	856,502	946,061	950,227	725,300	817,850	(132,377)	-13.9%
Personnel Services	408,737	449,419	367,875	402,050	346,500	(21,375)	-5.8%
Materials & Services	201,744	221,482	239,334	187,929	243,834	4,500	1.9%
Capital Outlay	46,810	60,064	128,417	76,616	142,000	13,583	10.6%
Operating Expenditure	657,291	730,965	735,626	666,595	732,334	(3,292)	-0.4%
Contingency	-	-	214,601	-	85,516	(129,085)	-60.2%
Total Exp - Including Special Categories	657,291	730,965	950,227	666,595	817,850	(132,377)	-13.9%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes

In June 2018, BCS and County Administration worked with the Fair Board to complete a Fair Management Agreement. The agreement clearly articulates the roles and responsibilities of each party and will enhance the working relationship of both parties by providing more efficient operations due to better coordination and collaboration on activities related to the Fair and Event Center.

In 2019 the Fair Board completed the Master Plan for the Fairgrounds and Event Center. The plan includes a review of the existing facility demands and use, an analysis of physical improvements to the site, examination of funding options, research related to travel and tourism, and projections of future demands.

In 2020 the Fair Board will develop a five-year strategic plan which will include priorities and identify actions and resources needed to achieve their goals.

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 six years, T-structure tents have been rented to fulfill the needs of the *County Fair* and other events.



Economic Development

Economic Development

Purpose Statement

The purpose of the Economic Development Program is to provide leadership, market research, planning, analysis and coordination services to policymakers, community partners and businesses so they can locate or expand their business in Clackamas County.

Performance Narrative Statement

The Economic Development Program proposes a budget of \$3,891,615, a increase of the current funding level due to combining three programs. These resources will provide policymakers and performance partners increased knowledge of redevelopment opportunities, programs and resources available in Clackamas County. Reaching these targets will help business and property owners, performance partners and policymakers grow a vibrant, resilient economy.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	Actual as of (12/31/19)	FY 20-21 Target
Result	\$ invested by businesses in enterprise zones	\$29,654,360	\$46,158,777	\$15,000,000	\$43,690,000	\$9,000,000
Result	# new jobs created in enterprise zones	55 jobs	79 jobs	100 jobs	14 jobs	60 jobs
Result	% businesses participating in export events that expand their overseas trade activities (Initial pilot program will focus only on the Food and Beverage Cluster)	NEW	NEW	NEW	NEW	0.25%
Result	Number of meetings convened of Clackamas County cities and regional partners	22 meetings	15 Meetings	12 meetings	2 meetings	Discontinued
Result	Percentage of available employment land in the Metro Urban Growth Boundary within Clackamas County that is "development ready"	7%	9%	16%	16%	Discontinued
Result	Percentage of available employment land outside the Metro Urban Growth Boundary within Clackamas County that is "development ready"	34%	31%	36%	32%	Discontinued

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 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Year End	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	707,115	633,793	452,614	624,928	2,134,115	1,681,501	371.5%
Licenses & Permits	29,653	56,771	10,000	10,000	10,000	-	0%
State Grants & Revenues	1,090,000	1,150,000	1,150,000	1,225,000	1,700,000	550,000	47.8%
Charges for Services	-	-	-	-	12,500	12,500	0.0%
Other Revenues	-	-	75,000	-	35,000	(40,000)	-53.3%
Operating Revenue	1,119,653	1,206,771	1,235,000	1,235,000	1,757,500	522,500	42.3%
Total Rev - Including Beginning Bal	1,826,768	1,840,564	1,687,614	1,859,928	3,891,615	2,204,001	111.4%
Personnel Services	618,129	681,124	740,755	681,480	694,113	(46,642)	-6.3%
Materials & Services	488,917	442,514	639,187	637,155	976,541	337,354	52.8%
Cost Allocation Charges	85,929	91,997	102,424	102,424	114,170	11,746	11.5%
Operating Expenditure	1,192,975	1,215,635	1,482,366	1,421,059	1,784,824	302,458	20.4%
Special Payments	-	-	-	-	1,788,421	1,788,421	0.0%
Interfund Transfers	-	-	-	-	63,000	63,000	0.0%
Contingency	-	-	205,248	-	255,370	50,122	24.4%
Total Exp - Including Special Categories	1,192,975	1,215,635	1,687,614	1,421,059	3,891,615	2,204,001	130.6%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	4.50	4.50	4.20	(0.30)	-16.0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00	-	3.50	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.00	-	-	-

Significant Issues and Changes

In 2016, representatives from Clackamas County traveled to China to better understand opportunities for trade partnerships. This resulted in the establishment of a sister county relationship between Guanyun County, Jiangsu Province, PRC and Clackamas County. In 2017, Clackamas County hosted a delegation from China in addition to co-sponsoring the Oregon China Economic Forum for the second time. The *Economic Development Program* recently finalized a Global Trade Strategy that provides a guide to activities such as hosting delegations, participating in outbound trade missions and the diplomatic protocols of international relations. Due to limited funding, the plan will initially focus on assisting the **food and beverage cluster** with expansion of their overseas export activity. In January 2020, the Clackamas County Board of County Commissioners adopted a countywide strategic business plan that includes economic development goals. To ensure Economic Development in Clackamas County fully supports these goals and industry trends, the *Economic Development Program* will be engaging in a strategic visioning exercise in the 2020. Upon completion of this exercise, the *Economic Development Program* will have a revitalized strategic focus that will align with the Board's strategic goals as well as emerging trends in economic development.



Economic Development

Economic Opportunity


Purpose Statement

The purpose of the Clackamas County Economic Opportunity Program is to provide project funding to County departments, other government partners, and economic development focused entities so they can enhance high wage job and GDP growth in the County.

Performance Narrative Statement

*Starting in fiscal year 20-21 this Program will be closed, and will be combined into the 7621 program "Economic Development" and will encompass both the prior programs of "Economic Development" and "Economic Opportunity."

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	Actual as of (12/31/19)	FY 20-21 Target
 Result	Amount of funding provided to project sponsors	\$309,276	\$301,540	\$753,000	\$99,059	Discontinued

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 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Year End	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,569,067	1,772,916	1,638,480	1,985,511	-	(1,638,480)	-100.0%
State Grants & Revenues	627,862	460,962	230,000	325,000	-	(230,000)	-100.0%
Local Grants & Revenues	30,000	-	-	-	-	-	0%
Charges for Service	-	-	-	25,000	-	-	0%
Other Revenues	30,258	53,300	30,000	30,000	-	(30,000)	-100.0%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	688,120	514,262	260,000	380,000	-	(260,000)	-100.0%
Total Rev - Including Beginning Bal	2,257,187	2,287,178	1,898,480	2,365,511	-	(1,898,480)	-100.0%
Personnel Services	38,645	36,402	5,026	28,526	-	(5,026)	-100.0%
Materials & Services	172,912	13,108	895,474	101,103	-	(895,474)	-100.0%
Cost Allocation Charges	4,715	185,000	2,636	2,636	-	(2,636)	-100.0%
Operating Expenditure	216,272	234,510	903,136	132,265	-	(903,136)	-100.0%
Special Payments	205,000	63,000	932,344	475,000	-	(932,344)	-100.0%
Interfund Transfers	63,000	4,157	63,000	63,000	-	(63,000)	-100.0%
Total Exp - Including Special Categories	484,272	301,667	1,898,480	670,265	-	(1,898,480)	-100.0%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes

*Starting in fiscal year 20-21 this Program will be closed, and will be combined into the 7621 program "Economic Development" and will encompass both the prior programs of "Economic Development" and "Economic Opportunity."



Economic Development

Agriculture & Forest Economic Development



Purpose Statement

The purpose of the Agriculture and Forest Economic Development Program is to provide natural resource-based economic planning, strategy development, analysis, and information services to the growers, processors, and policy decision makers so they can maintain and enhance the economic viability of the agriculture and forest industries in the Clackamas County region.

Performance Narrative Statement

*Starting in fiscal year 20-21 this Program will be closed, and will be combined into the 7621 program "Economic Development" and will encompass both the prior programs of "Economic Development" and "Agriculture & Forest Economic Development."

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	Actual as of (12/31/19)	FY 20-21 Target
 Result	By 2020 legislation passed enabling sustainable timber harvests from Oregon & California (O&C) Lands in Clackamas County	N/A	N/A	N/A	N/A	Discontinued
 Result	Actions taken by the Board that increase harvested timber on non-county public forest land	5 Presentations / 3 Actions	5 Actions	5 Actions	1 Action	Discontinued

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: The *Agriculture and Forest Economic Development 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 is listed on the Association of Counties' list as a **shared state-county service**.

The *Agriculture and Forest Economic Development Program* is budgeted to receive **grant funding** from the United States Department of Agriculture - Wood Innovations Grant Program for the Cross Laminated Timber project with an in-kind match of staff time (funded by lottery dollars).



Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	87,971	95,917	107,749	157,071	-	(107,749)	-100.0%
Federal Grants & Revenues	-	-	100,000	100,000	-	(100,000)	-100.0%
State Grants & Revenues	240,000	264,000	300,000	96,854	-	(300,000)	-100.0%
Charges for Service	-	-	-	25,000	-	-	0%
Operating Revenue	240,000	264,000	400,000	221,854	-	(400,000)	-100.0%
Total Rev - Including Beginning Bal	327,971	359,917	507,749	378,925	-	(507,749)	-100.0%
Personnel Services	138,031	107,237	194,700	154,989	-	(194,700)	-100.0%
Materials & Services	76,743	80,619	223,604	108,607	-	(223,604)	-100.0%
Cost Allocation Charges	17,280	14,991	15,329	15,329	-	(15,329)	-100.0%
Capital Outlay	-	-	-	100,000	-	-	0%
Operating Expenditure	232,054	202,847	433,633	378,925	-	(433,633)	-100.0%
Contingency	-	-	74,116	-	-	(74,116)	-100.0%
Total Exp - Including Special Categories	232,054	202,847	507,749	378,925	-	(507,749)	-100.0%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	1.40	1.40	1.20	1.20	-	(1.20)	-100.0%
Full Time Equiv Pos (FTE) Filled at Yr End	0.40	1.40	-	1.20	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	-	-	-	-	-	-

Significant Issues and Changes

*Starting in fiscal year 20-21 this Program will be closed, and will be combined into the 7621 program "Economic Development" and will encompass both the prior program lines of "Economic Development" and "Agriculture & Forest Economic Development."



Economic Development

Economic Development Combined

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Year End	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	2,364,153	2,502,626	2,198,843	2,767,510	2,134,115	(64,728)	-2.9%
Licenses & Permits	29,653	56,771	10,000	10,000	10,000	-	0%
Federal Grants & Revenues	-	-	100,000	100,000	-	(100,000)	-100.0%
State Grants & Revenues	1,957,862	1,874,962	1,680,000	1,646,854	1,700,000	20,000	1.2%
Local Grants & Revenues	30,000	-	-	-	-	-	0%
Charges for Services	-	-	-	50,000	12,500	12,500	0.0%
Other Revenues	30,258	53,300	105,000	30,000	35,000	(70,000)	-66.7%
Operating Revenue	2,047,773	1,985,033	1,895,000	1,836,854	1,757,500	(137,500)	-7.3%
Total Rev - Including Beginning Bal	4,411,926	4,487,659	4,093,843	4,604,364	3,891,615	(202,228)	-13.3%
Personnel Services	794,805	824,763	940,481	864,995	694,113	(246,368)	-26.2%
Materials & Services	738,572	536,241	1,758,265	846,865	976,541	(781,724)	-44.5%
Cost Allocation Charges	107,924	291,988	120,389	120,389	114,170	(6,219)	-5.2%
Capital Outlay	-	-	-	100,000	-	-	0%
Operating Expenditure	1,641,301	1,652,992	2,819,135	1,932,249	1,784,824	(1,034,311)	-36.7%
Special Payments	205,000	63,000	932,344	475,000	1,788,421	856,077	91.8%
Interfund Transfers	63,000	4,157	63,000	63,000	63,000	-	0%
Contingency	-	-	279,364	-	255,370	(23,994)	-8.6%
Total Exp - Including Special Categories	1,909,301	1,720,149	4,093,843	2,470,249	3,891,615	(202,228)	-4.9%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	6.40	6.40	5.70	5.70	4.20	(1.50)	-34.4%
Full Time Equiv Pos (FTE) Filled at Yr End	5.40	6.40	-	6.70	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	-	-	(1.00)	-	-	-

Significant Issues and Changes

In 2016, representatives from Clackamas County traveled to China to better understand opportunities for trade partnerships. This resulted in the establishment of a sister county relationship between Guanyun County, Jiangsu Province, PRC and Clackamas County. In 2017, Clackamas County hosted a delegation from China in addition to co-sponsoring the Oregon China Economic Forum for the second time. The *Economic Development Program* is currently in the process of finalizing an International Trade Strategy that will provide a guide to activities such as hosting delegations, participating in outbound trade missions and the diplomatic protocols of international relations.

January 2020, the Clackamas County Board of County Commissioners adopted a countywide strategic business plan that includes economic development goals. To ensure Economic Development in Clackamas County fully supports these goals and industry trends, the *Economic Development Program* will be engaging in a strategic visioning exercise in the 2020 calendar year. Upon completion of this exercise, the *Economic Development Program* will have a revitalized strategic focus that will align with the Board's strategic goals as well as emerging trends in economic development.



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CLACKAMAS
C O U N T Y



Economic Development

Land Bank Authority

Purpose Statement

The purpose of the Clackamas County Land Bank Authority (CCLBA) program is to provide remediation, redevelopment and revitalization services to property owners so they can transfer their property to be utilized by expanding or relocating businesses, affordable housing developments and new community parks and open spaces.

Performance Narrative Statement

The Clackamas County Land Bank Authority Program proposes a budget of \$895,316. These resources will provide the necessary support to establish a Clackamas County Land Bank Authority. During the first three years of operations, the Land Bank Authority anticipates funding of approximately \$1.2 million (\$400,000 annually) from various sources, including the Business Oregon Strategic Reserve Fund, matching Lottery funds, and funds from other sources.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 19-20 Target	Actual as of (12/31/19)	FY 20-21 Target
Result	% evaluated sites acquired by CCLBA	NEW	NEW	NEW	NEW	20%
Result	% sites acquired that are repurposed for new or expanding businesses, affordable housing and/or parks	NEW	NEW	NEW	NEW	0% ¹

¹It is expected to take a full year to repurpose a site.

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

Explanation: The *Land Bank Authority 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.

The *Land Bank Authority Program* applied for and received **grant funding** from the State of Oregon via the Business Oregon Strategic Reserve Fund (SRF) in FY 19/20. BCS plans to apply for additional grant funding from Metro and other sources in FY 20/21. If the grant funding is received, a supplemental budget will be prepared to adjust the budget accordingly.



Economic Development

Land Bank Authority

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Year End	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	495,316	495,316	0%
State Grants & Revenues	-	-	200,000	600,000	300,000	100,000	50.0%
Other Revenues	-	-	100,000	-	-	(100,000)	-100.0%
Interfund Transfers	-	-	100,000	-	100,000	-	0%
Operating Revenue	-	-	400,000	600,000	400,000	-	0%
Total Rev - Including Beginning Bal	-	-	400,000	600,000	895,316	495,316	124%
Personnel Services	-	-	229,020	57,255	267,678	38,658	16.9%
Materials & Services	-	-	133,754	47,429	93,254	(40,500)	-30.3%
Operating Expenditure	-	-	362,774	104,684	360,932	(1,842)	-0.5%
Contingency	-	-	37,226	-	534,384	497,158	1335.5%
Total Exp - Including Special Categories	-	-	400,000	104,684	895,316	495,316	123.8%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	1.50	1.50	1.50	1.50	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.50	-	-	-

Significant Issues and Changes

In 2015, the State legislature passed HB 2734 allowing for the formation of land bank authorities in the State of Oregon. In a Policy Session in February 2018, the BCC approved the concept of a Clackamas County Land Bank Authority (CCLBA) and approved the Economic Development Program to pursue a grant from Business Oregon's Brownfield Fund with the purpose of developing a business plan for a CCLBA. The CCLBA's primary role would be to acquire, remediate and position brownfield properties for future development and to increase the supply of employment lands and/or affordable housing within the County. Following the completion of the Business Plan, the County submitted a grant application for \$300,000 in funding from Business Oregon's Strategic Reserve Fund. In April 2019, the Economic Development Program presented a proposal for the CCLBA to the Board and the proposal was approved by the Board. The County was notified in November 2019 that it was awarded \$300,000 in grant funding and it is anticipated the CCLBA will be established and operational in FY 20-21.



Library Support Services






Purpose Statement

The purpose of the Library Support Services Program is to provide integrated systems, shared operational support and ongoing collaboration services to libraries in Clackamas County (LINCC) so they can efficiently and effectively provide library services and resources to their patrons and successfully cooperate as a Library District.

Performance Narrative Statement

The Library Support Services Program proposes a budget of \$7,297,087, an increase of the current funding level due to combining two previous programs. These resources will provide an online integrated library system (catalog) which is operational at least 99% of the time. In addition, these resources will allow us to provide the staffing necessary to respond to the large portion of the technical support requests we receive from our customers within one business day (target of 75%), which will in turn allow us to meet the expectations of our customers (through our survey results). Reaching these targets will allow our customer libraries to efficiently and effectively provide library collections and services to their patrons.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	Actual as of (12/31/19)	FY 20-21 Target
 Result	% technical support requests resolved within one (1) business day	NEW	NEW	NEW	NEW	75%
 Result	% time the library catalog is operational	99%	99%	99%	100%	99%
 Result	% surveyed respondents who say they "agree" or "strongly agree" that services met their expectations	NEW	NEW	NEW	NEW	80%
 Result	Percentage of technology support request responses provided within two business days	99%	99%	99%	100%	Discontinued
 Result	Percentage of materials sent to Library Systems for cataloging processed within established timeframes	82%	90%	90%	96%	Discontinued

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 *Library Support Services Program* is a **mandated service** as indicated in the IGAs between Clackamas County and the individual Library Service Providers throughout the District. The *Library Systems Program* provides hardware, software, cataloging and support services to the customer libraries so they can efficiently and effectively provide library collections and services to their patrons.



Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	4,102,696	3,412,897	3,050,924	3,050,924	4,361,049	1,310,125	42.9%
Other Revenues	37,506	65,431	31,000	33,115	584,000	553,000	1783.9%
Interfund Transfers	1,346,182	815,430	1,376,503	1,376,503	2,352,038	975,535	70.9%
Operating Revenue	1,383,688	880,861	1,407,503	1,409,618	2,936,038	1,528,535	108.6%
Total Rev - Including Beginning Bal	5,486,384	4,293,758	4,458,427	4,460,542	7,297,087	2,838,660	63.7%
Personnel Services	633,792	696,047	840,808	727,795	1,576,932	736,124	87.5%
Materials & Services	382,228	410,504	548,850	430,850	1,644,613	1,095,763	199.6%
Cost Allocation Charges	57,467	42,892	54,665	54,665	125,246	70,581	129.1%
Capital Outlay	-	93,391	45,000	30,000	130,000	85,000	188.9%
Operating Expenditure	1,073,487	1,242,834	1,489,323	1,243,310	3,476,791	1,987,468	133.4%
Special Payments	1,000,000	-	2,100,000	-	1,850,000	(250,000)	-11.9%
Reserve for Future Expenditures	-	-	869,104	-	1,970,296	1,101,192	126.7%
Contingency	-	-	-	-	-	-	0.0%
Total Exp - Including Special Categories	2,073,487	1,242,834	4,458,427	1,243,310	7,297,087	2,838,660	63.7%
General Fund Support (if applicable)	1,346,182	815,430	1,376,503	1,376,503	2,352,038	975,535	70.9%
Full Time Equiv Pos (FTE) Budgeted	5.50	5.50	5.50	5.50	12.00	6.50	118.2%
Full Time Equiv Pos (FTE) Filled at Yr End	4.50	5.50	5.50	5.50	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	-	-	-	-	-	-

Significant Issues and Changes

The *Library Support Services Program* has implemented several new service initiatives, including deployment of a new, modern mobile library app, and an online reservation/check-out system for Cultural Passes (discounted or free passes to local area cultural attractions and venues).

In partnership with Clackamas County Sustainability & Solid Waste, the Shared Library Services Program has been coordinating the implementation of a pilot "Library of Things" project. Nine City libraries will be making non-standard items (such as novelty cake pans, musical instruments, board games, consumer electronics, and more) available for patrons to check out. These collections not only expand the types of items patrons can borrow from their local libraries, but reduce energy and resource consumption by making it easier for many patrons to share (rather than individually buy) these types of items.

Business and Community Services, at the direction of the Board and in close consultation with the Library District Advisory Committee (LDAC), has been supporting the formation and work of a multi-jurisdictional Task Force to evaluate and make recommendations related to Library District services, funding, and administration. The Task Force began its work mid FY 19-20.

*Starting in FY 20-21 this Program will be re-named *Library Support Services* and will encompass the prior programs "Library Systems" and "Shared Library Services."



Library

Shared Library Services


Purpose Statement

The purpose of the Shared Library Services Program is to provide administrative and operational support services to libraries in Clackamas County so they can share collections, offer a consistent baseline level of service to their patrons, and collaborate together as a Library District.

Performance Narrative Statement

*Starting in fiscal year 20-21, this Program will be closed, and will be combined into the 7631 program "Library Support Services" and will encompass both the prior program lines of "Library Systems" and "Shared Library Services."

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	Actual as of (12/31/19)	FY 20-21 Target
 Result	Percentage of scheduled courier stops (pick-ups and deliveries) made within the established timeframes	99%	99%	95%	99.5%	Discontinued

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 *Shared Library Services Program* is a **mandated service** as indicated in the IGAs between Clackamas County and the individual Library Service Providers throughout the District. The *Shared Library Services Program* provides administrative and operational support services to customer libraries so they can share collections, offer a consistent baseline level of service to their patrons, and collaborate together as a Library District.



Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	486,833	414,011	1,136,631	1,136,631	-	(1,136,631)	-100.0%
Federal Grants & Revenues	14,643	-	-	-	-	-	0%
Local Grants & Revenues	-	37,024	-	-	-	-	0%
Other Revenues	400,567	419,444	550,000	559,743	-	(550,000)	-100.0%
Interfund Transfers	905,564	1,605,381	1,220,772	1,220,772	-	(1,220,772)	-100.0%
Operating Revenue	1,320,774	2,061,849	1,770,772	1,780,515	-	(1,770,772)	-100.0%
Total Rev - Including Beginning Bal	1,807,607	2,475,860	2,907,403	2,917,146	-	(2,907,403)	-100.0%
Personnel Services	576,014	562,247	806,824	702,470	-	(806,824)	-100.0%
Materials & Services	690,399	646,775	982,222	962,835	-	(982,222)	-100.0%
Cost Allocation Charges	42,598	52,031	71,000	71,000	-	(71,000)	-100.0%
Capital Outlay	69,943	78,178	20,000	-	-	(20,000)	-100.0%
Operating Expenditure	1,378,954	1,339,231	1,880,046	1,736,305	-	(1,880,046)	-100.0%
Special Payments	14,643	-	-	37,024	-	-	0%
Reserve for Future Expenditures	-	-	1,027,357	-	-	(1,027,357)	-100.0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	1,393,597	1,339,231	2,907,403	1,773,329	-	(2,907,403)	-100.0%
General Fund Support (if applicable)	905,564	1,605,381	1,220,772	1,220,772	-	(1,220,772)	-100.0%
Full Time Equiv Pos (FTE) Budgeted	5.50	6.50	6.50	6.50	-	(6.50)	-100.0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.50	5.50	-	6.50	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	-	-	-	-

Significant Issues and Changes

*Starting in fiscal year 20-21 this Program will be closed, and will be combined into the 7631 program "Library Support Services" and will encompass both the prior program lines of "Library Systems" and "Shared Library Services."



Library Support Services Combined

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	4,589,529	3,826,908	4,187,555	4,187,555	4,361,049	173,494	4.1%
Federal Grants & Revenues	14,643	-	-	-	-	-	0%
State Grants & Revenues	-	37,024	-	-	-	-	0%
Other Revenues	438,073	484,875	581,000	592,858	584,000	3,000	0.5%
Interfund Transfers	2,251,746	2,420,811	2,597,275	2,597,275	2,352,038	(245,237)	-9.4%
Operating Revenue	2,704,462	2,942,710	3,178,275	3,190,133	2,936,038	(242,237)	-7.6%
Total Rev - Including Beginning Bal	7,293,991	6,769,618	7,365,830	7,377,688	7,297,087	(68,743)	-0.9%
Personnel Services	1,209,806	1,258,294	1,647,632	1,430,265	1,576,932	(70,700)	-4.3%
Materials & Services	1,072,627	1,057,279	1,531,072	1,393,685	1,644,613	113,541	7.4%
Cost Allocation Charges	100,065	94,923	125,665	125,665	125,246	(419)	-0.3%
Capital Outlay	69,943	171,569	65,000	30,000	130,000	65,000	100.0%
Operating Expenditure	2,452,441	2,582,065	3,369,369	2,979,615	3,476,791	107,422	3.2%
Special Payments	1,014,643	-	2,100,000	37,024	1,850,000	(250,000)	-11.9%
Reserve for Future Expenditures	-	-	1,896,461	-	1,970,296	73,835	3.9%
Contingency	-	-	-	-	-	-	0.0%
Total Exp - Including Special Categories	3,467,084	2,582,065	7,365,830	3,016,639	7,297,087	(68,743)	-0.9%
General Fund Support (if applicable)	2,251,746	2,420,811	2,597,275	2,597,275	2,352,038	-245,237	-9.4%
Full Time Equiv Pos (FTE) Budgeted	11.00	12.00	12.00	12.00	12.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	10.00	11.00	12.00	12.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	-	-	-	-	-	-

Significant Issues and Changes

*Starting in FY 20-21 this Program will be re-named *Library Support Services* and will encompass the prior program lines of "Library Systems" and "Shared Library Services."



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Oak Lodge Library






Purpose Statement

The purpose of the Oak Lodge Library Program is to provide access to informational, recreational, community and cultural services to the Oak Lodge Library service area and general public so they can develop into lifelong learners and readers, satisfy intellectual curiosity, and benefit from strengthened communities.

Performance Narrative Statement

The Oak Lodge Library Program proposes a budget of \$2,105,977, 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. This collection will provide informational, recreational, community and cultural services to the public so they can access publicly funded diverse materials and services to achieve their individual goals.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	Actual as of (12/31/19)	FY 20-21 Target
 Result	% youth signed up for summer reading programs who complete the program	NEW	NEW	NEW	NEW	4%
 Result	% year-over-year change in signups for kids, teen and adult reading programs	25%	-10%	3%	-29%	7%
 Result	% materials circulated at least once per year	78%	80%	78%	60%	80%
 Result	Borrowers as a percentage of the resident population	33%	30%	38%	28%	Discontinued
 Result	Percentage of OLA standards met, as required in IGA	67%	67%	67%	67%	Discontinued

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

Explanation: The *Oak Lodge Library Program* 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 *Oak Lodge Library Program* 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Year End	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	75,541	446,327	752,002	752,002	600,300	(151,702)	-20.2%
State Grants & Revenues	5,765	5,713	5,713	5,975	5,975	262	4.6%
Local Grants & Revenues	1,130,000	1,254,155	1,420,264	1,412,295	1,470,217	49,953	3.5%
Charges for Service	2,654	49,427	148,504	18,000	17,500	(131,004)	-88.2%
Fines & Penalties	12,325	13,781	12,000	11,000	11,000	(1,000)	-8.3%
Other Revenues	170,799	33,927	600	200	985	385	64.2%
Operating Revenue	1,321,543	1,357,003	1,587,081	1,447,470	1,505,677	(81,404)	-5.1%
Total Rev - Including Beginning Bal	1,397,084	1,803,330	2,339,083	2,199,472	2,105,977	(233,106)	-10.0%
Personnel Services	547,902	599,000	939,683	916,883	733,404	(206,279)	-22.0%
Materials & Services	287,109	319,189	476,304	417,261	442,656	(33,648)	-7.1%
Cost Allocation Charges	115,746	126,558	102,528	102,528	106,384	3,856	3.8%
Capital Outlay	-	6,581	592,960	162,500	745,000	152,040	25.6%
Operating Expenditure	950,757	1,051,328	2,111,475	1,599,172	2,027,444	(84,031)	-4.0%
Contingency	-	-	227,608	-	78,533	(149,075)	-65.5%
Total Exp - Including Special Categories	950,757	1,051,328	2,339,083	1,599,172	2,105,977	(233,106)	-10.0%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	5.00	6.00	5.25	5.25	4.50	(0.75)	-14.3%
Full Time Equiv Pos (FTE) Filled at Yr End	4.00	4.00	5.25	4.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	-	-	1.25	-	-	-

Significant Issues and Changes

In FY 17-18, the County and the City of Gladstone entered into a Settlement Agreement which contemplates the construction of two new libraries, one located within the City of Gladstone, and one located in unincorporated Clackamas County within the Oak Lodge Library service area with a specific site to be determined after appropriate public input. During the same period, the North Clackamas Parks and Recreation District (NCPRD), a division of BCS, finalized the acquisition of the Concord Elementary School from the North Clackamas School District. A citizen Task Force has been established and charged with recommending the best future use(s) of the Concord School property, and evaluating the suitability of the Concord School property as both an NCPRD facility and a potential site for a new Oak Lodge Library.

On December 1, 2019, the City of Gladstone transferred operations of the Gladstone Library to the County. The *Oak Lodge Library Program* and the *Gladstone Library Program* will be operated under a "one library, two building" model, sharing staff and resources to realize operational efficiencies and achieve economies of scale.



Gladstone Library

Purpose Statement

The purpose of the Gladstone Library Program is to provide access to informational, recreational, community, and cultural services to the Gladstone Library service area and general public so they can develop into lifelong learners and readers, satisfy intellectual curiosity, and benefit from strengthened communities.

Performance Narrative Statement

The Gladstone Library Program proposes a budget of \$1,678,676. These resources will serve approximately 200,000 material checkouts and provide a collection of 45,000 items at the Gladstone Library. These resources will provide informational, recreational, community and cultural services to the public so they can access publicly funded diverse materials and services to achieve their individual goals.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	Actual as of (12/31/19)	FY 20-21 Target
Result	% youth signed up for summer reading programs who complete the program	NEW	NEW	NEW	NEW	4%
Result	% year-over-year change in signups for kids, teen and adult reading programs	N/A*	N/A*	N/A*	N/A*	7%
Result	% materials circulated at least once per year	N/A*	N/A*	N/A*	17%	80%
Result	Borrowers as a percentage of the resident population	N/A*	N/A*	N/A*	24%	Discontinued
Result	Percentage of OLA standards met, as required in IGA	N/A*	N/A*	N/A*	67%	Discontinued

* Clackamas County assumed Gladstone Library operations effective 12/1/2019

Program includes:

Mandated Services ☒ Y

Shared Services ☐ N

Grant Funding ☒ Y

Explain all "Yes" boxes below

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

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

Explanation: The *Gladstone Library Program* 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 *Gladstone Library Program* 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.



Library

Gladstone Library

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Year End	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	(25,384)	(25,384)	(258,045)	(232,661)	916.6%
State Grants & Revenues	-	-	2,944	3,049	3,049	105	3.6%
Local Grants & Revenues	-	-	811,826	454,643	1,475,672	663,846	81.8%
Charges for Service	-	-	1,000	800	250,800	249,800	24980.0%
Fines & Penalties	-	-	9,000	4,000	4,000	(5,000)	-55.6%
Other Revenues	-	63,832	205,200	174,684	203,200	(2,000)	-1.0%
Operating Revenue	-	63,832	1,029,970	637,176	1,936,721	906,751	88.0%
Total Rev - Including Beginning Bal	-	63,832	1,004,586	611,792	1,678,676	674,090	67%
Personnel Services	-	77,921	645,740	451,215	646,038	298	0.0%
Materials & Services	-	3,572	270,332	206,122	249,156	(21,176)	-7.8%
Operating Expenditure	-	81,493	916,072	657,337	895,194	(20,878)	-2.3%
Capital Outlay	-	7,723	51,037	212,500	695,000	643,963	1261.8%
Contingency	-	-	37,477	-	88,482	51,005	136.1%
Total Exp - Including Special Categories	-	89,216	1,004,586	869,837	1,678,676	674,090	67%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	5.75	5.75	4.50	(1.25)	-21.7%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	5.00	-		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	0.75	-		

Significant Issues and Changes

In FY 17-18, the County entered into a Settlement Agreement with the City of Gladstone which contemplated (in part) that the County would construct and operate a new 6,000 square foot Gladstone Library on the current site of Gladstone City Hall. A citizen Task Force has been established to assist with assessing the needs of Gladstone library users and to make recommendations on the programming and design of the new library.

On December 1, 2019, the City of Gladstone transferred operations of the Gladstone Library to the County. The *Oak Lodge Library Program* and the *Gladstone Library Program* will be operated under a "one library, two building" model, sharing staff and resources to realize operational efficiencies and achieve economies of scale. The County will receive the City of Gladstone's annual Library District distribution, and the City will contribute an additional \$200,000 per year from the City's General Fund.



County Parks and Golf

Stone Creek Golf Club





Purpose Statement

The purpose of the Stone Creek Golf Club Program is to provide golf rounds and golf-related services to charities, clients, and the golfing community so they can have an enjoyable and reasonably priced golfing experience at a local, well-maintained golf course.

Performance Narrative Statement

The Stone Creek Golf Club Program adopted a budget of \$4,013,907, 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". 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	Actual as of (12/31/19)	FY 20-21 Target
 Result	% available golf rounds being filled during playable golf days	63%	68%	73%	50%	70%
 Result	% of survey respondents who report that the Stone Creek Golf Club is clean and safe	NEW	NEW	NEW	NEW	80%
 Result	Revenues as a percentage of expenditures (cost recovery)	120%	125%	122%	85%	Discontinued
 Result	Golf Club net proceeds contributed to County Parks division to fund ongoing operations	\$250,000	\$250,000	\$200,000	\$0	Discontinued

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

Explanation: The Stone Creek Golf Club Program 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 the County Parks Program with the intent to generate a long-term sustainable revenue stream from the Stone Creek Golf Club Program operations that would go directly to the County Parks Program to support operations and maintenance needs. The Stone Creek Golf Club Program features 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. The Stone Creek Golf Club Program 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.

The Stone Creek Club Program has budgeted to receive \$150,000 in grant funding from the Oregon Parks and Recreation Department Local Government Grant program for the Irrigation Pond Rehabilitation Project.



Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Year End	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	775,819	861,352	931,984	931,984	1,001,907	69,923	7.5%
State Grants & Revenues	-	-	-	-	150,000	150,000	0.0%
Charges for Service	2,668,427	2,872,482	2,850,000	2,425,111	2,850,000	-	0%
Other Revenues	7,703	12,643	7,000	12,000	12,000	5,000	71.4%
Operating Revenue	2,676,130	2,885,125	2,857,000	2,437,111	3,012,000	155,000	5.4%
Total Rev - Including Beginning Bal	3,451,949	3,746,477	3,788,984	3,369,095	4,013,907	224,923	5.9%
Materials & Services	2,277,074	2,386,865	2,486,457	2,225,409	2,494,457	8,000	0.3%
Cost Allocation Charges	7,107	8,598	11,499	11,499	11,499	-	0%
Capital Outlay	56,415	169,031	288,000	30,280	608,000	320,000	111.1%
Operating Expenditure	2,340,596	2,564,494	2,785,956	2,267,188	3,113,956	328,000	11.8%
Special Payments	-	-	5,000	-	1,000	(4,000)	-80.0%
Interfund Transfers	250,000	250,000	200,000	100,000	-	(200,000)	-100.0%
Reserve for Future Expenditures	-	-	547,990	-	590,840	42,850	7.8%
Contingency	-	-	250,038	-	308,111	58,073	23.2%
Total Exp - Including Special Categories	2,590,596	2,814,494	3,788,984	2,367,188	4,013,907	224,923	5.9%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes

BCS 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 the *Stone Creek Golf Club Program's* capital assets.

With the approval of the Board of County Commissioners in July 2012, the *Forestry Program* began an accelerated timber harvest program with the goal of defeasing \$3,775,000 of *Stone Creek Golf Club Program* debt. The debt was paid off in November 2013, saving the County approximately \$1 million in interest expense. Defeasing the debt helped ensure a long-term sustainable revenue stream for the *County Parks Program*.

In FY 18-19, the *Stone Creek Golf Club Program* installed an emergency access road into the facility. This road will significantly decrease the time it takes first responders to get to the Stone Creek Golf Club in cases of medical or other emergencies.






Purpose Statement

The purpose of the County Parks program is to provide outdoor recreation, camping, and land stewardship services to residents and visitors so they can experience clean, safe, and healthy recreation and natural resource opportunities in rural Clackamas County.

Performance Narrative Statement

The County Parks Program adopted a budget of \$3,283,368, a continuation of the current funding level. These resources will provide over 11,000 campsite reservations during "Peak" days at 204 campsites and a projected 90% occupancy rate in County Parks. During "Off-Peak" days these resources will provide approximately 15,000 campsite reservations at 204 campsites and a projected 50% occupancy rate in County Parks. Reaching these targets will provide residents and visitors with clean, safe and healthy recreation opportunities in Clackamas County.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	Actual as of (12/31/19)	FY 20-21 Target
 Result	% occupancy of campgrounds (peak ¹)	68%	70%	90%	52%	90%
 Result	% occupancy of campground (off-peak ²)	32%	23%	50%	16%	50%
 Result	% of survey respondents who report that the County park they visited is clean and safe ³	95%	96%	95%	N/A ³	90%

¹ Peak is defined as Fri/Sat.

² 'Off-peak' is defined as Sun-Thu.

³ FY 19-20 survey conducted in Nov. 2019. Results will be available in Q3.

Program includes:

Mandated Services ☒ Y

Shared Services ☐ N

Grant Funding ☒ Y

Explain all "Yes" boxes below

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

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

Explanation: The County Parks Program 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.

The County Parks Program has budgeted to receive local share funding from the 2019 Metro Parks and Nature Bond allocation that will fund the Barton Park East RV Campground paving project, Feyrer Park Campground road and parking lot improvement project, Knights Bridge Park restroom installation project, Wagonwheel Park restroom installation project and Barton Park Day Use Area well replacement project. In addition, the County Parks Program will use its share of the Oregon State Parks RV Licensing distribution to fund a number of deferred maintenance projects including LED lighting upgrades, Boones Ferry Marina structural repairs, Barton Park Event Center design work, park gate replacements, caretaker house upgrades, restroom and septic system upgrades, repairs to the Metzler Park office and replacement of the Metzler Park ticket booth. Any matching funds required 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 Program.



County Parks and Golf

County Parks

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Year End	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,190,313	1,300,464	1,037,634	1,037,634	439,521	-598,113	-57.6%
Federal Grants & Revenues	1,350	1,350	1,350	1,350	1,350	-	0%
State Grants & Revenues	719,888	701,043	816,000	847,594	574,000	(242,000)	-29.7%
Local Grants & Revenues	-	-	-	-	730,000	730,000	0.0%
Charges for Service	981,154	1,020,674	1,009,256	1,024,448	1,130,186	120,930	12.0%
Other Revenues	61,780	49,396	29,000	49,332	46,600	17,600	60.7%
Interfund Transfers	775,259	458,122	691,729	310,882	361,711	-330,018	-47.7%
Operating Revenue	2,539,431	2,230,585	2,547,335	2,233,606	2,843,847	296,512	11.6%
Total Rev - Including Beginning Bal	3,729,744	3,531,049	3,584,969	3,271,240	3,283,368	-301,601	-8.4%
Personnel Services	982,442	1,049,470	1,308,102	973,920	1,189,537	-118,565	-9.1%
Materials & Services	612,273	692,656	631,291	656,698	652,422	21,131	-5.8%
Cost Allocation Charges	202,566	228,979	244,594	244,594	256,935	12,341	12.2%
Capital Outlay	631,999	522,310	831,300	956,507	931,397	100,097	78.3%
Operating Expenditure	2,429,280	2,493,415	3,015,287	2,831,719	3,030,291	15,004	21.5%
Special Payments	-	-	50,000	-	1,000	(49,000)	-98.0%
Reserve for Future Expenditures	-	-	-	-	-	0	0%
Contingency	-	-	519,682	-	252,077	-267,605	-51.5%
Total Exp - Including Special Categories	2,429,280	2,493,415	3,584,969	2,831,719	3,283,368	-301,601	-8.4%
General Fund Support (if applicable)	205,259	208,122	210,882	210,882	210,882	0	0%
Full Time Equiv Pos (FTE) Budgeted	5.64	5.64	5.64	5.64	5.74	0.10	1.8%
Full Time Equiv Pos (FTE) Filled at Yr End	5.64	5.64	-	5.64	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes

Since 2016, the *County Parks Program* has focused on the replacement of aging infrastructure to meet the public's expectations for clean and safe park facilities. In recent years, the *County Parks Program*, in partnership with Oregon Parks and Recreation Department and Oregon State Marine Board, has been able to leverage its capital reserve funds to replace aged and unsafe playground structures in Barton, Metzler, and Feyrer Parks, replace failing bathrooms and improve ADA access at Barton, Metzler and Feyrer Parks, and replace a failing dock at Hebb Park. In addition, the *County Parks Program* has been able to rehabilitate a fire pond at Barton Park to meet defensible space objectives, complete the demolition of the structurally unsound Dorman Center at Hoodland Park and is currently in process of resurfacing the Carver Boat Ramp parking lot along with replacing the sidewalks and curbing. Completion of these projects has significantly reduced the backlog of deferred capital repair/replace projects estimated in 2012 to be at \$4.8 million dollars.

In FY 20-21, the County Parks Program anticipates completing a Master Plan for 27 acres of undeveloped land within Barton Park. Demands for camping and day use at Barton are reaching capacity maximums. It is anticipated the Master Plan will examine options for managing the high demand that currently exists from the completion of the Springwater Corridor and Cazadero regional trail segments, as well as options (including shuttle service) for addressing congestion and traffic issues caused by the popularity of the Barton-Carver float.



Assets

Forestry

Purpose Statement

The purpose of the Forestry Program is to provide forest, timber and natural resource management services to the County Parks program and the residents of Clackamas County so they can benefit from additional park revenue and healthy forests.

Performance Narrative

The Forestry Program proposes a budget of \$4,388,938, a continuation of the current funding level. These resources will provide support to County Parks capital projects and operations. In addition, these resources will provide removal of an estimated 30 tons of debris from approximately 50 dumpsites. Reaching these targets will provide revenue to the County Parks Program and enhance park and forest health now and for future generations.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	Actual as of (12/31/19)	FY 20-21 Target
Result	% young stands actively managed annually	NEW	NEW	NEW	NEW	20%
Result	\$ (net) earned from timber sales	NEW	NEW	NEW	NEW	\$280,000
Result	Percentage of reported dumpsites cleaned via Dump Stoppers program	86%	100%	100%	100%	Discontinued
Result	Percentage change in timber growth as measured by Current Volume / Baseline Volume	N/A	10%	10%	N/A	Discontinued
Result	Number of logging and mill jobs supported from timber harvests on County owned timberlands	N/A	30	301	0	Discontinued

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: The *Forestry Program* 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**.

The *Forestry Program* receives **grant funding** from the United States Forest Service and Bureau of Land Management for the Dump Stoppers program to remove 30 tons of debris from approximately 50 dumpsites on an annual basis. The grants all require a match which is funded from the proceeds of timber sales.



Assets

Forestry

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Year End	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	2,643,751	3,341,393	3,431,003	3,431,004	3,404,207	(26,796)	-0.8%
Prior Year Revenue	821	-	-	-	-	-	0%
Federal Grants & Revenues	80,290	41,806	102,176	97,064	87,731	(14,445)	-14.1%
Local Grants & Revenues	-	44,359	-	-	-	-	0%
Charges for Service	2,879	-	400	400	400	-	0%
Fines & Penalties	524	484	350	1,600	1,500	1,150	328.6%
Other Revenues	1,889,346	1,366,412	1,128,000	1,155,102	850,100	(277,900)	-24.6%
Interfund Transfers	75,000	75,000	75,000	45,000	45,000	(30,000)	-40.0%
Operating Revenue	2,048,860	1,528,061	1,305,926	1,299,166	984,731	(321,195)	-24.6%
Total Rev - Including Beginning Bal	4,692,611	4,869,454	4,736,929	4,730,170	4,388,938	(347,991)	-7.3%
Personnel Services	458,570	492,548	568,745	550,168	533,609	(35,136)	-6.2%
Materials & Services	249,785	829,714	609,216	666,853	217,296	(391,920)	-64.3%
Cost Allocation Charges	54,685	63,600	70,942	70,942	70,020	(922)	-1.3%
Capital Outlay	268,177	52,589	776,712	38,000	865,500	88,788	11.4%
Operating Expenditure	1,031,217	1,438,451	2,025,615	1,325,963	1,686,425	(339,190)	-16.7%
Special Payments	-	-	10	-	1,000	990	9900.0%
Interfund Transfers	320,000	-	280,847	-	150,829	(130,018)	-46.3%
Reserve for Future Expenditures	-	-	2,250,046	-	2,442,190	192,144	8.5%
Contingency	-	-	180,411	-	108,494	(71,917)	-39.9%
Total Exp - Including Special Categories	1,351,217	1,438,451	4,736,929	1,325,963	4,388,938	(347,991)	-7.3%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	2.76	3.26	3.26	3.26	2.86	(0.40)	-12.3%
Full Time Equiv Pos (FTE) Filled at Yr End	2.76	3.26	-	3.26	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes

The 2018 Forest Management Plan approved by the BCC will guide future timber production and harvesting strategies for the next ten years.

The Dump Stoppers program has been in operation since 2003. Funding for the program has primarily come from the United States Forest Service and Bureau of Land Management Title II grants as part of the Secure Rural Schools payments to counties along with United States Forest Service Retained Receipts funding, which has helped transform the upper Clackamas, Molalla and Sandy watersheds for citizens to enjoy cleaner, healthier and safer forest recreation experiences. The Office of Sustainability program in the Department of Transportation and Development will be providing \$45,000 in matching funds to support the Dump Stoppers program.

The *Forestry Program* currently owns and manages 3,200 acres of forestlands. The lands are managed with the goal of having healthy forests that produce timber on a sustainable level, protect natural resources and contribute to jobs in rural communities. The net revenue generated from timber sales supports *County Park Program* operations and also contributes to capital reserves for the repair and replacement of capital assets.

The Board of County Commissioners on February 6, 2018 approved an expansion of the County Forest Strategic Acquisition Program which will allow for the purchase of up to 2,500 acres of additional forestland. When these forestlands are identified and purchased, it will result in increased revenue generation for the *County Parks Program*. The cost of acquisition to expand the timber program by 2,500 acres is estimated at \$4 million dollars with the qualifying criteria that the acquired timberlands will produce positive cash flow for bond/debt payment requirements and preservation of capital reserves. While the purchase of additional forestland remains a priority, BCS does not anticipate pursuing a purchase in FY 20-21 so that staff may focus on other, higher-priority projects and initiatives. In particular, the Forestry Program is evaluating the feasibility of enrolling portions of the County owned forest lands into a voluntary carbon program to help meet climate change goals for carbon sequestration and carbon credit capture.



Property Disposition



Purpose Statement

The Purpose of the Property Disposition Program is to provide management and disposition of tax foreclosed properties and non-performing timberlands to Clackamas County, taxing entities and the public so they can benefit from the assets being repurposed for public benefit or returned to the tax rolls.

Performance Narrative Statement

The Property Disposition Program proposes a budget of \$2,800,082, a continuation of the current funding level. These resources will result in 20% of properties in the **held for resale** category being returned to the tax roles or repurposed for public benefit. 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	Actual as of (12/31/19)	FY 20-21 Target
 Result	% held for resale foreclosed properties that are repurposed for public benefit or returned to the tax rolls	NEW	NEW	NEW	NEW	20%
 Result	Percentage (reduction) or increase of tax foreclosed properties in "Held for Resale" inventory	20%	(14%)	(10%)	21%	Discontinued

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 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Year End	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,695,542	1,784,092	2,375,037	2,707,544	2,400,082	25,045	1.1%
Charges for Service	488,000	1,259,001	386,961	58,773	400,000	13,039	3.4%
Operating Revenue	488,000	1,259,001	386,961	58,773	400,000	13,039	3.4%
Total Rev - Including Beginning Bal	2,183,542	3,043,093	2,761,998	2,766,317	2,800,082	38,084	1.4%
Personnel Services	159,930	172,988	195,302	195,302	178,942	(16,360)	-8.4%
Materials & Services	201,288	106,932	161,761	135,755	160,417	(1,344)	-0.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	24,115	24,129	25,178	25,178	26,302	1,124	4.5%
Capital Outlay	14,118	31,500	360,000	10,000	610,000	250,000	69.4%
Operating Expenditure	399,451	335,549	742,241	366,235	975,661	233,420	31.4%
Special Payments	-	-	50,000	-	50,000	-	0%
Interfund Transfers	-	-	100,000	-	100,000	-	0%
Reserve for Future Expenditures	-	-	1,708,855	-	1,527,463	(181,392)	-10.6%
Contingency	-	-	160,902	-	146,958	(13,944)	-8.7%
Total Exp - Including Special Categories	399,451	335,549	2,761,998	366,235	2,800,082	38,084	1.4%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	1.20	1.40	1.40	1.40	1.20	(0.20)	-14.3%
Full Time Equiv Pos (FTE) Filled at Yr End	1.20	1.40	-	1.40	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes

Exposure to unknown hazardous property conditions can create a significant risk and financial liability to the *Property Disposition Program*. As the program does not receive County general funds, resources must be set aside in reserve to mitigate for these unknown future hazardous tax foreclosed properties. Per a Board-approved policy update in September 2018, the *Property Disposition Program* maintains reserves of \$100,000 for capital, \$500,000 for property cleanup and unknown liabilities, and an amount equivalent to four (4) years of operating expenses.



Assets

Tax Title Land




Purpose Statement

The purpose of the Tax, Title, Land Program is to provide financial transaction services to the Property Disposition program so it can continue to effectively manage tax-foreclosed properties.

Performance Narrative Statement

The Tax Title Land Program proposes a budget of \$515,000, a continuation of the current funding level. Resources received from auction proceeds and other property sales provide an administration fee to the Property Disposition Program to reimburse costs related to the management of tax foreclosed properties in Clackamas County. Reimbursing the programs 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	Actual as of (12/31/19)	FY 20-21 Target
 Result	\$ disbursed to Property Disposition program	NEW	NEW	NEW	NEW	\$400,000
 Result	\$ disbursed to taxing entities	NEW	NEW	NEW	NEW	\$50,000
 Result	Percentage (reduction) or increase of tax foreclosed properties in "Held for Resale" inventory	20%	(14%)	(10%)	21%	Discontinued

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 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Year End	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	83,328	134,640	119,630	119,631	-	(119,630)	-100.0%
Miscellaneous Revenue	16,955	41,735	15,000	15,000	15,000	-	0%
Other Financing Sources	694,459	1,502,257	461,961	46,912	500,000	38,039	8.2%
Operating Revenue	711,414	1,543,992	476,961	61,912	515,000	38,039	8.0%
Total Rev - Including Beginning Bal	794,742	1,678,632	596,591	181,543	515,000	(81,591)	-13.7%
Materials & Services	488,000	1,259,001	386,961	58,873	400,000	13,039	3.4%
Operating Expenditure	488,000	1,259,001	386,961	58,873	400,000	13,039	3.4%
Special Payments	172,102	300,000	209,630	122,670	115,000	(94,630)	-45.1%
Total Exp - Including Special Categories	660,102	1,559,001	596,591	181,543	515,000	(81,591)	-13.7%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes

Per ORS Chapter 275, when net proceeds from surplus property sales and transfers exceed *Tax Title Land* program expenses (including reserve requirements and management and administration costs incurred by the *Property Disposition Program*), these excess funds are distributed to all taxing entities within Clackamas County. Actual distribution and dollar amounts will vary from year to year.

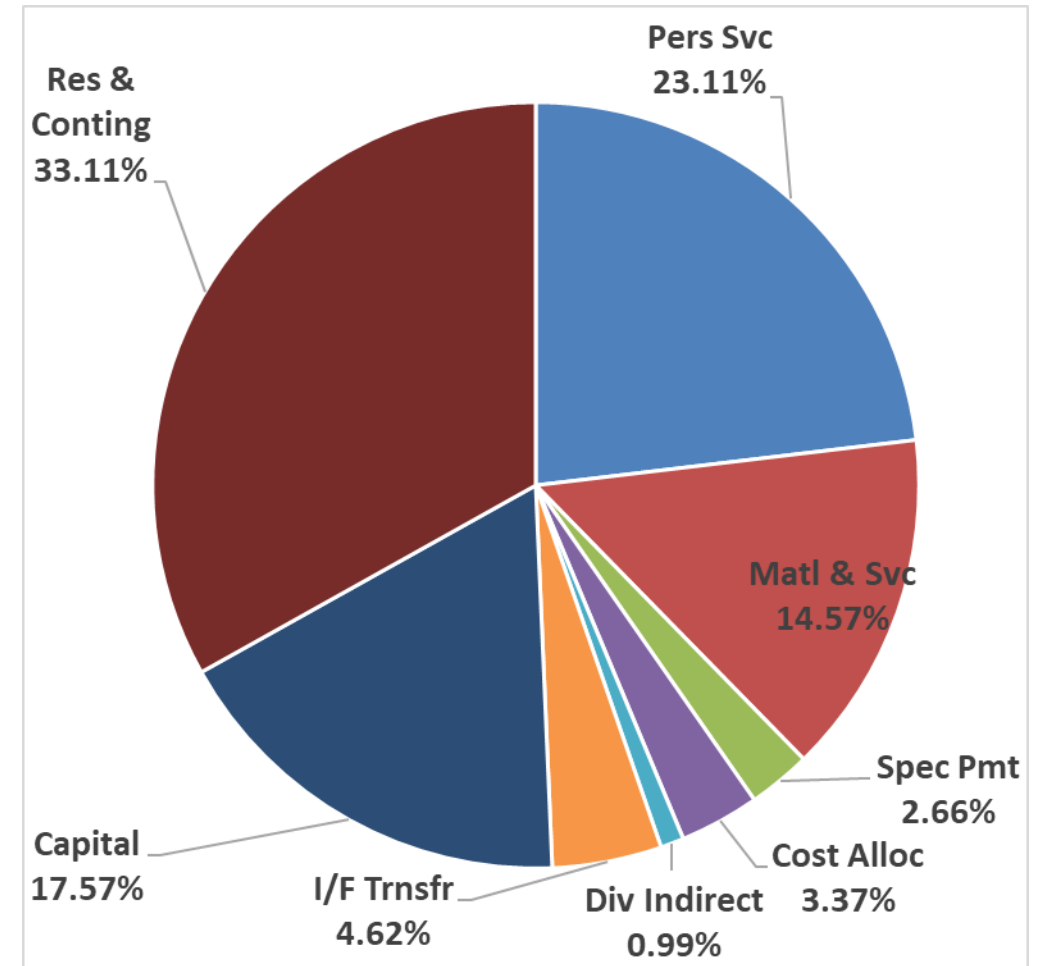
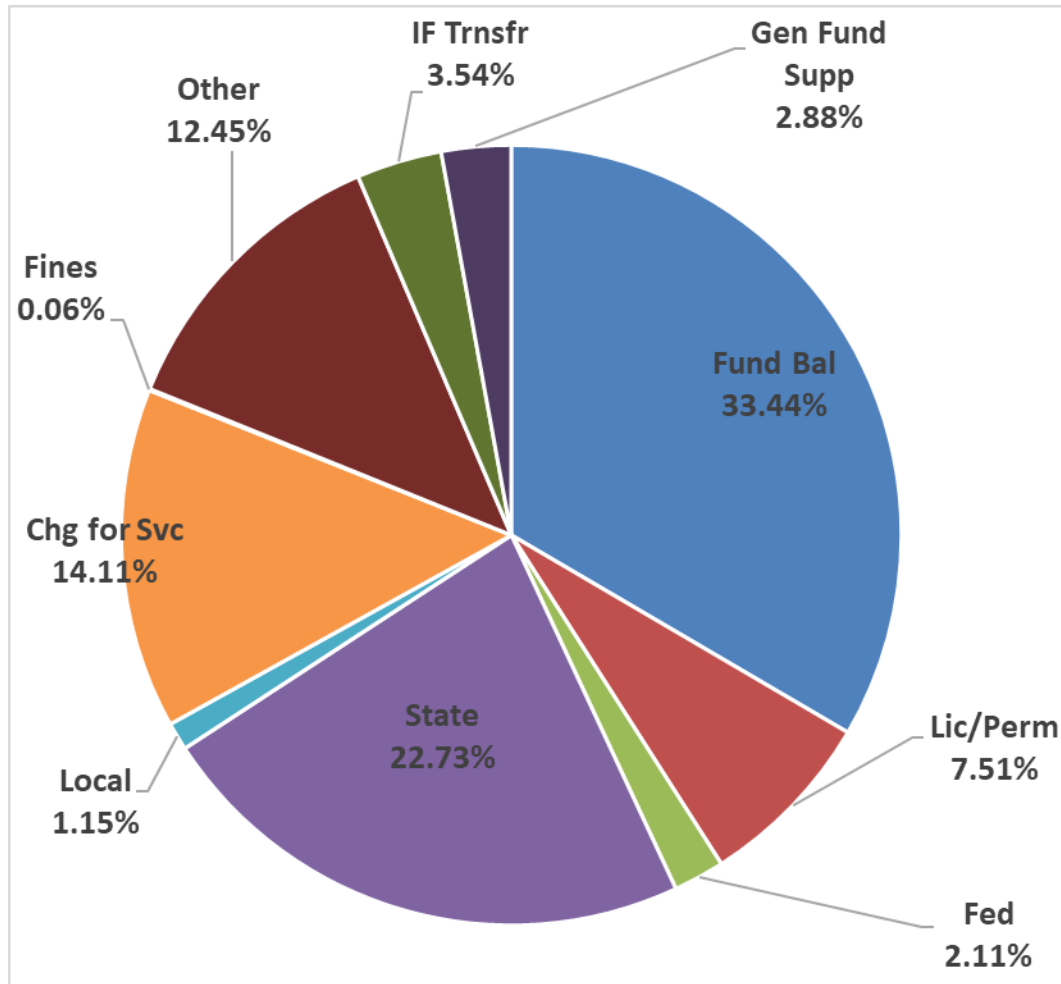


Transportation & Development

2020-2021 BUDGET PRESENTATION

Transportation & Development

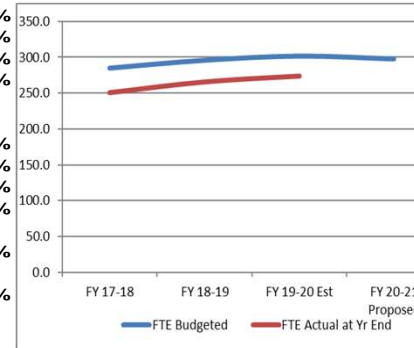
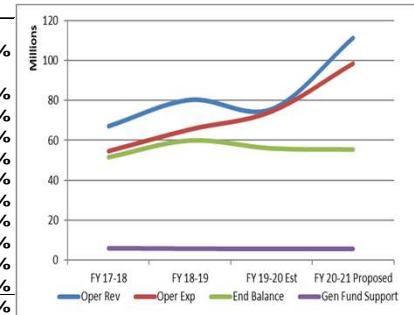
2020/21 Revenue and Expenses



Transportation & Development

Summary of Revenue & Expenses

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	46,279,000	51,562,910	49,418,323	59,347,865	59,122,849	55,984,359	-3,363,506	-5.7%
Prior Year Revenue	499,754	314,430		0	160,040	0	0	0%
Licenses & Permits	13,293,491	13,660,366	12,029,642	12,001,142	13,168,149	12,578,810	577,668	4.8%
Federal Grants & Revenues	2,131,494	3,035,748	1,824,608	1,824,608	2,479,528	3,539,093	1,714,485	94.0%
State Grants & Revenues	27,463,586	31,954,479	37,154,043	37,154,043	32,511,743	38,050,080	896,037	2.4%
Local Grants & Revenues	916,758	1,097,442	1,868,001	1,868,001	1,874,387	1,931,752	63,751	3.4%
Charges for Service	11,284,995	11,014,617	18,442,457	18,386,966	17,994,993	23,630,968	5,244,002	28.5%
Fines & Penalties	140,718	97,051	84,500	84,500	83,530	103,260	18,760	22.2%
Other Revenues	1,616,693	5,837,760	4,595,875	845,875	1,477,013	20,841,599	19,995,724	2363.9%
*General Fund support to Surveyor	586,721	577,361	600,775	573,263	564,271	587,029	13,766	2.4%
Interfund Transfers	9,164,539	12,748,502	5,135,495	5,404,986	5,364,220	10,174,536	4,769,550	88.2%
Operating Revenue	67,098,749	80,337,756	81,735,396	78,143,384	75,677,874	111,437,127	33,293,743	42.6%
% Change	NA	0	21.8%	-2.7%	-5.8%	41.8%		
Personnel Services	29,670,400	31,547,028	38,561,891	38,507,900	34,283,658	38,687,571	179,671	0.5%
Materials & Services	14,602,529	17,909,755	30,087,066	30,604,761	24,251,635	24,393,223	-6,211,538	-20.3%
Cost Allocation Charges	3,478,816	3,578,133	4,525,138	4,525,138	4,525,138	4,456,218	-68,920	-1.5%
Division Indirect Costs	1,467,435	1,431,437	1,495,811	1,495,811	1,495,811	1,649,873	154,062	10.3%
Capital Outlay	5,205,870	10,921,842	22,485,684	23,411,433	9,893,440	29,424,220	6,012,787	25.7%
Operating Expenditure	54,425,050	65,388,195	97,155,590	98,545,043	74,449,682	98,611,105	66,062	0.1%
% Change	NA	20.1%	78.5%	50.7%	13.9%	14.9%		
Interfund Transfers	2,878,932	6,331,397	130,000	324,491	293,225	7,728,008	7,403,517	2281.6%
Special Payments	4,511,333	225,275	4,042,182	4,412,182	4,073,458	5,646,101	1,233,919	28.0%
Reserve for Future Expenditures	0	0	17,405,262	23,834,960		42,619,476	18,784,516	78.8%
Contingency	0	0	12,420,685	10,374,573		12,816,796	2,442,223	23.5%
Total Expenditure	61,815,315	71,944,867	131,153,719	137,491,249	78,816,365	167,421,486	29,930,237	21.8%
Ending Balance (if applicable) (includes Reserve & Contingency)	51,562,434	59,955,799	29,825,947	34,209,533	55,984,358	55,436,272	21,226,739	62.0%
General Fund Support (if applicable)	5,950,522	5,761,037	5,784,451	5,653,758	5,644,766	4,828,557	-825,201	-14.6%
Surveyor pay for Fleet Services		10,000						
Full Time Equiv Positions (FTE) Budgeted	284.3	295.6	301.6	301.6	301.6	297.5	-4.0	-1.3%
Full Time Equiv Positions (FTE) Filled at Yr End	250.3	265.3			273.4			
Full Time Equiv Positions (FTE) Vacant at Yr En	34.1	30.3			28.2			



Line of Business	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21
Program	FTE	General Fund	Building Codes	Planning	Road	Code Enf / RC&SW / SOWP	County TSDC Fund	Public Land Corner	Dog Services	Fleet Services	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
DTD Administration												
Office of the Director	8.50				1,796,466						1,796,466	-
Livable Communities												
Sustainability & Solid Waste	10.89					4,042,947					4,042,947	-
Code Enforcement	7.05					1,528,640					1,528,640	279,844
Dog Services	18.00								3,314,698		3,314,698	1,535,517
Transportation												
Transportation Engineering & Construction	21.20				13,915,591						13,915,591	-
Transportation Maintenance	103.00				64,562,112						64,562,112	-
Traffic Safety	11.10				5,304,851						5,304,851	249,235
Damascus Roads	0.00				4,502,053						4,502,053	-
Community Road Fund	0.00				13,240,265						13,240,265	
Countywide TSDCs	0.00						18,315,372				18,315,372	-
HV Joint Subarea TSDCs	0.00						1,935,806				1,935,806	-
Fleet Services												
Vehicle & Equipment Maintenance & Repair	17.90									3,381,421	3,381,421	-
Fleet Management	4.10									2,594,193	2,594,193	-
Land Use, Development & Permitting												
Land Use, Development Review & Permitting	75.15		16,198,768	3,372,401	2,506,416	1,653,935					23,731,520	1,519,736
Long-Range Planning	8.65			2,043,622	1,864,042						3,907,664	657,196
Public Land Corner	4.00							1,618,855			1,618,855	-
County Surveyor	8.00	1,229,032									1,229,032	587,029
TOTAL	297.54	1,229,032	16,198,768	5,416,023	107,691,796	7,225,522	20,251,178	1,618,855	3,314,698	5,975,614	168,921,486	4,828,557
FY 19/20 Budget	301.59	1,217,263	16,147,026	5,758,029	80,416,365	7,330,337	14,423,550	1,559,364	3,725,733	6,803,082	137,380,749	5,653,758
\$ Increase (Decrease)	(4.05)	11,769	51,742	(342,006)	27,275,431	(104,815)	5,827,628	59,491	(411,035)	(827,468)	31,540,737	(825,201)
% Increase (Decrease)	-1.34%	0.97%	0.32%	-5.94%	33.92%	-1.43%	40.40%	3.82%	-11.03%	-12.16%	22.96%	-14.60%

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

Transportation & Development

Performance Clackamas Strategic Results

BCC Priority	Measure	FY 18-19 Actual	FY 19-20 Milestones	FY 19-20 Projected Perform.	FY 20-21 Milestones
Honor, Utilize, Promote and Invest in our Natural Resources	By January 2022, a Climate Action plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050.	N/A	Re-establish priorities with BCC. Submit scope of work to procurement.	Meet with BCC to re-establish priorities. Execute a contract for plan development. In collaboration with Facilities, received approval to use Renewable Energy Certificates to eliminate our carbon footprint from electricity use in County operations for this fiscal year.	Execute contract and begin plan development. In collaboration with Facilities, identified strategies for using Renewable Energy Certificates to eliminate our carbon footprint from electricity use in County operations for future years.
	By 2021, develop a countywide diesel engine replacement program.	N/A	N/A	Developed a list of mandatory diesel replacements for Transportation & Development.	Complete the countywide plan.

Transportation & Development

Performance Clackamas Strategic Results (Cont.)

BCC Priority	Measure	FY 18-19 Actual	FY 19-20 Milestones	FY 19-20 Projected Perform.	FY 20-21 Milestones
Ensure Safe, Healthy and Secure Communities	By 2025, 1,500 affordable housing units will be developed. Those units will be stratified across Area Median Income.	N/A	Develop Long Range Planning Work Program	<p>Meet with BCC to re-establish priorities.</p> <p>BCC adoption of Long Range Planning Work Program</p> <p>Advance planned updates to Comprehensive Plan Chapter 6 (Housing).</p>	<p>BCC Adoption of updated Comprehensive Plan Chapter 6 (Housing), including:</p> <ul style="list-style-type: none"> Low-Density Residential Zoning Policies Housing Strategies
Build a Strong Infrastructure	By 2024, funding for the next Phase (from 122 nd -172 nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, and/or regional funding sources.	N/A	<p>Re-establish priorities with BCC.</p> <p>Advance federal, state and regional coordination</p>	<p>Meet with BCC to re-establish priorities.</p> <p>Coordination with regional partners to ensure Sunrise Gateway multimodal corridor suite of improvements are apart of METRO transportation funding measure.</p>	Get Moving 2020 transportation funding measure – November 2020

Transportation & Development

2019 Major Accomplishments

DTD ADMINISTRATION:

- Managing For Results: Update and Focus – DTD Strategic Plan

TRANSPORTATION:

- Adoption of Vehicle Registration Fee
 - By 2020, the Community Road Fund Advisory Committee will develop a recommended 5-year project plan benefitting local roads, safety and congestion relief across the county.
- 5 Year Consolidated Transportation Capital/Maintenance Plan
- Negotiations to relocate Transportation Maintenance Facility
 - By 2022, Clackamas County will relocate Transportation Maintenance to a new facility.
- Coordination with region on Get Moving 2020

Transportation & Development

2019 Major Accomplishments (Cont.)

DEVELOPMENT SERVICES:

- Completed an upgrade of the public facing portal to the online permitting system
 - By 2019, Accela Citizen Access (ACA) will be improved to streamline and enhance the customer experience through redesigning and simplifying the public portal.
- During the COVID-19 crisis, the department migrated all land use and permitting functions to online and remote services, allowing us to remain fully open for business providing all development functions
 - By 2021, electronic plan review (EPR) will be available for customers who submit commercial building permit applications, and a plan will be developed for EPR expansion to other permit application types.
- With complete staffing, and adoption of new procedures, reduced Code Enforcement staff caseloads from an average of 300 cases per staff member, to 180-200 per staff member.
 - Ensure safe, healthy and secure communities (BCC Performance Clackamas Goal)
- Land Use, Development Review and Permitting program is on track to issue 21,500 permits, perform 55,000 inspections, and facilitate over 300,000 customer interactions. This work results in 6.7 million square feet of constructed improvements, with an estimated value of \$675 million.
 - Grow a vibrant economy (BCC Performance Clackamas Goal)

Transportation & Development

Significant Changes from 2019/20 (Cont.)

\$ Amount	Description	Service Level Impact, including citizens & staff
\$55,000	Reduce the amount of General Fund support for the "Drive to Zero" program, a distribution of Justice Court revenues.	This reduction will not have a sizable impact on the program efficacy. Traffic Safety offers targeted programs in areas like Molalla and Canby, which otherwise are at a disadvantage for teen programs and outreach. This partial reduction in program revenues will not influence these outreach and education efforts.
\$96,102	Eliminate one vacant 1.0 Animal Control Officer position.	In 2006, Dog Services had five field staff enforcing animal control laws in the County, currently Dog services has only three employees dedicated to field response and licensing enforcement. Over the years, in order to balance the budget, the focus has had to shift toward animal care in the shelter despite the constant increase in population and demand service.
\$81,174	Eliminate one vacant 1.0 Animal Health Technician position.	The animal health technician is the only non-veterinarian represented position that is responsible for maintaining a euthanasia certification. This responsibility cannot and should not be carried by only one animal health tech. The cost to the county is potential burn out and compassion fatigue which is serious as it relates to the individual, the care of the dogs and the other staff members. All of this impacts the services to the public and their pets.
\$61,506	Eliminate one vacant 0.5 Office Specialist 2 position.	If allowed to retain this position, our plan was to increase the existing (filled) 0.5 OS1 position to a 1.0 FTE. We would use the additional 20-hours per week to target licensing compliance which would result in increased programmatic revenues from dog licensing and enforcement.

Transportation & Development

Significant Changes from 2019/20 (Cont.)

\$ Amount	Description	Service Level Impact, including citizens & staff
\$66,781	Return portion of Marijuana PLP provided to support the hiring of a 0.5 FTE Senior Planner to facilitate code amendments, counter inquiries, BCC inquiries and code enforcement support.	Eliminating this funding impacts our ability to respond to marijuana related complaints, which is a Board priority. Before starting up the marijuana code enforcement activities in FY 2018-19 the budget committee approved an ongoing PLP securing revenue to support this program.
\$62,286	Modify the split of a 1.0 Principal Planner in the Long Range Planning program to receive 90% of the funding from the Road Fund, Currently this position is split 50/50 between the Long Range Land Use and Transportation Planning programs.	There would be no impact on residents/customers/operations, because we are not eliminating the position. The expense was originally split 50/50 between the Long Range Land Use & Transportation planning programs. We have found that a majority of the time is being spent focused on Transportation related issues, so we are modifying the split to 90/10.
\$124,374	Eliminate one vacant Planner 2 position.	We are at our limit, so if there is an increase in volume we will struggle to keep up and maintain our turn around times. If volume increases we would need to divert staff away from process improvements and long range planning, which is a priority of the Board, to process land use applications. Losing any additional staff would cause processing timelines and customer service to falter because we would need to redirect other staff to ensure we can maintain required timelines as we fill the position.
\$116,388	Eliminate one vacant Planner 1 position.	
\$375,000	Reduction for the use of unrestricted contingency in the Land Use Planning program.	This revenue was categorized as General Fund Contingency; it was housed in a program that receives general fund support and we were relying on this to balance through 5-year forecasts.

Transportation & Development

Significant Changes from 2019/20

Description	Service Level Impact, including citizens & staff
COVID-19	<ul style="list-style-type: none"> • With State Highway Fund revenues, there will be some LOST revenues due to reduced driving behaviors for a couple of months (gas tax/motor carrier fees); but the DMV fees will be mostly delayed collections. • Development continues, but at a slower pace than usual. Data is being received in real time, and the impact is unknown and evolving. DTD will be monitoring permitting and development activity closely in 20/21. • Sustainability & Solid Waste has forecast a reduction of their franchise fees. There have been some asks regionally, and those conversations are not yet resolved but we are forecasting a hit to those revenues. • With the reduced operations of the Dog Shelter, and the economic hardships facing residents countywide, we reduced our anticipated dog licensing and shelter/adoption revenues. • We also anticipate a reduction in spending on materials and temporary workers in workgroups like Transportation Maintenance with our crews unable to carry out the normal work plan while maintaining social distancing.
Cost Recovery	<ul style="list-style-type: none"> • With the General Fund reductions, cost recovery through fees/fines has a renewed focus. It is challenging to develop a policy without clear guidance regarding a desire to achieve program or process cost recovery. • Many of the citizen inquiries we respond to do not result in a license or formal application, making full programmatic cost recovery through fees more challenging.
Bond Financing	<ul style="list-style-type: none"> • The new Transportation Maintenance facility will require bond financing; we will be taking on almost \$20M of bonded debt to realize this strategic result.

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



Department of Transportation & Development

Department Mission

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

Transportation & Development Dan Johnson - Director FTE 304.54 (297.54 DTD + 4 Urban Renewal + 2.0 PGA Embedded + 1.0 TS Embedded) Total Proposed \$ 167,421,486 General Fund Support \$ 4,828,557				
DTD Administration Dan Johnson - Dir. Total Proposed \$1,796,466 Gen Fund \$ -	Livable Communities Cheryl Bell - Asst. Dir. Mike Bezner - Asst. Dir. Total Proposed \$8,886,285 Gen Fund \$ 1,815,361	Transportation Mike Bezner - Asst. Dir. Total Proposed \$120,276,050 Gen Fund \$ 249,235	Fleet Services Mike Bezner - Asst. Dir. Total Proposed \$5,975,614 Gen Fund \$ -	Land Use & Development Cheryl Bell - Asst. Dir. Total Proposed \$30,487,071 Gen Fund \$ 2,763,961
Office of the Director Dan Johnson - Dir. FTE 8.5 + 2.0 PGA + 1.0 TS Total Proposed \$1,796,466 Gen Fund \$ -	Sustainability & Solid Waste Eben Polk - Mgr. FTE 10.89 Total Proposed \$4,042,947 Gen Fund \$ -	Transportation Engineering & Construction Joel Howie - Mgr. FTE 21.2 Total Proposed \$13,915,591 Gen Fund \$ -	Vehicle & Equipment Maintenance & Repair Warren Gadberry - Mgr. FTE 17.9 Total Proposed \$3,381,421 Gen Fund \$ -	Land Use, Development Review & Permitting Cheryl Bell - Asst. Dir. FTE 75.15 Total Proposed \$23,731,520 Gen Fund \$ 1,519,736
	Code Enforcement Matt Rozzell - Mgr. FTE 7.05 Total Proposed \$1,528,640 Gen Fund \$ 279,844	Transportation Maintenance Shane Abbott - Mgr. FTE 103 Total Proposed \$64,562,112 Gen Fund \$ -	Fleet Management Warren Gadberry - Mgr. FTE 4.1 Total Proposed \$2,594,193 Gen Fund \$ -	Long-Range Planning Jennifer Hughes - Mgr. FTE 8.65 Total Proposed \$3,907,664 Gen Fund \$ 657,196
	Dog Services Kristine Wallace - Mgr. FTE 18 Total Proposed \$3,314,698 Gen Fund \$ 1,535,517	Traffic Safety Joe Marek - Mgr. FTE 11.1 Total Proposed \$5,304,851 Gen Fund \$ 249,235		Public Land Corner Ray Griffin - Mgr. FTE 4 Total Proposed \$1,618,855 Gen Fund \$ -
		Community Road Fund Mike Bezner - Asst. Dir. FTE 0 Total Proposed \$13,240,265 Gen Fund \$ -		County Surveyor Ray Griffin - Mgr. FTE 8 Total Proposed \$1,229,032 Gen Fund \$ 587,029
		Damascus Roads Total Proposed \$4,502,053		
		Countywide TSDCs Total Proposed \$16,815,372		
		HV Joint Subarea TSDCs Total Proposed \$1,935,806		



DTD Administration Line of Business

Office of the Director

Purpose Statement

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

Performance Narrative Statement

DTD Administration propose an operating budget of \$1,796,466, which is a reduction of previous funding levels. This workgroup coordinates the budget process for each of the 19 Performance Clackamas programs within the department; this includes each of the programs within this budget, plus our Urban Renewal and Street Lighting programs. Staff in this work group provide financial monitoring and support services, coordinate the annual review of our strategic plan update, and offer policy coordination and development services at a local and regional level in support of local goals.

- Over the last six months, DTD Administration staff led staff from our Transportation line of business through developing a five year coordinated work program to outline anticipated projects to be funded by the Community Road Fund and other local sources.
- Much of our safety training has targeted Mental Health First Aid for managers and staff. We are working to build their confidence level to engage in these difficult conversations, as there has been an increased demand for this type of response in the Development Services Building.
- Ensuring timely and consistent employee reviews for staff throughout the department remains a focus for our management team. We are still targeting a minimum 90% compliance from department supervisors and managers and discuss this regularly at senior staff meetings.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	% of employees participating in safety training sessions each year ¹	54%	27%	25%	Annual Measure	25%
Result	% performance evaluations completed within the last 12 months (using Clarify, Converse, Capture (C3)) ²	52%	55%	90%	Annual Measure	90%
Result	% DTD MFR programs with a 2-5 year work plan in place ³	New measure -- added FY 2020/2021.				90%
Efficiency	DTD Administration FTE : Department FTE ⁵	5.7 FTE : 268.44 FTE	7.35 FTE : 297.84 FTE	5.5 FTE : 301.39 FTE	Annual Measure	4.5 FTE : 300.34 FTE
Efficiency	DTD Administration Budget : Department Budget ⁶	\$1.75 M : \$163.7 M	\$1.85 M : \$187.4 M	\$2.0 M : \$126.2 M	\$2.0 M : \$210.5 M	\$1.79 M : \$213.9 M
Output	# DTD website inquiry responses coordinated ⁴	403	355	300	297	Discontinue

¹ Modified the language beginning FY 2020 to encompass all safety training, versus focusing solely on "Violence in the Workplace" training.

² Modified the language to incorporate the Clarify, Converse & Capture (C3) initiative beginning FY 2020.

³ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

⁴ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

⁵ Count of budgeted positions. Does not include the Customer Information Specialists in DTD Admin for the purpose of the FTE count, as these staff are charged directly to the Development Services line of business. Includes CCDAG and embedded employees for the overall employee count.

⁶ Total DTD budget is a combination of DTD and special districts for Urban Renewal and Street Lighting (CCDAG and CCSD5).

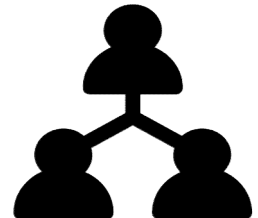
Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation





Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
State Revenues *	16,484	260,376	378,288	87,108	(43,751)	(422,039)	-111.57%
Charges for Services	1,628,914	1,597,103	1,644,558	1,619,558	1,840,217	195,659	11.90%
Interfund Transfers	100,000	-	-	-	-	-	0%
Operating Revenue	1,745,398	1,857,479	2,022,846	1,706,666	1,796,466	(226,380)	-11.19%
Total Rev - Including Beginning Bal	1,745,398	1,857,479	2,022,846	1,706,666	1,796,466	(226,380)	-11.19%
<i>* DTD Administration, which is housed in Fund 215, allocates actual costs the following year.</i>							
Personnel Services	1,151,849	1,274,899	1,368,413	1,108,808	1,189,137	(179,276)	-13.10%
Materials & Services	501,534	478,971	514,365	457,790	464,677	(49,688)	-9.66%
Cost Allocation Charges	92,014	103,609	140,068	140,068	142,652	2,584	1.84%
Operating Expenditure	1,745,397	1,857,479	2,022,846	1,706,666	1,796,466	(226,380)	-11.19%
Total Exp - Including Special Categories	1,745,397	1,857,479	2,022,846	1,706,666	1,796,466	(226,380)	-11.19%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Road Fund Support - Fund 215 *	16,484	260,376	378,288	87,108	(43,751)	-	0%
Full Time Equiv Pos (FTE) Budgeted	11.45	12.10	10.25	10.25	8.50	(1.75)	-17%
Full Time Equiv Pos (FTE) Filled at Yr End	9.45	8.35		8.50			
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	3.75		1.75			

Significant Issues and Changes

DTD Administration supports more than 300 FTE in five unique lines of business: Livable Communities, Fleet Services, Land Use & Permitting, Transportation and Targeted Improvement Areas. (The Targeted Improvement Areas line of business is comprised of two special districts who adopt separate operating budgets: Urban Renewal and Street Lighting. The Urban Renewal employees are not included in the DTD budget.) This year, we eliminated two positions from the DTD Administration budget. A 0.75 Customer Information Specialist and a 1.0 Office Manager. Since the Office Manager retired in FY 2018-2019; we have reorganized and no longer have a need to fill these two positions.

Staff within DTD Administration provide a variety of support services to the Board of County Commissioners, County Administration, our staff and other agencies. This group coordinates the release of new policy initiatives from County Administration, from budget process changes to new policy directives. We monitor and assist Public and Government Affairs through the legislative process.

Staff in our workgroup took the lead on coordinating the receipts and distribution of funds for the new Community Road Fund. We also coordinated the development of a 5-year work plan to demonstrate how these new funds would be spent in accordance with the promises made to the public.



Livable Communities Line of Business

Sustainability & Solid Waste Program

Purpose Statement

The purpose of the Sustainability & Solid Waste program is to provide education, technical assistance, program management, planning, and franchise oversight services to residents, businesses, schools and public agencies so they can reduce waste, recover resources, adopt sustainable practices, and receive timely garbage and recycling collection at a reasonable cost.

Performance Narrative Statement

The Sustainability & Solid Waste Program adopted an operating budget of \$2,856,569, a minor increase of current resources. This includes \$45,000 in support for the Dump Stoppers program. As a result of these resources:

- More than 59,000 residential and business customers will receive an estimated 8.2 million pickups of garbage, recycling, and yard debris in unincorporated County.
- An estimated 500 businesses, 100 schools, 120 multifamily communities and 75 events will receive technical assistance and support.
- Approximately 150,000 households and 11,000 businesses will receive information and education on garbage, recycling and waste reduction topics.
- Sustainability and Solid Waste will continue leading the effort to update the County's Climate Action Plan by 2022, and to support projects that reduce our operations carbon footprint, in support of the Board's goal of carbon neutrality by 2050.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Results	% curbside collection recovery rate (# tons recycled / # tons disposed)	32%	31%	Not in budget.	30%	35%
Results	% schools certified as Oregon Green Schools	23%	29%	Not in budget.	30%	25%
Results	% county-owned light passenger vehicles will be hybrids, electric or plug-in hybrids (excluding vehicles owned by the CCSO) ¹	New measure -- added FY 2020/2021.			5%	7%
Output	# customer consultations provided ²	2,631	1,655	1,500	1,357	1,750
Output	# hours of community education provided by # volunteer Master Recyclers ¹	New Measure	1,296 : 60	Not in budget.	Annual Measure	1,300 : 60
Output	# tons of disposal from # customers at Sandy Transfer Station	6,283 : 31,205	6,154 : 29,592	Not in budget.	3,289 : 15,872	6,400 : 30,000
Output	# garbage and recycling pick-ups provided.	7,181,850	7,848,868	7,100,000	Annual Measure	8,200,000
Results	# businesses initiating food scraps collection, donation or waste prevention ³	36	48	40	9	Discontinue
Output	# interactions at # activities ³	New Measure	7,411 at 96 events	7,500 at 100 events	5,679 at 61 events	Discontinue

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

² Consultations differ from interactions, as they are scheduled on-site consultations with customers. Business consultations are now being counted more comprehensively and can take place in person, over the phone, or via email. For FY 18-19 this measure now counts all consultations (business, multi-family, schools, etc.).

³ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

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



Livable Communities Line of Business

Sustainability & Solid Waste Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,455,492	1,426,853	1,741,888	1,741,888	1,622,230	(119,658)	-6.87%
Licenses & Permits	1,586,350	1,745,882	1,687,000	1,744,450	1,608,000	(79,000)	-4.68%
State Revenues	16,233	-	-	-	45,000	45,000	#DIV/0!
Local Government & Other Agencies	424,481	443,613	585,000	597,151	633,717	48,717	8.33%
Charges for Services	(5,745)	-	-	26	-	-	0%
Fines & Penalties	13,455	1,873	5,000	9,500	5,000	-	0%
Miscellaneous Revenue	68,325	134,014	52,000	144,466	129,000	77,000	148.08%
Other Financing Sources	-	-	-	3,623	-	-	0%
Operating Revenue	2,103,099	2,325,382	2,329,000	2,499,216	2,420,717	91,717	3.94%
Total Rev - Including Beginning Bal	3,558,591	3,752,235	4,070,888	4,241,104	4,042,947	(27,941)	-0.69%
Personnel Services	970,227	1,030,689	1,524,142	1,489,589	1,471,328	(52,814)	-3.47%
Materials & Services	660,884	681,756	1,038,860	762,444	956,229	(82,631)	-7.95%
Indirect Costs	44,519	41,309	44,323	44,323	99,715	55,392	124.97%
Cost Allocation Charges	125,765	132,395	147,518	147,518	154,297	6,779	4.60%
Capital Outlay	239,110	49,198	75,000	130,000	175,000	100,000	133.33%
Operating Expenditure	2,040,505	1,935,347	2,829,843	2,573,874	2,856,569	26,726	0.94%
Special Payments	16,233	-	-	-	-	-	0%
Interfund Transfers *	75,000	75,000	75,000	45,000	345,000	270,000	360%
Reserve for Future Expenditures	-	-	884,045	-	541,378	(342,667)	-38.76%
Contingency	-	-	282,000	-	300,000	18,000	6.38%
Total Exp - Including Special Categories	2,131,738	2,010,347	4,070,888	2,618,874	4,042,947	(27,941)	-0.69%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	8.75	9.74	10.89	10.89	10.89	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	7.00	9.74		10.89			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.75	-		-			

Significant Issues and Changes

Priorities in FY 20-21 include:

- Recycling costs have held steady since their increase in FY 2017-2018.
- Implementing new feedback tools for garbage customers such as the ReCollect app, and planning around the County's role in the new 2030 Regional Waste Plan.
- Following adoption of the latest version of our Disaster Debris plan, and associated debris removal and monitoring contract, we will begin a third phase of disaster debris planning.
- The County and 7 cities successful adopted local ordinances requiring food-related businesses to separate food scraps for collection. Staff will implement the Phase 1 food scrap requirements during 3/2020 - 3/2021. This work has identified new options to support and strengthen food donation.
- Development of a low-carbon fleet analysis plan, facilitation of renewable energy purchases for County operations, updates to the high performance building policy, and conducting a study for installation of electric vehicle charging stations.

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



Livable Communities Line of Business

Code Enforcement Program

Purpose Statement

The purpose of the Code Enforcement program is to provide code education, resolution and enforcement services to those who live in, work in and visit Clackamas County so they can experience a healthy, safe and livable community.

Performance Narrative Statement

The Code Enforcement Program propose an operating budget of \$1,288,683, and is estimated to process more than 1,250 enforcement cases in FY 2020/2021, which is a continuation of service levels. With these resources, Code Enforcement provides 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.

- Code Enforcement continues to be an active partner in the Neighborhood Livability Project (NLP) task force where representatives from Code Enforcement, the Sheriff's Office, County Counsel and the District Attorney work collaboratively to solve complex problems related to nuisance properties. This work has resulted in 236 cases being abated in FY19/20, and this is expected to continue for FY20/21.

- A complete year at full staffing levels, and adoption of streamlined procedures, reduced staff caseloads for FY19/20 from an average of 300 cases per staff member, down to an average of 180-200 cases per staff member. Building on this success, for FY20/21 we have set a goal of 130 cases per staff member.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	% code violations resolved within 150 days of initial complaint ¹	25.51%	19.87%	75%	Annual Measure	75%
Result	% violations investigated within twenty (20) business days ²	New Measure	4%	85%	4%	85%
Output	# cases that go to hearing ³	New measure -- added FY 2020/2021.				13
Output	# closed Neighborhood Livability Project cases ³	New measure -- added FY 2020/2021.				15
Demand	# of verified enforceable code violations by type (building/solid waste/zoning/marijuana-related)	1,123	2,890	1,150	1,579	2,750
Demand	# Neighborhood Livability Project cases ³	New measure -- added FY 2020/2021.				22
Output	# business days between initial complaint and confirmation of the violation ⁴	New Measure	21%	17	23	Discontinue

¹ Modified this measure to reflect the % of violations resolved within 150 business days beginning FY 2020. Previously we were measuring 120-days.

² Beginning FY 2020/2021 we began measuring the % of violations investigated within 20-business days; previously we were measuring the % confirmed within 7-days.

³ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

⁴ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

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

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



Code Enforcement Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	169,474	108,190	225,618	225,618	285,666	60,048	26.61%
Local Government & Other Agencies	-	-	-	-	-	-	0%
Charges for Services	752,613	792,359	949,878	966,280	956,280	6,402	0.67%
Fines & Penalties	13,250	6,251	5,000	6,530	6,530	1,530	30.60%
Miscellaneous Revenue	231	73	-	320	320	320	0%
Other Financing Sources	-	-	-	2,300	-	-	0%
Interfund Transfers	134,534	322,970	271,136	271,136	279,844	8,708	3.2%
Operating Revenue	900,628	1,121,653	1,226,014	1,246,566	1,242,974	16,960	1.4%
Total Rev - Including Beginning Bal	1,070,102	1,229,843	1,451,632	1,472,184	1,528,640	77,008	5.3%
Personnel Services	756,565	749,447	937,248	906,360	986,781	49,533	5.28%
Materials & Services	95,360	157,062	191,759	147,083	124,305	(67,454)	-35.18%
Indirect Costs	26,125	28,833	34,489	34,489	45,565	11,076	32.11%
Cost Allocation Charges	83,862	68,559	98,586	98,586	132,042	33,456	33.94%
Operating Expenditure	961,912	1,003,901	1,262,082	1,186,518	1,288,693	26,611	2.11%
Reserve for Future Expenditures	-	-	93,741	-	138,221	44,480	47.4%
Contingency	-	-	95,808	-	101,726	5,918	6.2%
Total Exp - Including Special Categories	961,912	1,003,901	1,451,631	1,186,518	1,528,640	77,009	5.3%
General Fund Support (if applicable)	134,534	322,970	271,136	271,136	279,844	8,708	3%
Full Time Equiv Pos (FTE) Budgeted	5.80	7.00	7.05	7.05	7.05	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	4.80	7.00		7.05			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	-		-			

Significant Issues and Changes

Since the Code Enforcement program began tracking Marijuana related violations in June 2016, they have initiated more than 119 files related to marijuana facilities. More than 58 of those files were opened after the Policy Level Proposal began in July 2018. Over the last year, we have added 29 new files. These files are generally combination files that span multiple disciplines -- building codes, zoning and sustainability, making them more complex and staff intensive to resolve. It is not uncommon for our staff to engage the State of Oregon or local law enforcement during our investigations. Beginning in February 2020, CCSO has been coordinating with Code Enforcement regarding their pending marijuana cases and on pursuing our Code Enforcement cases. CCSO is working with multi-agency teams to execute warrants with federal charges pending. Staff will continue to coordinate with CCSO on additional cases.

Continued priorities for Code Enforcement include (a) a major initiative to streamline processes and procedures, which will result in moving cases to citation and hearing more efficiently, (b) revisions to the violation priority matrix to clearly communicate potential violations to customers and the public, and (c) advancement of proposed Code amendments to allow increased opportunity to use nuisance property rules to address problem properties.



Livable Communities Line of Business

Dog Services Program

Purpose Statement

The purpose of the Dog Services program is to provide dog sheltering, education, complaint resolution, licensing, protection and enforcement services to the public so they can reunite with lost dogs, benefit from the companionship of a well-matched adoption or placement and experience a healthy, safe and livable community.

Performance Narrative Statement

The Dog Services Program propose an operating budget of \$2,821,792. These resources will support staff who will interact with customers more than 35,000 times during the year, resolve 2,500 cases investigated by dog services officers and will serve 700 dogs coming into the shelter for care, of which 85% will be saved including 500 dogs who will be returned to their owners.

Achieving these targets will reunite the public with lost dogs, provide people with the companionship of a well-matched adoption resulting in a 6% or less adoption return rate and protect the public from dogs running loose.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	By 2023, there will be 30,000 active dog licenses ¹	24,432	23,100	26,000	22,877	27,000
Result	% dogs saved (return to owner, adopted or rescued) ²	83%	81%	83%	86%	85%
Result	Fewer than 6% of adopted dogs returned to Dog Services within 90-days.	New Measure	10%	6%	4%	6%
Output	# adopted dogs ³	119	88	Not in budget.	31	80
Output	# of dogs returned to owners	589	481	500	230	500
Demand	# dog complaint cases ³	1,722	1,551	5,000	757	2,500
Demand	# citations issued ⁴	New measure -- added FY 2020/2021.				1,000
Demand	# dogs taken in to the shelter ⁴	New measure -- added FY 2020/2021.				770
Result	% of people surveyed who were happy with the level of customer service received ⁴	95%	94%	90%	95%	Discontinue
Output	# customer interactions ⁴	29,686	40,234	35,000	22,871	Discontinue

¹ Beginning FY 2020/2021 this was modified to achieve 30,000 licenses by 2023; previously we were hoping to reach 29,000 licenses by 2020.

² This number is affected by the increase in the number of dogs that are not medically and behaviorally sound. The implementation of a dog foster program will positively influence this number. Dog Services will also be seeking funding from the Clackamas Dogs Foundation for a board and train program for dogs that require additional resources that cannot be provided within the shelter.

³ Proposed increase in FY 2019-20 includes an increase in failure to license complaints to drive up the number of licensed dogs, based on rabies information received for dogs without a license. New software migration has improved the timeliness of the rabies certificate entry and a dedicated licensing officer can follow-up on unlicensed dogs.

⁴ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☒ Yes



Explanation Mandated Services:

As delegated by the health authority, the Dog Services Program is mandated by the State of Oregon to verify rabies vaccination for all dogs in the County (ORS 433.365), respond to incidents of dog bites (ORS 433.345) and when the county establishes a dog control district per ORS 609.030 the governing body may enforce dog control laws within the county and provide for the appointment of dog control officers. In a county with a dog control program the governing body shall determine a dog license fee and issue licenses as per ORS 609.100. ORS 401.977 establishes the requirement to develop animal emergency plans and the federal PETS act of 2006 requires state and local emergency preparedness plans for household pets following major disasters and emergencies.

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.



Dog Services Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	838,633	994,352	1,312,422	1,312,422	1,091,431	(220,991)	-16.8%
Licenses & Permits	619,533	588,180	560,000	527,375	579,070	19,070	3.4%
Charges for Services	6,496	100	500	-	-	(500)	-100.0%
Fines & Penalties	75,379	77,314	65,500	60,000	73,730	8,230	12.6%
Miscellaneous Revenue	28,418	90,381	27,600	27,450	24,750	(2,850)	-10.3%
Miscellaneous Sales	23	8,009	7,000	5,400	7,200	200	2.9%
Other Financing Sources	10	6	100	-	3,000	2,900	2900.00%
Interfund Transfers	1,572,264	1,732,506	1,752,611	1,752,611	1,535,517	(217,094)	-12.4%
Operating Revenue	2,302,123	2,496,496	2,413,311	2,372,836	2,223,267	(190,044)	-7.9%
Total Rev - Including Beginning Bal	3,140,756	3,490,848	3,725,733	3,685,258	3,314,698	(411,035)	-11.0%
Personnel Services	1,396,724	1,481,308	2,016,837	1,762,222	1,817,884	(198,953)	-9.9%
Materials & Services	343,588	284,217	385,637	341,337	394,886	9,249	2.4%
Indirect Costs	92,098	102,830	104,885	104,885	97,972	(6,913)	-6.6%
Cost Allocation Charges	312,786	310,072	375,383	375,383	426,050	50,667	13.5%
Capital Outlay	1,209	-	-	10,000	85,000	85,000	0%
Operating Expenditure	2,146,405	2,178,427	2,882,742	2,593,827	2,821,792	(60,950)	-2.1%
Reserve for Future Expenditures *	-	-	614,460	-	342,906	(271,554)	-44.2%
Contingency	-	-	228,531	-	150,000	(78,531)	-34%
Total Exp - Including Special Categories	2,146,405	2,178,427	3,725,733	2,593,827	3,314,698	(411,035)	-11.0%
General Fund Support (if applicable)	1,572,264	1,732,506	1,752,611	1,752,611	1,535,517	(217,094)	-12.4%
Full Time Equiv Pos (FTE) Budgeted	20.30	20.30	20.30	20.30	18.00	(2.30)	-11%
Full Time Equiv Pos (FTE) Filled at Yr End	17.00	18.00		19.30			
Full Time Equiv Pos (FTE) Vacant at Yr End	3.30	2.30		1.00			

Significant Issues and Changes

Changes to the vendor program that were necessitated by the need to improve cash handling practices, resulted in some vendors leaving the vet licensing program. However, updates to the veterinary clinic license vendor program have encouraged a few vendors to continue participating. The implementation of online licensing with the dog services database has increased the efficiency of online dog licensing; however, realizing the other efficiencies that the database can provide will require heavier time investment from the licensing officer.

Prior to the FY 2019-2020 5% general fund reduction, dog services planned to fill an officer vacancy, an animal health technician vacancy and to restructure the Office Specialist 2 position to target licensing enforcement. Dog Services also held off on the replacement of two vehicles that were over 13 years old. With the cost savings from the vacancies, the vehicle replacements are going forward, but we are waiting on further general fund reductions to make any decisions regarding staffing. The Animal health technician position and officer positions remaining vacant may negatively impact the response to dog complaint cases and staff ability to implement programs designed to increase the placement of dogs and the timeliness of services.

Dog Services will continue the program for free microchips while seeking foundation funding to continue the program in future years. On the 4th Saturday of each month, licensed dogs may be brought to Dog Services to receive a free micro-chip at the partnering Good Neighbor Vet. Micro-chips help shelter staff reunite dogs with their families more quickly, which helps Dog Services achieve their goal of increasing the percentage of dogs returned to owners. In addition, this program increases dog licensing compliance.



Transportation Line of Business

Transportation Engineering & Construction Program

Purpose Statement

The purpose of the Transportation Engineering & Construction program is to provide survey, design, right of way, construction and project management services to the public so they can safely and efficiently connect with goods, services, employment and people.

Performance Narrative Statement

The Transportation Engineering & Construction Program propose an operating budget of \$13,915,591. The resources in this program will fund 31 transportation projects in various stages of design, right of way acquisition and construction, including:

- 3 ADA Projects
- 10 Road Projects
- 4 Bike/Pedestrian Projects
- 2 Safety Projects
- 1 Bridge Replacement Project
- 6 Bridge Scour Repair Projects
- 1 Damascus Roads Project (Staff only -- funded through Damascus Roads)
- 10 Community Road Fund - Congestion Relief Projects (Staff only -- funded through Community Road Fund)

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

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

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	% completed CIP contracts coming in within 110% of original contract value	New Measure	78%	90%	92%	90%
Result	% completed CIP contracts completed within original contract completion date	New Measure	88%	90%	68%	90%
Output	# projects managed	25	60	41	37	35
Output	# road miles transferred	1	13	1	0.19	0.15

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 Engineering & Construction Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance **	16,045,578	6,611,959	702,524	-	-	(702,524)	-100.0%
Prior Year Revenue	412,501	263,228	-	160,040	-	-	0%
Licenses & Permits **	2,383,778	206,969	242,000	470,742	15,000	(227,000)	-93.8%
Federal Revenues	1,084,619	2,051,194	1,294,835	1,262,195	1,422,596	127,761	9.9%
State Revenues *, ***	3,851,803	5,339,956	7,740,042	6,261,232	11,678,534	3,938,492	50.9%
Local Government & Other Agencies	-	-	125,001	287,736	141,635	16,634	0.0%
Charges for Services ***	1,280,438	320,407	474,300	480,800	463,750	(10,550)	-2.2%
Miscellaneous Revenue	705,832	1,647	-	6,400	-	-	0%
Other Financing Sources	10,000	-	-	8,000	3,500	3,500	0%
Interfund Transfers	2,404,893	1,111,894	30,000	-	190,576	160,576	535.3%
Operating Revenue	12,133,864	9,295,295	9,906,178	8,937,145	13,915,591	4,009,413	40.5%
Total Rev - Including Beginning Bal	28,179,442	15,907,254	10,608,702	8,937,145	13,915,591	3,306,889	31.2%
<i>* Includes Road Fund support; fund balance includes a Fee-In-Lieu of Road Improvement Pedestrian Fee Carryforward.</i>							
Personnel Services	2,432,859	2,328,717	3,152,744	2,773,132	3,123,999	(28,745)	-0.9%
Materials & Services	403,010	265,823	528,961	400,061	335,021	(193,940)	-36.7%
Indirect Costs	107,887	89,465	99,377	99,377	97,055	(2,322)	-2.3%
Cost Allocation Charges	276,743	314,515	345,253	345,253	336,917	(8,336)	-2.4%
Capital Outlay	3,363,309	6,195,408	5,616,161	5,159,944	10,022,599	4,406,438	78.5%
Operating Expenditure	6,583,808	9,193,928	9,742,496	8,777,767	13,915,591	4,173,095	42.8%
Special Payments **	4,428,700	-	-	-	-	-	0%
Interfund Transfers ***	2,363,561	6,010,801	119,491	159,378	-	(119,491)	-100.0%
Reserve for Future Expenditures **	-	-	702,524	-	-	(702,524)	-100.0%
Contingency **	-	-	44,191	-	-	(44,191)	-100.0%
Total Exp - Including Special Categories	13,376,069	15,204,729	10,608,702	8,937,145	13,915,591	3,306,889	31.2%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Road Fund - Fund 215 *	3,758,229	5,289,130	3,879,380	3,879,380	5,993,340	2,113,960	54%
Full Time Equiv Pos (FTE) Budgeted	19.80	21.20	21.70	21.70	21.20	(0.50)	-2%
Full Time Equiv Pos (FTE) Filled at Yr End	15.80	17.20		18.70			
Full Time Equiv Pos (FTE) Vacant at Yr End	4.00	4.00		3.00			

Significant Issues and Changes

The requested budget will provide the necessary resources for:

- \$9.6 M in contracted capital outlay (project planning, design, right of way acquisition and construction). This does not include county staff time.
- We forecast that we can only fund 15% of our 20-year TSP (Tier 1). We are forecasting over the next 20 years to spend \$28 million of the new HB 2017 funding on capital (safety and bike/ped).
- Our Survey/CADD group has an opportunity to use mobile LIDAR scanning to increase the production of base maps for paving projects; and will have the ability to use sUAS (drones) to add to our capabilities to gather existing conditions data and to provide ortho photos.
- Emergency events resulting in additional projects can impact the schedules of ongoing projects. Staff is currently executing two federal Emergency Relief projects from a 2017 emergency event.

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

***** Fund 416 (Capital Projects) was discontinued in FY 2018-2019; these construction activities were moved in to the Road Fund.**



Transportation Line of Business

Transportation Maintenance Program

Purpose Statement

The purpose of the Transportation Maintenance program is to provide repair, maintenance, preservation and emergency response services to the public so they can live, work, recreate and travel safely on a well-maintained County transportation system.

Performance Narrative Statement

The Transportation Maintenance Program propose an operating budget of \$39,277,813, a reduction from last year due to the second payment toward the relocation of the Transportation Maintenance facility. The majority of the funding comes from:

- Ongoing renewals of the Secure Rural Schools program; increasing annual revenues for no more than two years at a time.
- An increase of almost \$2 million from FY 2019/2020 from the Oregon State Highway Fund (includes money from state gas tax, truck weight mile fees, and vehicle registration fees) resulting from House Bill 2017, a 10-year phased in transportation funding package.

This revenue will provide the resources needed to perform paving and other surface treatments, including almost \$7.5 million in contract paving on 18.96 miles of county roads during FY 20/21; while some roads will be improved above a PCI of 70, other roads are also deteriorating. Resources will also provide for drainage, vegetation, surface repair, signing, striping, signal, and bridge maintenance on our 1,400 mile road network. County crews will maintain 24-hour emergency response to inclement weather, natural disasters and will respond to nearly 800 service requests, which will provide the travelling public increased driver safety, a reduction in insurance claims and reduced wear and tear on their vehicles. The work performed in this program directly influences the Board of County Commissioners ability to achieve the strategic goal of "Building Strong Infrastructure."

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	Maintain the average condition of inspected bridges scored as good condition at 26% or higher ¹	New measure -- added FY 2020/2021.				26%
Result	Maintain the average condition of inspected bridges scored as fair condition at 69% or higher ¹	New measure -- added FY 2020/2021.				69%
Output	Annual Cost of Illegal Dumping in the Right-of-Way ¹	New measure -- added FY 2020/2021.				\$ 54,000
Output	# miles resurfaced ²	25.87	19.11	35.47	Annual Measure	18.96
Output	# lineal feet striped ¹	New measure -- added FY 2020/2021.				8,439,233
Output	# miles plowed/sanded ¹	New measure -- added FY 2020/2021.				18,938
Output	# miles treated with de-icer ¹	New measure -- added FY 2020/2021.				2,200
Output	# labor hours in emergency response mode ¹	New measure -- added FY 2020/2021.				8,082
Demand	# county road miles with a PCI (Pavement Condition Index) below 70 ¹	395	382	355	Annual Measure	302
Demand	# service request responses (e.g., high water, downed trees, potholes, dead deer)	2,302	2,229	800	1,130	2,300
Result	Maintain the average condition of paved county roads at 70 PCI (Pavement Condition Index) or higher ³	58	72	72	Annual Measure	Discontinue

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan. In most cases a 3-year average was used to develop the targets for FY 2020/2021.

² Beginning FY 2020/2021 we began measuring the # miles resurfaced; including in-house paving, contract paving, slurry seal and chip seal. Previously we were reporting the # road miles paved (contract and in-house paving only).

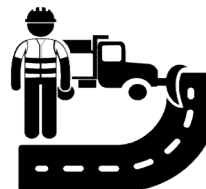
³ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

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 or reserve at least 1% of the annual receipts on bicycle/pedestrian improvements.

Grant Funding:

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



Transportation Line of Business

Transportation Maintenance Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	15,574,349	19,329,487	25,251,592	25,251,592	20,272,993	(4,978,599)	-19.7%
Pior Year Revenues	82,400	-	-	-	-	-	0%
Federal Revenues	963,577	903,142	354,773	708,709	673,274	318,501	89.8%
State Revenues *	20,438,869	22,549,252	21,528,126	21,315,012	19,992,065	(1,536,061)	-7.1%
Local Government & Other Agencies	350,200	417,008	402,000	400,000	400,000	(2,000)	-0.5%
Charges for Services	563,352	620,541	348,000	726,500	451,500	103,500	29.7%
Miscellaneous Revenue	260,537	524,174	310,280	512,280	427,280	117,000	37.7%
Other Financing Sources **	76,885	4,250,000	50,000	76,803	19,535,000	19,485,000	38970.0%
Interfund Transfers ***	-	2,948,396	-	-	2,810,000	2,810,000	0.0%
Operating Revenue	22,735,820	32,212,513	22,993,179	23,739,304	44,289,119	21,295,940	92.6%
Total Rev - Including Beginning Bal	38,310,169	51,542,000	48,244,771	48,990,896	64,562,112	16,317,341	33.8%
<i>* Includes Road Fund support.</i>							
Personnel Services	9,623,669	10,648,072	12,042,601	10,125,112	12,376,032	333,431	2.8%
Materials & Services	7,260,928	10,091,263	18,217,935	13,642,785	13,029,254	(5,188,681)	-28.5%
Indirect Costs	448,938	472,131	498,558	498,558	432,052	(66,506)	-13.3%
Cost Allocation Charges	1,017,041	1,154,492	1,394,209	1,394,209	1,300,475	(93,734)	-6.7%
Capital Outlay	516,184	3,189,346	12,195,000	2,657,239	12,140,000	(55,000)	-0.5%
Operating Expenditure	18,866,760	25,555,304	44,348,303	28,317,903	39,277,813	(5,070,490)	-11.4%
Special Payments	66,400	179,600	745,000	400,000	300,000	(445,000)	0.0%
Interfund Transfers ***	-	-	-	-	4,260,000	4,260,000	0%
Reserve for Future Expenditures	-	-	1,000,000	-	16,299,299	15,299,299	1529.9%
Contingency	-	-	2,151,468	-	4,425,000	2,273,532	105.7%
Total Exp - Including Special Categories	18,933,160	25,734,904	48,244,771	28,717,903	64,562,112	16,317,341	33.8%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Road Fund - Fund 215 *	20,438,869	22,471,608	24,880,311	24,880,311	19,204,064	(5,676,247)	-23%
<i>* Trans Eng. & Construction, Traffic Safety, Land Use, Dev. Rev & Permitting, Long Range Planning and DTD Admin include Road Fund support.</i>							
Full Time Equiv Pos (FTE) Budgeted	101.50	108.00	101.00	101.00	103.00	2.00	2.0%
Full Time Equiv Pos (FTE) Filled at Yr End	86.50	94.00		88.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	15.00	14.00		13.00			

Significant Issues and Changes

The Pavement Condition Index (PCI) rates the visual condition of the road surface by measuring the quantity and severity of the surface distresses. The county has 3 years worth of evaluations of its road network based on the Pavement Condition Index rating. Under the PCI rating system, only a 10% representative sample of the road system is rated each year. The first two years we performed complete network evaluations; however, the third year we evaluated all arterial and collector roads and only 25% of the local roads. The current PCI for the county after 3 years of inspections is a PCI of 70. Data accuracy will continue to improve with future data collections.

The \$4.5 million contingency provides coverage for inclement weather response. The proposed budget assumes the first two payments on the Transportation Maintenance facility relocation in FY 2018-19 and FY 2019-20, which will be partially offset by the \$5.25M property sale reimbursement for the CIAO site. This relocation will likely require a bond payment of approximately \$2 million per year, which is included in our forecasts. The budget also includes earmarks of \$1 million for the I205/Abernethy Bridge project and \$2 million for moving costs and fixtures, furniture and equipment. In addition to this, transportation maintenance program costs will be ramping up over the next few years as we continue to align our staffing and program with the House Bill 2017 revenues.

** Other financing sources include the land sale proceeds from the CIAO site.

*** The I/F transfer in FY 2018/2019 was a one-time transfer due to the closure of Fund 416. Fiscal year 2019/2020 I/F projections include a short-term interfund loan of \$2,510,000 from Fund 223; the repayment is programmed in FY 2020/2021 following a Fund 215 bond sale in summer 2020. The first bond payment, estimated at \$1.75M is also included in FY 2020/2021.



Transportation Line of Business

Traffic Safety Program

Purpose Statement

The purpose of the Traffic Safety program is to provide education, commercial vehicle inspection, traffic operations and engineering services to all road users so they can safely and efficiently use the transportation system.

Performance Narrative Statement

The Traffic Safety Program propose an operating budget of \$5,304,851. These resources support the primary effort in Traffic Safety including work in safety, advanced transportation technology and management, motor carrier education/enforcement and support of public health, safety culture and safe systems. The resources in this program will fund 26 transportation projects in various stages of design, right of way acquisition and construction, including:

- 15 Safety Projects
- 1 Bike/Pedestrian Projects
- 1 Damascus Roads Project (Staff only -- funded through Damascus Roads)
- 9 Community Road Fund - Safety Projects (Staff only -- funded through Community Road Fund)

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

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	By 2035, reduce the number of fatalities resulting from crashes on roads in Clackamas County to zero	26	31	26	18	30
Result	Upgrade # signals each year to improve safety and efficient travel on roads countywide by 2024	11	8	11	Annual Measure	10
Output	# of temporary radar speed feedback sign placements	11	15	25	4	20
Output	# requests for placement of a temporary radar speed feedback sign ¹	New measure -- added FY 2020/2021.				8
Output	# community engagement interactions related to traffic safety ²	2,087	10,674	2,600	31,978	Discontinue
Output	# commercial vehicles inspected: of which, # inspections were voluntary ²	259 : 3	156 : 0	250 : 20	Annual Measure	Discontinue
Output	# citizen safety concerns addressed (i.e., clear vision areas) ²	174	193	200	100	Discontinue

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

² DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☒ Yes



Explanation Mandated Services:

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

Grant Funding:

Safe Communities grant is on a 12 month cycle ending with the Federal Fiscal Year (September 30) and requires a 20% match, funded by County Road Fund.



Transportation Line of Business

Traffic Safety Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	177,775	264,447	(24,212)	217,176	211,049	235,261	-971.7%
Prior Year Revenue	4,853	41,447	-	-	-	-	0%
Federal Revenues	33,568	24,445	170,000	465,624	1,406,583	1,236,583	727.4%
State Revenues *	1,443,831	1,130,479	4,044,897	2,223,425	3,222,434	(822,463)	-20.3%
Local Government & Other Agencies	30,608	36,994	40,000	65,000	55,000	15,000	37.5%
Charges for Service	215,517	175,825	150,500	105,830	150,550	50	0.0%
Miscellaneous Revenue	7,500	-	10,000	-	10,000	-	0%
Other Financing Sources	-	-	-	8,000	-	-	0%
Interfund Transfers	258,114	293,686	301,747	301,747	249,235	(52,512)	-17.4%
Operating Revenue	1,993,991	1,702,876	4,717,144	3,169,626	5,093,802	376,658	8.0%
Total Rev - Including Beginning Bal	2,171,766	1,967,323	4,692,932	3,386,802	5,304,851	611,919	13.0%
<i>* Includes Road Fund support.</i>							
Personnel Services	1,285,222	1,376,221	1,528,755	1,517,045	1,669,126	140,371	9.2%
Materials & Services	439,475	330,877	861,617	490,023	697,994	(163,623)	-19.0%
Indirect Costs	45,559	52,150	49,231	49,231	46,316	(2,915)	-5.9%
Cost Allocation Charges	179,576	150,055	190,257	190,257	187,307	(2,950)	-1.6%
Capital Outlay	1,769	82,233	2,063,072	929,197	2,552,894	489,822	23.7%
Operating Expenditure	1,951,601	1,991,536	4,692,932	3,175,753	5,153,637	460,705	9.8%
Reserve for Future Expenditures	-	-	-	-	48,569	48,569	0%
Contingency	-	-	-	-	102,645	102,645	0%
Total Exp - Including Special Categories	1,951,601	1,991,536	4,692,932	3,175,753	5,304,851	611,919	13.0%
General Fund Support (if applicable)	258,114	293,686	301,747	301,747	249,235	(52,512)	-17.4%
Road Fund - Fund 215 *	1,443,831	1,130,479	4,044,897	2,223,425	3,222,434	(822,463)	-20%
Full Time Equiv Pos (FTE) Budgeted	10.00	10.10	10.60	10.60	11.10	0.50	5%
Full Time Equiv Pos (FTE) Filled at Yr End	9.00	10.10		8.60			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	-		2.00			

Significant Issues and Changes

The Traffic Safety program will receive \$279,235 in General Fund to support County Strategic Priorities of eliminating fatal and serious injury crashes by 2035. The program also receives \$25,000 in local marijuana taxes which has been used to build an educational crash trailer highlighting a severe or fatal vehicle crash involving cannabis intoxication. The increase in Capital Outlay in FY 2019-20 represents 16 new safety projects funded by the Road Fund; the additional projects are housed in Damascus Roads or the Community Road Fund.

Additional outcomes from the traffic safety program include:

- Implementing the Traffic Safety Action Plan including infrastructure, outreach and policies to achieve a goal of Zero Fatal and Serious Injury Crashes by 2035.
- Continuing the innovative partnership between H3S and DTD to jointly fund a position to examine safety, public health and equity for road infrastructure projects.
- Increasing the focus on Traffic Signal Management and Operations (TSMO) through new adaptive traffic signal control on Sunnyside Road.
- Prepare for the evolution of connected and autonomous vehicles supporting a robust County-wide fiber optic communications network and new roadside infrastructure to support new technology.
- Continue outreach to youth and young drivers related to safety and increase social media messaging for transportation system users of all ages.
- Continue the Motor Carrier Safety Program focusing on inspection of commercial vehicles to ensure safety for all users and weighing to minimize road damage.



Transportation Line of Business

Damascus Roads Program

Purpose Statement

The purpose of the Damascus Roads program is to provide transportation safety, planning, construction and maintenance services to the public so they can live, work, conduct business, recreate and travel safely on the transportation system within the boundaries of the former city of Damascus.

Performance Narrative Statement

The Damascus Roads Program propose an operating budget of \$1,200,000. This program tracks the use of State Highway Fund revenues received by Clackamas County to maintain, operate and improve roads in the City of Damascus prior to disincorporation. The County will receive State Highway Fund Revenues for this area, based on PSU Population Forecasts, for ten years after disincorporation. The revenue must be spent in accordance with the State Highway Fund regulations, on roads that were once in the incorporated city limits.

The budget remains consistent with the program work plan presented to residents in the Damascus area on March 20, 2018. The county has placed the long range planning efforts on hold; however, we are continuing with transportation maintenance and traffic safety activities. There are two projects included in the FY 2020/2021 budget: 242/Borges road realignment and a combined project that will tackle both the 222/Tillstrom flashers and the Tier 1 safety projects.

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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	Maintain the average condition of paved county roads within the boundaries of the former city of Damascus at 70 PCI (Pavement Condition Index) or higher	72	72	70	Annual Measure	70
Output	# safety projects completed ¹	New measure -- added FY 2020/2021.				2
Output	# service request responses (e.g., high water, downed trees, potholes, dead deer)	9	17	15	4	10
Output	# road miles paved (contract paving) ²	New Measure	3%	8	Annual Measure	Discontinue
Result	By 2020, complete the Transportation System Plan for the area to identify needed capital projects ²	New Measure	Discontinued - due to legal challenge.			

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

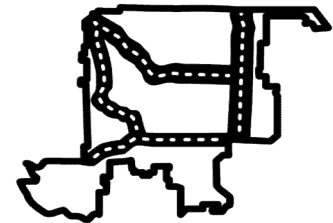
² DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☐ No



Explanation Mandated Services:

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



Transportation Line of Business

Damascus Roads Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	3,398,083	3,998,551	4,646,488	4,646,488	3,555,204	(1,091,284)	-23.5%
State Revenues	666,730	753,513	790,000	762,818	748,464	(41,536)	-5.3%
Local Government & Other Agencies	-	-	200,000	-	-	(200,000)	-100.0%
Charges for Service	-	-	102,500	99,398	198,385	95,885	93.5%
Miscellaneous Revenue	-	-	15,000	-	-	(15,000)	-100.0%
Operating Revenue	666,730	753,513	1,107,500	862,216	946,849	(160,651)	-14.5%
Total Rev - Including Beginning Bal	4,064,813	4,752,064	5,753,988	5,508,704	4,502,053	(1,251,935)	-21.8%
Materials & Services	24,930	73,802	1,890,000	1,718,500	65,000	(1,825,000)	-96.6%
Capital Outlay	-	31,774	978,000	235,000	1,135,000	157,000	16.1%
Operating Expenditure	24,930	105,576	2,868,000	1,953,500	1,200,000	(1,668,000)	-58.2%
Interfund Transfers	41,332	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	1,870,819	-	2,802,053	931,234	49.8%
Contingency	-	-	1,015,169	-	500,000	(515,169)	-50.7%
Total Exp - Including Special Categories	66,262	105,576	5,753,988	1,953,500	4,502,053	(1,251,935)	-21.8%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes

During the disincorporation of the City of Damascus, state law included a provision that Clackamas County would continue to receive the city allotment of State Highway Fund receipts, based on population, for ten years following disincorporation (through 2026). Revenues from the Oregon State Highway Fund (which includes money from state gas tax, truck weight mile fees, and vehicle registration fees) may begin to decline as areas are incorporated into the City of Happy Valley or the City of Gresham over the next 10-years.

When the County adopted a local Vehicle Registration Fee, the state distribution model was adopted, meaning that Damascus Roads will receive the local VRF revenues until the motor vehicle fund formula changes. So, the Community Road Fund allotment for Damascus was added to the Charges for Services revenue.

Long range transportation planning staff have put the development of a 20-year Transportation System Plan for the Damascus area on hold due to pending litigation. The Clackamas County TSP was last updated in 2013, but this plan did not include incorporated cities. We can't adopt the Damascus TSPs because they were based on a draft city land use plan and the future development will be rural; the economy is expanding more rapidly than was anticipated 5-years ago; and growth in surrounding areas will affect Damascus.



Transportation Line of Business

Community Road Fund Program

Purpose Statement

The purpose of the Community Road Fund program is to provide congestion relief, local road paving and safety improvement services to the public so they can safely and efficiently use the transportation system.

Performance Narrative Statement

The Community Road Fund propose an operating budget of \$4,234,773. This program tracks the collection, distribution and expense of the countywide Vehicle Registration Fee, which went into effect on registrations renewing in January 2020. The county has committed to spending the approximately \$5.5 million per year of Community Road Fund revenue on three major road priorities: congestion relief, local road maintenance and safety improvements.

On Nov. 12, 2019, the Board of Commissioners approved recommendations from the Community Road Fund Advisory Committee, the Traffic Safety Commission and staff regarding the projects that will receive Community Road Fund revenues over the next 5–8 years. The resources in this program will fund 25 transportation projects in various stages of design, right of way acquisition and construction, including:

- 7 Local Road Paving Projects
- 7 Congestion Relief Projects
- 9 Safety Projects
- 2 Strategic Investment Fund Projects (Partnerships with other local agencies)

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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Output	\$ value of capital projects constructed ¹			New measure -- added FY 2020/2021.		\$ 2,400,345
Output	\$ Community Road Fund leveraged by \$ other funding for capital projects ¹			New measure -- added FY 2020/2021.		\$3,741,091 : \$290,379
Output	\$ transferred to cities for investment on city road systems ¹			New measure -- added FY 2020/2021.		\$4,387,101
Output	Strategic Investment Fund: \$ leveraged by \$ other funding for projects of mutual interest ¹			New measure -- added FY 2020/2021.		\$125,000 : \$52,053
Output	Strategic Investment Fund: \$ to transfer # miles of roads to cities ¹			New measure -- added FY 2020/2021.		\$950,000 : 2.65 miles
Output	# local road miles paved with CRF funding ¹			New measure -- added FY 2020/2021.		4.04
Output	# safety projects completed with CRF funding ¹			New measure -- added FY 2020/2021.		7

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

Program includes:

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

Explanation Mandated Services:

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 or reserve at least 1% of the annual receipts on bicycle/pedestrian improvements.





Transportation Line of Business

Community Road Fund

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	(10,770)	(10,770)	2,375,312	2,386,082	-22154.9%
Charges for Service	-	-	5,436,706	5,276,177	10,522,521	5,085,815	93.5%
Interfund Transfers	-	-	50,000	49,347	342,432	292,432	584.9%
Operating Revenue	-	-	5,486,706	5,325,524	10,864,953	5,378,247	0%
Total Rev - Including Beginning Bal	-	-	5,475,936	5,314,754	13,240,265	7,764,329	141.8%
Materials & Services	-	10,770	402,000	317,124	1,834,428	1,432,428	356.3%
Capital Outlay	-	-	426,000	448,860	2,400,345	1,974,345	463.5%
Operating Expenditure	-	10,770	828,000	765,984	4,234,773	3,406,773	0%
Special Payments	-	-	2,121,182	2,173,458	5,337,101	3,215,919	151.6%
Reserve for Future Expenditures	-	-	1,470,833	-	2,900,817	1,429,984	97.2%
Contingency	-	-	1,055,921	-	767,574	(288,347)	-27.3%
Total Exp - Including Special Categories	-	10,770	5,475,936	2,939,442	13,240,265	7,764,329	141.8%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes

This budget reflects 100% of the receipts from the DMV. Clackamas County is responsible for distributing these funds to the cities.

DTD is worked closely with Public and Government Affairs (PGA) to establish a Community Road Fund Advisory Committee. This citizen committee provided direction on the selection and prioritization of the congestion relief projects and reviewed the local road paving packages that were developed by Transportation Maintenance staff. The Traffic Safety Committee (TSC) developed the project list for the safety related revenues.

Clackamas County Coordinating Committee (C4) developed a process for the distribution of funds from the Strategic Investment Fund (SIF) and identified the first two projects to receive funding from the SIF.

Many of the congestion relief and SIF projects are eligible for Countywide Transportation System Development Charge (TSDC) funding. This support will be reflected in the Interfund Transfer revenue category.



Transportation Line of Business

Countywide TSDCs

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	8,195,129	10,667,809	10,667,810	12,089,372	1,421,563	13.3%
Licenses & Permits	-	2,264,918	1,750,000	2,650,000	2,000,000	250,000	14.3%
Charges for Service	-	14,076	14,500	11,000	11,000	(3,500)	-24.1%
Miscellaneous Revenue	-	232,862	45,000	205,000	205,000	160,000	355.6%
Interfund Transfers	-	297,705	119,491	159,378	2,510,000	2,390,509	2000.6%
Operating Revenue	-	2,809,561	1,928,991	3,025,378	4,726,000	2,797,009	0%
Total Rev - Including Beginning Bal	-	11,004,690	12,596,800	13,693,188	16,815,372	4,218,572	33.5%
Materials & Services	-	79,203	84,026	52,786	117,489	33,463	39.8%
Indirect Costs	-	17,899	16,248	16,248	17,375	1,127	6.9%
Cost Allocation Charges	-	4,183	20,935	20,935	21,756	821	3.9%
Capital Outlay	-	-	10,000	-	-	(10,000)	-100.0%
Operating Expenditure	-	101,285	131,209	89,969	156,620	25,411	0%
Special Payments	-	-	1,500,000	1,500,000	-	(1,500,000)	-100.0%
Interfund Transfers *	-	235,595	130,000	13,847	3,158,508	3,028,508	2329.6%
Reserve for Future Expenditures	-	-	8,776,470	-	12,750,244	3,973,774	45.3%
Contingency	-	-	2,059,121	-	750,000	(1,309,121)	-63.6%
Total Exp - Including Special Categories	-	336,880	12,596,800	1,603,816	16,815,372	4,218,572	33.5%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes

The Countywide TSDC program budget holds the dedicated funding collected from developers to help add capacity to the County road system in the unincorporated area. Money is transferred out of this program to the Development Agency, Transportation Engineering & Construction and the Long Range Planning programs to support eligible capital projects. **More than \$4.7M in TSDC investments is already programmed between FY 2019/2020 - 2024/2025 between our capital projects and the new Community Road Fund projects.**

The County adopted a new System Development Charge methodology in January 2018 -- we are planning an update of the existing methodology in FY 2020/2021 and will review the new tiered residential rates as part of this analysis. This plan includes a new project list and defines the priorities for using these System Development Charge revenues toward future projects, focusing on projects that met the following criteria:

- Increase traffic connections to daily needs and services;
- Reduce congestion at intersections;
- Be located in or near a current or future employment area;
- Improve safety on roads; and
- Provide the greatest benefit to the entire community on roads with significant amounts of traffic, such as arterials and collectors.

The final TSDC eligible project list is made up of 76 projects with a total cost of \$476 million; of which \$210 million was attributable to growth and therefore eligible for Countywide TSDC funding.

**Fiscal year 2019/2020 projections provide the resources to make a short-term interfund loan of \$2,510,000 to Fund 215; the repayment is programmed in FY 2020/2021 following a Fund 215 bond sale in summer 2020.*



Transportation Line of Business

HV Joint Subarea TSDCs

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	1,928,941	1,928,941	1,932,306	3,365	0.2%
Licenses & Permits	-	-	5,000	-	-	(5,000)	-100.0%
Miscellaneous Revenue	-	89,040	12,300	3,500	3,500	(8,800)	-71.5%
Interfund Transfers	-	1,888,401	-	-	-	-	0%
Operating Revenue	-	1,977,441	17,300	3,500	3,500	(13,800)	-79.8%
Total Rev - Including Beginning Bal	-	1,977,441	1,946,241	1,932,441	1,935,806	(10,435)	-0.5%
Materials & Services	-	-	1,500	-	-	(1,500)	-100.0%
Indirect Costs	-	-	-	-	-	-	0%
Cost Allocation Charges	-	2,825	135	135	135	-	0%
Operating Expenditure	-	2,825	1,635	135	135	(1,500)	-91.7%
Special Payments	-	45,675	46,000	-	9,000	(37,000)	-80.4%
Reserve for Future Expenditures	-	-	1,499,217	-	1,426,671	(72,546)	-4.8%
Contingency	-	-	399,389	-	500,000	100,611	25.2%
Total Exp - Including Special Categories	-	48,500	1,946,241	135	1,935,806	(10,435)	-0.5%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes

The Happy Valley Subarea TSDC program holds the dedicated funding collected from developers to help add capacity to the County road system in prior boundary of the Happy Valley Joint TSDC district. Money is spent out of this program to support eligible capital projects.

The County and City of Happy Valley finalized the adoption of a new System Development Charge methodology in January 2018. The adopted plan established new boundaries and resulted in the dissolution of the City and County Joint District area. The existing Happy Valley Joint TSDC Fund balance was distributed between the City and County based on the percentage of collections over the life of the district.

The balance in the Happy Valley Subarea TSDC program is being held for capacity adding transportation projects in the prior boundary of the Joint area (I-205 / Highway 212 / SE 172nd / Multnomah County line).



Fleet Services Line of Business

Vehicle & Equipment Maintenance & Repair Program

Purpose Statement

The purpose of the Vehicle & Equipment Maintenance & Repair program is to provide preventative maintenance, repair, equipment setup, field and body shop services to public agencies so they can operate safe vehicles and equipment provided to them in a timely and cost effective manner.

Performance Narrative Statement

The Vehicle Maintenance and Repair Program propose an operating budget of \$3,381,421. This is a continuation of the prior year spending levels, which reflects the integration of fleet services into DTD and the merging of heavy equipment with the existing vehicle maintenance and repair program.

These resources will allow us to provide comprehensive light and heavy vehicle maintenance and repair services to the drivers of County vehicles, WES vehicles and other outside agency vehicles. The added FTEs were balanced by the additional revenue from the heavy equipment maintenance program. These changes should enhance 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	% customers happy with the service they received ¹	New measure -- added FY 2020/2021.				90%
Result	% preventative maintenance visits performed on-schedule ¹	New measure -- added FY 2020/2021.				80%
Result	Average turn-around time for routine maintenance: Light vehicles: # calendar days [oil change, fluids and safety inspection] ¹	New measure -- added FY 2020/2021.				1 day
Result	Average turn-around time for routine maintenance: Heavy vehicles: # calendar days [oil change, fluids and safety inspection] ¹	New measure -- added FY 2020/2021.				1 day
Result	# annual safety inspections performed ¹	New measure -- added FY 2020/2021.				173
Result	# roadside repairs ¹	New measure -- added FY 2020/2021.				368
Result	% vehicle preventative maintenance completed and returned to service within one work day. ²	97%	59%	80%	49%	Discontinue

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

² DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation





Fleet Services Line of Business

Vehicle & Equipment Maintenance & Repair Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	233,586	-	(53,370)	(53,370)	(18,391)	34,979	-65.54%
Charges for Service	1,289,849	1,444,643	4,029,260	3,116,329	3,369,812	(659,448)	-16.37%
Miscellaneous Revenue	-	-	-	20,000	30,000	30,000	0.00%
Operating Revenue	1,289,849	1,444,643	4,029,260	3,136,329	3,399,812	(629,448)	-15.62%
Total Rev - Including Beginning Bal	1,523,435	1,444,643	3,975,890	3,082,959	3,381,421	(594,469)	-14.95%
Personnel Services	771,401	739,234	2,366,040	1,957,184	2,085,984	(280,056)	-11.84%
Materials & Services	575,533	601,811	1,168,618	1,029,218	1,017,812	(150,806)	-12.90%
Indirect Costs	-	-	38,315	38,315	85,555	47,240	123.29%
Cost Allocation Charges	131,967	151,779	165,389	165,389	142,070	(23,319)	-14.10%
Capital Outlay	-	5,189	-	-	50,000	50,000	0.00%
Operating Expenditure	1,478,901	1,498,013	3,738,362	3,190,106	3,381,421	(356,941)	-9.55%
Contingency	-	-	237,528	-	-	(237,528)	-100.00%
Total Exp - Including Special Categories	1,478,901	1,498,013	3,975,890	3,190,106	3,381,421	(594,469)	-14.95%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	8.30	8.30	20.10	20.10	17.90	(2.20)	-10.95%
Full Time Equiv Pos (FTE) Filled at Yr End	8.30	8.00		18.10			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	0.30		2.00			

Significant Issues and Changes

This will be the second year of operations as a program within the Department of Transportation and Development. This year we will continue evaluating the program to determine the existing operational effectiveness and identify areas of potential improvement.

While developing the FY 2019-2020 shop rates, we made some changes that helped improve the solvency of this program.

- Implemented a shop supply charge of \$5 per work order to cover grease, oil, towels and other shop supplies.
- Reduced the markup on parts from 30% to 20%. In the future consideration will be given to whether there should be a minimum/maximum added to this calculation.

Last fiscal year (2019/2020), the shop rate increased from \$106.68/hour to \$115/hour. This was done after performing a market study to compare local car dealerships, whose average rate is \$137/hour. For FY 2020/2021 we are recommending an increase from \$115/hour to \$118.50/hour to ensure the long-term viability of this program. Even with this increase, we are offering an average savings of close to \$20/hour from local dealership rates.



Fleet Services Line of Business

Fleet Management Program

Purpose Statement

The purpose of the Fleet Management program is to provide reporting, analysis, procurement, disposition, vehicle rental, and fuel program services to public agencies so they can have access to safe, reliable and cost effective vehicles and 24/7 access to fuel.

Performance Narrative Statement

The Fleet Management Program propose an operating budget of \$2,497,386, which is a slight reduction from last year. These resources will allow us to serve the drivers of County vehicles by ensuring they are operating a safe, efficient and reliable fleet of vehicles. We will continue to update the fleet by retiring older, underutilized vehicles and replacing them with newer vehicles. During the Performance Clackamas review this year, a decision was made to combine the Fleet Management program with Motorpool and Permanent Rental. This budget includes the resources necessary to replace \$250,000 in department lease vehicles (previously referred to as Permanent Rental) in both FY 2019/2020 and 2020/2021.

We have adopted a result that we can influence, but that we do not have direct control over. Specifically, the % department lease and non-CCSO department owned vehicles driven more than 10,000 miles per year. Our goal is to partner with our customers to provide the necessary data to help them make business decisions to manage and use their fleet efficiently.

While the instability of fuel prices and the increased use of electric and hybrid vehicles continue to create budget challenges because this workgroup charges a fuel markup of 10% to help cover the administrative costs for vehicle specifications, vehicle acquisition, fuel cards and DEQ tracking and administration, 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	% new vehicles in customer possession within 30 calendar days of delivery ¹	New measure -- added FY 2020/2021.				75%
Result	% motor pool vehicles driven more than 8,000 miles per year ¹	New measure -- added FY 2020/2021.				50%
Result	% department lease and non-CCSO department owned vehicles driven more than 10,000 miles per year ¹	New measure -- added FY 2020/2021.				50%
Outputs	Average age of motor pool vehicles available ¹	New measure -- added FY 2020/2021.				14
Outputs	# motor pool vehicles available for rental ¹	New measure -- added FY 2020/2021.				29
Demands	# department lease vehicles ¹	New measure -- added FY 2020/2021.				110
Demands	# department owned vehicles ¹	New measure -- added FY 2020/2021.				230
Result	% fuel gallons purchased by customers at a 5 cents per gallon or greater savings compared to retail prices (less taxes). ²	99.96%	99.96%	90%	Annual Measure	Discontinue

¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

² DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation





Fleet Services Line of Business

Fleet Management Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	166,694	444,015	535,732	535,732	417,493	(118,239)	-22.07%
Charges for Services	2,113,438	2,245,726	2,241,460	2,000,250	2,126,000	(115,460)	-5.15%
Miscellaneous Revenue	48,187	31,231	-	21,700	25,700	25,700	0.00%
Other Financing Sources	56,618	8,557	50,000	20,000	25,000	(25,000)	-50.00%
Interfund Transfers	1,071,806	1,328,429	-	-	-	-	0%
Operating Revenue	3,290,049	3,613,943	2,291,460	2,041,950	2,176,700	(114,760)	-5.01%
Total Rev - Including Beginning Bal	3,456,743	4,057,958	2,827,192	2,577,682	2,594,193	(232,999)	-8.24%
Personnel Services	283,879	166,487	422,248	329,587	446,587	24,339	5.76%
Materials & Services	1,893,660	2,254,491	1,652,700	1,527,298	1,609,825	(42,875)	-2.59%
Indirect Costs	-	-	12,464	12,464	17,111	4,647	37.28%
Cost Allocation Charges	36,731	37,724	75,085	75,085	50,863	(24,222)	-32.26%
Capital Outlay	842,994	1,063,523	250,000	127,000	373,000	123,000	49.20%
Operating Expenditure	3,057,264	3,522,225	2,412,497	2,071,434	2,497,386	84,889	3.52%
Contingency	-	-	414,695	-	96,807	(317,888)	-76.66%
Total Exp - Including Special Categories	3,057,264	3,522,225	2,827,192	2,071,434	2,594,193	(232,999)	-8.24%
General Fund Support (if applicable)	-	* 10,000	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	1.20	2.70	2.90	2.90	4.10	1.20	41.38%
Full Time Equiv Pos (FTE) Filled at Yr End	1.20	2.00		2.50			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	0.70		0.40			

Significant Issues and Changes

This year three programs were combined into the Fleet Management program: Fleet Management, Motorpool and Permanent Rental. This workgroup charges a fuel markup of 10% to help cover the administrative costs for vehicle specifications, vehicle acquisition, fuel cards and DEQ tracking and administration; however, this cost recovery method will be evaluated over the next few months to identify a more sustainable source of funding.

DTD worked with Finance to develop a new method for auctioning used vehicles and equipment, which is working well for individual sales, but does not provide relief for a backlog of vehicles. There is an online auction site that many local agencies have had success with. The pricing seems more reasonable and the process is more efficient than our old method of working with local auctioneers. The county will have more control over the speed in which we are able to get vehicles listed for sale. Once this new process has been tested, we will re-evaluate the current process of charging a percentage of the revenue collected and will consider a flat rate for customers when auctioning off vehicles that are no longer needed for operations.

**The proposed \$10,000 General Fund Surveyor transfer in FY 2018-19 is to cover equipping two new vehicles with lights and other safety equipment; because we are unsure we will be able to complete the vehicle setup before the end of the fiscal year.*



Land Use & Permitting Line of Business

Land Use, Development Review & Permitting Program

Purpose Statement

The purpose of the Land Use, Development Review and Permitting program is to provide comprehensive information, plan review, permitting and inspection services to the public, residents, property owners, businesses, the development community and other agencies so they can make informed decisions and advance their projects in a timely manner facilitating economic growth, public health and safety.

Performance Narrative Statement

The Land Use, Development Review and Permitting program propose an operating budget of \$15,488,848. These resources will provide the ability to respond to over 300,000 development inquiries from the development community, of whom more than 90% are happy with the level of service they received. DTD estimates permitting 6.7 million square feet of constructed improvements, with an estimated value of \$675 million.

Building Codes, Land Use Planning, Septic & Onsite Wastewater and Engineering Development Review combine to make up this program, and staff in this program are on track to issue approximately 21,500 permits and will perform more than 55,000 inspections in the coming year. These projections are based upon typical activity and could be effected based on global market events in reaction to the Coronavirus.

Achieving these targets will meet the development needs of the community, through the orderly development of property, an increase in housing alternatives, increased jobs from construction, and the resulting economic development.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	\$ value of constructed improvements permitted ¹	\$ 424,508,759	\$ 512,000,207	\$ 400,000,000	\$ 434,132,179	\$ 675,000,000
Result	# square feet constructed ²	6,476,426	6,918,387	6,000,000	3,389,879	6,700,000
Result	% of commercial, industrial, and multi-family land use decisions (design review) issued within 45 days of application submittal ³	34%	31%	85%	94%	90%
Result	% septic evaluations completed within 45 calendar days of application submittal ³	New measure -- added FY 2020/2021.				50%
Result	% of new, single-family dwelling building permits ready to be issued within 60 calendar days of application submittal	New Measure	80%	80%	94%	80%
Result	% new commercial, industrial and multi-family site development permits issued within 60 calendar days of application submittal ³	New measure -- added FY 2020/2021.				40%
Result	# development related interactions (inspections/inquiries) provided	338,057	329,997	300,000	191,760	375,000
Output	# utility permits issued, requiring # hours of coordination ³	New Measure	1,428 : 4,080	Not in budget.	879 : 1,595	1,400 : 4,000
Result	% of people surveyed who were happy with the level of customer service received ⁴	97%	96%	90%	95%	Discontinue
Result	% of new, single-family dwelling building permits picked up within 60 calendar days of application submittal ⁴	43%	53%	66%	71%	Discontinue
Output	# development related permits issued ⁴	21,419	18,893	25,000	11,370	Discontinue

¹ Includes New Single Family Homes (Building Codes), Commercial & Multi-Family Design Reviews (Land Use Planning) and Site/Development Improvements (Engineering Development Review).

² Does not include Tenant Improvements; reduced by any existing square footage replaced (as input in the permitting system).

³ DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

⁴ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

⁵ FY17-18 projection was reduced to 80% and FY 2018-19 projection was adjusted to 85%. The Land Use Planning program had a large turnover of staff this year and we are adjusting these figures to provide time for training as we get these files back into the 45 day range.

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation

Mandated Services:

State law requires counties to implement plans and ordinances to ensure development is consistent with local, regional, and state objectives to provide orderly development, planning and delivery of services, protection of the environment, and public safety. Building codes are mandatory state-wide. Clackamas County has assumed responsibility for the administration of building, electrical, plumbing, mechanical and other specialty codes within its jurisdiction. (ORS 215.197 & 455.020)

Shared Services:

The County administers building codes programs within many cities via intergovernmental agreements. Building codes programs are shared programs as defined by the Association of Oregon Counties. The State of Oregon is responsible for broader policy level administration and creates rules related to program administration, inspector certification and training, state-wide code development processes and other related topics.



Land Use & Permitting Line of Business

Land Use, Development Review & Permitting Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	7,170,480	8,691,950	10,921,470	10,921,465	10,048,289	(873,181)	-8.0%
Licenses & Permits	8,526,132	8,635,687	7,600,142	7,475,265	8,063,740	463,598	6.1%
State Revenues *	373,727	1,139,514	1,815,602	1,044,908	1,496,056	(319,546)	-17.6%
Local Government & Other Agencies	111,470	194,827	130,000	102,500	37,400	(92,600)	-71.2%
Charges for Services	2,249,855	2,674,784	1,974,095	2,268,445	2,157,950	183,855	9.3%
Fines & Penalties	38,634	11,613	9,000	7,500	18,000	9,000	100.0%
Miscellaneous Revenue	320,725	426,479	245,545	347,086	370,349	124,804	50.8%
Other Financing Sources	2,805	5,457	-	33,893	20,000	20,000	0.0%
Interfund Transfers	3,118,889	2,324,514	2,005,746	2,005,746	1,519,736	(486,010)	-24.2%
Operating Revenue	14,742,237	15,412,875	13,780,130	13,285,343	13,683,231	(96,899)	-0.7%
Total Rev - Including Beginning Bal	21,912,717	24,104,825	24,701,600	24,206,808	23,731,520	(970,080)	-3.9%
<i>* Includes Road Fund support for the Engineering Development Review function.</i>							
Personnel Services	8,861,885	9,420,758	10,383,089	9,654,256	10,586,860	203,771	2.0%
Materials & Services	2,004,021	2,048,081	2,583,581	2,555,234	2,601,345	17,764	0.7%
Indirect Costs	607,245	524,047	500,118	500,118	593,205	93,087	18.6%
Cost Allocation Charges	906,221	908,423	1,272,711	1,272,711	1,267,056	(5,655)	-0.4%
Capital Outlay **	241,296	132,044	1,713,200	101,200	440,382	(1,272,818)	-74.3%
Operating Expenditure	12,620,668	13,033,353	16,452,699	14,083,519	15,488,848	(963,851)	-5.9%
Interfund Transfers **	324,039	-	-	75,000	-	-	0%
Reserve for Future Expenditures	-	-	6,098,162	-	3,444,628	(2,653,534)	-43.5%
Contingency	-	-	1,925,099	-	4,798,044	2,872,945	149.2%
Total Exp - Including Special Categories	12,944,707	13,033,353	24,475,960	14,158,519	23,731,520	(744,440)	-3.0%
General Fund Support (if applicable) ***	2,898,889	2,324,514	2,005,746	2,005,746	1,519,736	(486,010)	-24.2%
<i>*** Reduction in FY 19-20 includes a reallocation between the land use and long range planning. The actual General Fund support reduction was a 5% reduction from the maintenance level calcs.</i>							
Road Fund - Fund 215	373,727	1,139,514	1,815,602	1,044,908	1,496,056	(319,546)	-18%
Full Time Equiv Pos (FTE) Budgeted ***	77.00	76.00	75.15	75.15	75.15	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	72.00	72.00		71.15			
Full Time Equiv Pos (FTE) Vacant at Yr End	5.00	4.00		4.00			

*** 1.0 Service District Specialist budgeted in this program provides support for Clackamas County Street Lighting Service District (CCSD1).

Significant Issues and Changes

- This year the Building Codes Division, working with application developer CityGov, will launch a new customer inspection scheduling app (IOS and Android), that will provide new tools and improved access for customers to schedule and monitor inspections.
- Land Use Planning continues to implement updated, reformatted and modernized supplemental land use application forms. With over 50-plus of these applications, this is a multi-year project. Work to convert property information files from paper to digital, and the official zoning maps from mylar to GIS-based PDFs, continues to add efficiency for staff and customers.
- A significant update of the Roadway Standards, set to be complete in April 2020, will provide new standards associated with small cell wireless facilities and roadway restorations related to utility work.
- Septic program staff reviewed over 700 permits, 300 Authorization Notices and Existing System reports, and conducted more than 300 Site Evaluations during fiscal year 2019-2020, while meeting or exceeding the review targets for each category.

** After being paused last year, in FY20/21 Building Codes and Engineering Development Review will embark on the ePlan initiative, to implement electronic plan review. This new software, and process, will help customers be more self-sufficient when applying for permits, and will integrate into DTD coordination functions that are currently performed by our customers.



Land Use & Permitting Line of Business

Long-Range Planning Program

Purpose Statement

The purpose of the Long-Range Planning program is to provide land use and transportation plan development, analysis, coordination and public engagement services to residents; businesses; local, regional and state partners, and County decision-makers so they can plan and invest based on a coordinated set of goals and policies that guide future development.

Performance Narrative Statement

The Long-Range Planning Program propose an operating budget of \$2,510,287, an increase of our current funding level. These resources provide residents, businesses, local, regional and state partners, as well as County decision-makers with the opportunity to participate, review, discuss, comment and guide recommendations on long range planning projects. On May 7, 2019 the Board approved adoption of a new long-range planning work program format that uses a multi-year plan, implemented in two-year increments. The new work program for July 1, 2019 to June 30, 2021 addresses the following projects:

Land Use Projects:

- ZDO and County Code amendments to allow and regulate short-term rentals
- Park Avenue Station Area Development Design and Standards.
- Comprehensive Housing Strategies Project to address both statutory requirements and proposed ZDO amendments to encourage development of affordable housing
- ZDO Audit; the final phase is focusing on special districts and development standards.
- Annual updates to implement required ZDO changes adopted at the state and regional levels and respond to time-sensitive or minor issues identified by staff

Transportation Projects:

- Rhododendron Sidewalks Quick Response TGM project
- Participate in the Barton Park Complex Master Plan
- Transit Development Plan
- Willamette River Crossing – Feasibility Study

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	% of projects in the annual Long-Range Planning Work Program completed annually ^{1,3}	40%	25%	80%	Annual Measure	75%
Result	By 2025, complete 1,005 of ADA ramp retrofits, as outlined in the adopted ADA Transition Plan ²	New measure -- added FY 2020/2021.				201
Output	\$ outside funding secured ⁴	\$476,033	\$453,544	\$300,000	Annual Measure	Discontinue
Output	\$ county funding required to match grant funding ⁴	\$24,000	\$74,690	\$30,810	Annual Measure	Discontinue
Demand	# projects on the annual Long-Range Planning Work Program ⁴	10	16	12	Annual Measure	Discontinue

¹ Beginning FY 2020/2021 we are measuring the % of projects completed within the planned year. Previously we were measuring the % of projects completed annually.

² DTD Completed a Periodic Plan Review in FY 2020. This measure was added to the plan.

³ FY17-18 performance is influenced by retirements and employment changes in the transportation planning team. Two multi-year projects are not expected to be completed until next year. The long-range planning work program has not yet been approved by the commissioners. Beginning FY 2019-20 multi-year projects will be broken down to better represent the work required to complete the project. The number of projects on the annual plan and the number of projects completed will likely increase as a result.

⁴ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

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

Explanation

Mandated Services:

- The Long Range Planning Program is mandated to adopt and maintain a comprehensive plan and the zoning and land-division ordinances needed to put the plan into effect (OAR 660-015).

Grant Funding:

The Long Range Planning Program includes several projects that are supported through grant funding.

- The Park Avenue Station Area Development and Design Standards and the 82nd Ave Corridor planning work (included in the Housing Strategies project) have been awarded Metro 2040 Grant funds and require a 10.27% match, which will be met using staff work as an in-kind match.
- The Willamette River Crossing Feasibility Project was awarded Metro funds and does not require matching funds.
- The Transit Development Plan was awarded ODOT Transportation Growth Management funds and will require a 10.27% match, which is being provided through State Transportation Improvement Funds received by Social Services.





Land Use & Permitting Line of Business

Long-Range Planning Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	66,012	460,740	557,119	793,243	1,193,550	636,431	114.2%
Prior Year Revenue	-	9,755	-	-	-	-	0%
Licenses & Permits	-	-	-	150,000	130,000	-	-
Federal Revenues	49,729	56,966	5,000	43,000	36,640	31,640	632.8%
State Revenues *	655,910	781,389	857,088	817,240	911,278	54,190	6.3%
Local Government & Other Agencies	-	5,000	386,000	422,000	664,000	278,000	72.0%
Charges for Services	15,445	41,047	24,000	235,000	235,000	211,000	879.2%
Interfund Transfers	504,039	500,000	799,255	749,255	737,196	(62,059)	-7.8%
Operating Revenue	1,225,123	1,394,157	2,071,343	2,416,495	2,714,114	642,771	31.0%
Total Rev - Including Beginning Bal	1,291,135	1,854,897	2,628,462	3,209,738	3,907,664	1,279,202	48.7%
<i>* Includes Road Fund support for the Long Range Transportation Planning function.</i>							
Personnel Services	744,793	877,505	1,297,705	1,223,028	1,359,854	62,149	4.8%
Materials & Services	215,249	362,922	882,606	614,905	957,388	74,782	8.5%
Indirect Costs	35,641	30,175	35,613	35,613	45,256	9,643	27.1%
Cost Allocation Charges	110,773	67,204	92,642	92,642	97,789	5,147	5.6%
Capital Outlay	-	109,973	40,000	50,000	50,000	10,000	25.0%
Operating Expenditure	1,106,456	1,447,779	2,348,566	2,016,188	2,510,287	161,721	6.9%
Reserve for Future Expenditures	-	-	154,765	-	1,197,377	1,042,612	674%
Contingency	-	-	350,773	-	200,000	(150,773)	-43.0%
Total Exp - Including Special Categories	1,106,456	1,447,779	2,854,104	2,016,188	3,907,664	1,053,560	36.9%
General Fund Support (if applicable) **	500,000	500,000	749,255	749,255	657,196	(92,059)	-12.3%
<i>** Increases in FY 17-18 and FY 19-20 reflect a reallocation between the land use and long range planning.</i>							
Road Fund - Fund 215 *	655,910	781,389	857,088	817,240	911,278	54,190	6%
Full Time Equiv Pos (FTE) Budgeted	5.70	7.15	8.65	8.65	8.65	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.70	5.15	-	8.65	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	2.00	-	-	-	-	-

Significant Issues and Changes

• For FY 20/21 the primary resources of the Long-Range Planning work program will be focused on the multi-phased Comprehensive Housing Strategies Project. With three phases, significant public outreach (including initiatives to reach historically marginalized communities), and incorporation of statutorily required rules, this work is anticipated to continue into fall of 2021.

• The Comprehensive Housing Strategies Project includes work to meet the Board's strategic plan, which identifies a 5-year goal for DTD to provide zoning/places for 700 new dwelling units affordable to households between 60% and 110% of Average Median Income.

• The DTD Regional Coordination position focuses on regional issues and coordinating with other jurisdictional partners, which strengthens the ability to engage on issues such as I-205 construction, identifying funding for Sunrise Phase 2, and communication with the Board of County Commissioners.



Land Use & Permitting Line of Business

Public Land Corner Program

Purpose Statement

The purpose of the Public Land Corner program is to provide corner restoration and preservation services to landowners, other agencies, utilities and the development community so they can be assured all ownership and interest is based on an accurate, countywide monument system.

Performance Narrative Statement

The Public Land Corner (PLC) Program Porpose an operating budget of \$802,504. 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.

We have seen an Increase in requests for Public Land Corners to be restored or reviewed, demand for these services has tripled since last budget year. As the County continues growing, the amount of time spent preserving corners has increased. These 4 FTE now spend at least 1/4 of their time preserving corners as utility companies, contractors, other public works agencies and the general public complete projects around the county that interact with our land corners.

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.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	# of the total 6,400 corners, identified as part of the annual work program, were restored	42	61	60	Annual Measure	60
Result	% of corners set within seven (7) business days of County Surveyor approval	100%	94%	90%	81%	90%
Output	# corner restorations completed	42	61	Not in budget.	37	50
Output	# corner maps filed	42	61	Not in budget.	37	50
Output	# site inspection hours (protecting corners / preservation) ¹	New Measure	169	150	167	Discontinue

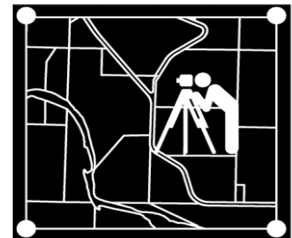
¹ DTD Completed a Periodic Plan Review in FY 2020. This measure was removed from the plan.

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation

Mandated Services:

Per Oregon Revised Statute 209.130, the county governing body may establish by ordinance a fund to be known as the Public Land Corner Preservation Fund. Moneys in the Public Land Corner Preservation Fund shall be used only to pay expenses incurred and authorized by the county surveyor in the establishment, reestablishment and maintenance of corners of government surveys.



Land Use & Permitting Line of Business

Public Land Corner Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	982,844	1,037,238	944,614	944,614	907,855	(36,759)	-3.9%
Charges for Services	670,615	582,279	602,000	711,000	700,000	98,000	16.3%
Miscellaneous Revenue	20,980	20,768	12,750	16,000	11,000	(1,750)	-13.7%
Other Financing Sources	-	-	-	4,000	-	-	0%
Operating Revenue	691,595	603,047	614,750	731,000	711,000	96,250	15.7%
Total Rev - Including Beginning Bal	1,674,439	1,640,285	1,559,364	1,675,614	1,618,855	59,491	0
Personnel Services	478,415	530,660	589,475	589,124	621,883	32,408	5.5%
Materials & Services	73,658	75,941	89,872	83,422	84,530	(5,342)	-5.9%
Indirect Costs (Internal Dept Chgs)	18,165	27,291	18,465	18,465	22,988	4,523	24.5%
Cost Allocation Charges	66,962	61,779	76,748	76,748	73,103	(3,645)	-4.7%
Capital Outlay **	-	-	-	-	-	-	0.0%
Operating Expenditure	637,200	695,671	774,560	767,759	802,504	27,944	3.6%
Reserve for Future Expenditures	-	-	669,924	-	691,351	21,427	3.2%
Contingency	-	-	114,880	-	125,000	10,120	8.8%
Total Exp - Including Special Categories	637,200	695,671	1,559,364	767,759	1,618,855	59,491	3.8%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	4.00	4.00	4.00	4.00	4.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	4.00	4.00		4.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

Our efforts to contain cost; including reliance upon the reserve and steady revenue collections will help maintain the fund balance of this program for future years; however, the current fee of \$10 for each recorded document was established in 1985 and has not been legislatively approved for an increase since that time.

The Public Land Corner program hired an intern to keep up with demand last summer - this demand continues as the growth continues to move out in the rural communities where program staff have not maintained or restored corners for over 40 years.

** Capital Outlay in FY 2016-17 and FY 2018-19 reflects the replacement of old outdated survey equipment with modern GPS based survey equipment to improve efficiencies in this program.



Land Use & Permitting Line of Business

County Surveyor Program

Purpose Statement

The purpose of the County Surveyor program is to provide surveying resources, plat review and approval services to the public, developers, professional land surveyors, consultants and other agencies so they can complete survey projects for filing or recording to facilitate the pace of economic growth, while protecting current and future property rights.

Performance Narrative Statement

The County Surveyor provides services within incorporated cities and for unincorporated areas within Clackamas County. The County Surveyor adopted an operating budget at the maintenance level of \$1,229,032.

As indicated by the increase in customer inquiries, clients continue to ask for more help in getting their plats and partitions filed in a timely matter, especially in cities where infill is occurring. Private property owners especially need this specialized service, and this requires more public service at our front counter and takes time away from reviews.

Staff within this program support economic development through the review and approval of subdivisions and plats adding approximately 1,500 lots and tracts to the county tax rolls over the next fiscal year. With projected changes to the economy, we may begin to see a slight decrease in subdivision and partition plats; however, we expect our condominiums and plat submittals will maintain or increase from the current year.

Key Performance Measures

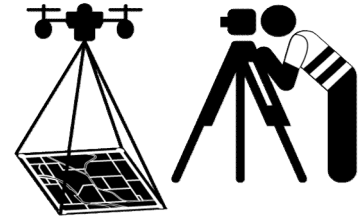
		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	# lots or parcels created through recording of subdivision or partition plat	1,375	1,591	1,500	852	1,408
Result	% of first review comments issued to plat surveyor within 45 calendar days of submittal	100%	97%	95%	100%	75%
Output	# subdivision and partition plats approved	155	155	150	74	151
Output	# Record of survey reviews/filings	435	350	Not in budget.	139	285
Output	# customer inquiries	2,753	3,261	6,000	1,625	3,250

Program includes:

Mandated Services

Shared Services

Grant Funding



Explanation Mandated Services:

As required by Oregon Revised Statutes (ORS), the County Surveyor's office maintains a permanent library estimated at over 400,000 maps, road records, plats, surveys, etc. dating back to the 1860's. We review and approve all surveys performed in the county as mandated by ORS 209; review and approve all partition and subdivision plats in the county as mandated by ORS 92; review and approve all condominium plats in as mandated by ORS 100.



Land Use & Permitting Line of Business

County Surveyor Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Licenses & Permits	177,699	218,729	157,000	150,317	183,000	26,000	16.6%
Charges for Services	504,210	505,728	394,709	378,400	448,003	53,294	13.5%
Miscellaneous Revenue	9,591	15,062	8,300	10,792	11,000	2,700	32.5%
Other Financing Sources	26	-	-	-	-	-	0%
Interfund Transfers	-	-	75,000	75,000	-	(75,000)	-100.0%
Operating Revenue	691,526	739,519	635,009	614,509	642,003	6,994	1.1%
Total Rev - Including Beginning Bal *	691,526	739,519	635,009	614,509	642,003	6,994	1.1%
<i>* County Surveyor program includes General Fund support.</i>							
Personnel Services	912,914	923,030	878,603	848,211	952,578	73,975	8.4%
Materials & Services	110,699	112,765	110,725	111,625	103,040	(7,685)	-6.9%
Indirect Costs	41,258	45,307	43,725	43,725	49,708	5,983	13.7%
Cost Allocation Charges	138,375	110,519	130,219	130,219	123,706	(6,513)	-5.0%
Capital Outlay **	-	63,154	45,000	45,000	-	(45,000)	-100.0%
Operating Expenditure	1,203,246	1,254,775	1,208,272	1,178,780	1,229,032	20,760	1.7%
Interfund Transfers ***	75,000	10,000	-	-	-	-	0%
Total Exp - Including Special Categories	1,278,246	1,264,775	1,208,272	1,178,780	1,229,032	20,760	1.7%
General Fund Support (if applicable) ****	586,720	525,256	573,263	564,271	587,029	13,766	2.4%
<i>**** Increased General Fund support in FY 18-19 included a one-time carryover of general fund to facilitate the purchase of two new vehicles. The reduction in FY 19-20 reflects a General Fund support reduction of 2.5% reduction from the maintenance level calcs.</i>							
Full Time Equiv Pos (FTE) Budgeted	8.50	9.00	8.00	8.00	8.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	7.50	7.00		7.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	2.00		1.00			

Significant Issues and Changes

In order to achieve the mandated General Fund cuts in FY 2019/2020, DTD had to eliminate a vacant Office Manager position from the County Surveyor's budget, so a reduction of more than \$140,000 annually was realized in current year actuals as a result of that cut. In addition to this cut, we submitted a Supplemental Budget during FY 2020/2021 that resulted in an additional \$40k of cost savings each year by swapping a more expensive employee out of the County Surveyor into the Public Land Corner program. These two moves resulted in further reductions of the GF Maintenance Level calculations for FY 2020/2021. The reduction in general fund support from FY 2018-19 to FY 2019-20 also reflects a reset after this program was allowed to carry \$62,706 forward from a prior year in order to complete the purchase of two new vehicles to support program staff.

**** Capital Outlay in FY 2018/2019 reflects two vehicle replacements. In FY 2019/2020 there is one vehicle replacement and new GPS equipment with a controller.**

***** The \$75,000 transfer in FY 2017-18 reflects a pre-payment toward the department wide electronic plan review initiative that kicked off in FY 2018-19. The \$10,000 transfer in FY 2018-19 was a payment to equip two new vehicles with lights and other safety equipment; because we were not able to complete the vehicle setup before the end of the fiscal year.**

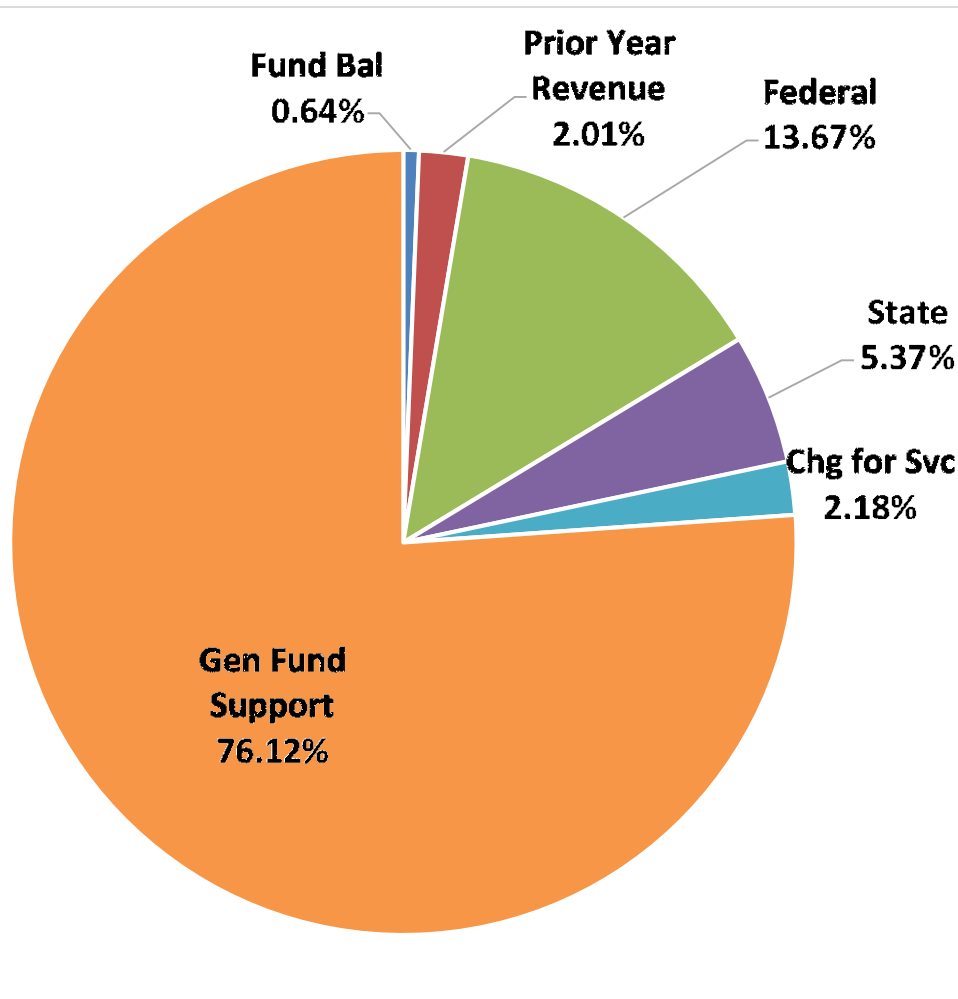


Clackamas County District Attorney

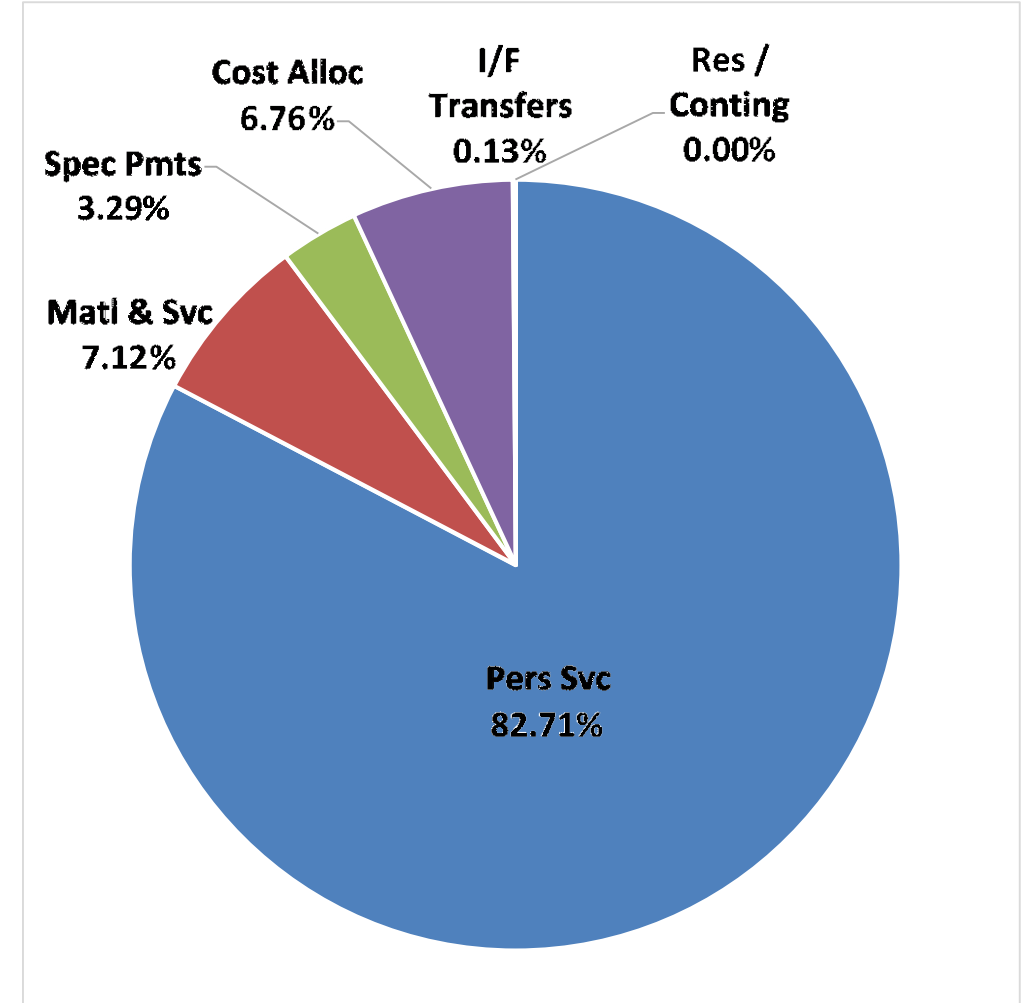
2020-2021 BUDGET PRESENTATION



2020/21 Revenue and Expenses



Resources

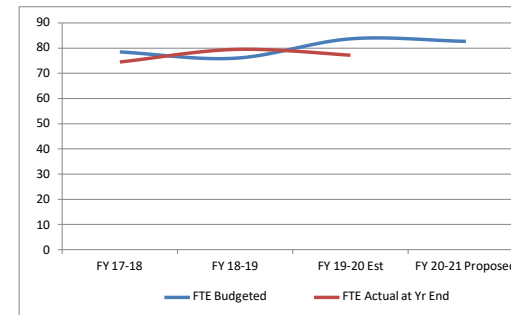
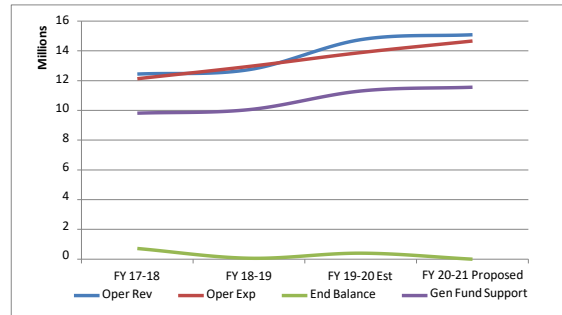


Requirements

District Attorney

Summary of Revenue and Expense

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	844,502	718,956	604,917	64,072	52,970	97,604	33,532	52.3%
Prior Year Revenue	308,767	343,018	0	480,461	480,461	305,665	-174,796	-36.4%
Federal Grants & Revenues	1,148,860	1,329,141	1,994,348	1,994,348	1,835,469	2,075,462	81,114	4.1%
State Grants & Revenues	863,589	735,322	753,951	817,844	828,946	815,404	-2,440	-0.3%
Charges for Service	304,954	278,162	281,766	305,268	305,268	330,973	25,705	8.4%
Discovery / Incentive / Other Revenue	2,800	1,920		905	935	0	-905	-100.0%
Interfund Transfers	9,813,106	10,051,182	11,304,057	11,304,057	11,304,057	11,557,337	253,280	2.2%
Operating Revenue	12,442,076	12,738,745	14,334,122	14,902,883	14,755,136	15,084,841	181,958	1.2%
% Change	NA	2.4%	12.5%	17.0%	-1.0%	2.2%		
Personnel Services	9,923,008	10,823,430	12,128,460	12,161,962	11,652,415	12,556,871	394,909	3.2%
Materials & Services	1,337,469	1,269,206	1,305,438	1,239,852	1,168,281	1,080,780	-159,072	-12.8%
Cost Allocation Charges	867,146	860,990	1,065,141	1,065,141	1,065,141	1,025,794	-39,347	-3.7%
Operating Expenditure	12,127,623	12,953,626	14,499,039	14,466,955	13,885,837	14,663,445	196,490	1.4%
% Change	NA	6.8%	11.9%	11.7%	-4.0%	5.6%		
Special Payments	440,000	440,000	440,000	500,000	500,000	500,000	0	0%
Interfund Transfers	0	0	0	0	19,000	19,000	19,000	#DIV/0!
Reserve for Future Expenditures	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0%
Total Expenditure	12,567,623	13,393,626	14,939,039	14,966,955	14,404,837	15,182,445	196,490	1.4%
Ending Balance (if applicable) (includes Reserve & Contingency)	718,955	64,075	0	0	403,269	0	0	0%
General Fund Support (if applicable)	9,813,106	10,051,182	11,298,121	11,304,057	11,304,057	11,557,337	253,280	2.2%
Full Time Equiv Positions (FTE) Budgeted	78.5	79.5	83.7	83.7	83.7	82.7	-1.0	-1.2%
Full Time Equiv Positions (FTE) Filled at Yr End	74.5	76.0			77.2			
Full Time Equiv Positions (FTE) Vacant at Yr End	4.0	3.5			6.5			



<i>Operating Divisions</i>	FY17-18 Actual	FY18-19 Actual	FY19-20 Budget	FY19-20 Ending Projection	FY 20-21 Requested Budget	\$ Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Criminal Prosecution Expenses	9,610,574	10,173,763	11,217,190	10,838,468	11,278,877	61,687	0.55%
<i>General Fund Support</i>	9,161,740	9,554,553	10,761,724	10,761,724	10,941,273	179,549	1.67%
Family Support Expenses	1,523,465	1,696,516	1,960,967	1,800,399	1,962,774	1,807	0.09%
<i>General Fund Support</i>	114,578	26,673	98,410	98,410	87,503	(10,907)	-11.08%
Victim Assistance Expenses	1,433,584	1,523,347	1,788,798	1,765,970	1,940,794	151,996	8.50%
<i>General Fund Support</i>	536,788	469,956	443,923	443,923	528,561	84,638	19.07%
Total Expenses	12,567,623	13,393,626	14,966,955	14,404,837	15,182,445	215,490	1.44%
Total General Fund Support	9,813,106	10,051,182	11,304,057	11,304,057	11,557,337	253,280	2.24%
Budgeted FTEs	78.45	79.50	83.70	83.70	82.70	-1.00	-1.19%
(FTE) Vacant at Yr End	4.00	3.50	2.70	2.70			
GF Support FTEs	72.84	73.93	75.50	75.50	74.56	-0.94	-1.25%
GF Support Vacant FTEs at Yr End	3.00	2.96	2.50	2.50			

District Attorney

2019 Major Accomplishments

Sex Trafficking Multi-Disciplinary Team

- The Clackamas County Human Trafficking Multi-Disciplinary Team (MDT) is a professional group of human trafficking investigators, prosecutors, advocates and service providers who share an interagency commitment to protect men, women, and children from labor and sexual exploitation.
- In 2019, the Clackamas County Human Trafficking MDT identified 138 victims of trafficking and provided services to those individuals through advocates with the District Attorney's office, and non-profit organizations to include Safety Compass, a Village for One, and Clackamas Women's Services as well as the County's Juvenile Department, Department of Human Services, and Department of Behavioral Health. In addition, the MDT also referred victims to Clackamas County's community court program and a SAFE Place.

Crime Victims

- During the past year, we have trained and maintained 29 volunteer advocates that continue to provide support to victims of crime in Clackamas County. This is the largest volunteer pool we have had in recent years.

Adept Leadership

- For many years our office has focused on a path of continuous operational improvements which ultimately led to our office eliminating paper files entirely and moving to an electronic file system with all employees using laptops and docking stations which allowed us to move seamlessly through the COVID crisis with remote operations. We have continued our efforts with the creation of an Operational Development Team and a new tool called ScreenSteps to allow the office to be flexible and adaptable to new challenges as they arise.

District Attorney

Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff
-\$40,105	Reduced line item Material & Services: Postage, Computer Non-Capital, Professional Services, Telephone, Copier Rental, Trial Expenses, & Publications	Right sizing expenses as per ordinary course of business.
-\$166,839	Contingency	Right sizing expenses as per ordinary course of business.
-\$149,604	Administrative Services Manager Position	The District Attorney's Office has run lean for years. Today, even without this cut, the office has fewer staff than we did 15 years ago. Eliminating this staff position will simply make us even leaner and weaken our ability to have leadership and management of the staff. It will place more burdens on the other leadership staff, including our Office Administrator who is already carrying a heavy load. It will not reduce line staff to do the work. Prior to these cuts we were planning on redesigning these positions in light of our continuing efforts to infuse technology into our operations.



Criminal Prosecution

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	842,829	718,956	64,072	52,970	97,604	33,532	52.33%
Prior Year Revenue			150,489	150,489	-	(150,489)	-100.00%
Federal Revenues	20,853						0%
State Revenues	194,825	134,915		11,102			0%
Charges for Service	230,462	233,712	240,000	240,000	240,000	0	0%
Fines & Penalties							0%
Other Revenues	2,790	53	905	915	-	(905)	-100.00%
Interfund Transfers	9,161,740	9,554,553	10,761,724	10,761,724	10,941,273		0%
Operating Revenue	9,610,670	9,923,233	11,153,118	11,164,230	11,181,273	28,155	0.25%
Total Rev - Including Beginning Bal	10,453,499	10,642,189	11,217,190	11,217,200	11,278,877	61,687	0.55%
Personnel Services	7,908,822	8,480,336	9,483,675	9,146,862	9,743,998	260,323	2.74%
Materials & Services	996,233	1,006,195	927,364	866,455	724,615	(202,749)	-21.86%
Interfund Transfer				19,000	19,000	19,000	0%
Cost Allocation Charges	625,519	607,232	726,151	726,151	711,264	(14,887)	-2.05%
Capital Outlay	-	-	-	-	-	0	0%
Operating Expenditure	9,530,574	10,093,763	11,137,190	10,758,468	11,198,877	61,687	0.55%
Special Payments	80,000	80,000	80,000	80,000	80,000	0	0%
Reserve for Future Expenditures	-	-	-	-	-	0	0%
Contingency	-	-	-	-	-	0	0%
Total Exp - Including Special Categories	9,610,574	10,173,763	11,217,190	10,838,468	11,278,877	61,687	0.55%
General Fund Support	9,161,740	9,554,553	10,761,724	10,761,724	10,941,273	179,549	1.67%
Full Time Equiv Pos (FTE) Budgeted	56.15	58.11	60.25	60.25	59.38	(0.87)	-1.44%
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	2.25	2.25	2.25			
GF Support FTEs	56.15	58.11	60.25	60.25	59.38	(0.87)	-1.44%
GF Support Vacant FTEs at Yr End	2.00	2.25	2.25	2.25			

Division Overview (Public Service Provided, Issues and Changes)

The primary purpose of the Clackamas County District Attorney's Office is to fairly, and impartially enforce all criminal laws with honesty and integrity. Our ultimate goal is to provide justice for crime victims, hold offenders accountable and to provide the citizens in our communities a safe and healthy place to live. The District Attorney is responsible for carrying out the duties and responsibilities required by State law to determine if a crime was committed and to prosecute adult and juvenile offenders.

In addition to carrying out the key functions outlined above, the District Attorney must work in collaboration with agency partners to find alternative sentencing programs that are less punitive for lower level criminals. These programs offer alternative solutions and methods that allow defendants the opportunity to learn from their mistakes. The goal is to provide the offender with an opportunity to receive help, and to get them back on track with the intent to prevent repeated occurrences.

To incentivize defendants and to maintain accountability, these programs quite often run parallel with our legal proceedings. The District Attorney finds value in collaborating with our criminal justice partners in its programs, however, the number of alternative programs continues to grow and now totals more than 20. The additional workload caused by our participation in alternative sentencing programs is not sustainable long term without increasing resources.



Family Support

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance							0%
Prior Year Revenue	308,767	302,562	302,287	302,287	305,665	3,378	1.12%
Federal Revenues	802,065	931,851	1,398,487	1,253,487	1,412,830	14,343	1.03%
State Revenues	114,624	129,444	161,783	161,783	156,776	(5,007)	-3.09%
Charges for Service							0%
Fines & Penalties							0%
Miscellaneous Revenue	10	-	-	20	-	0	0%
Interfund Transfers	114,578	26,673	98,410	98,410	87,503		0%
Operating Revenue	1,340,044	1,390,530	1,960,967	1,815,987	1,962,774	1,807	0.09%
Total Rev - Including Beginning Bal	1,340,044	1,390,530	1,960,967	1,815,987	1,962,774	1,807	0.09%
Personnel Services	1,212,058	1,429,424	1,633,200	1,492,380	1,657,397	24,197	1.48%
Materials & Services	159,754	115,853	145,559	125,811	141,364	(4,195)	-2.88%
Interfund Transfer							0%
Cost Allocation Charges	151,653	151,239	182,208	182,208	164,013	(18,195)	-9.99%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	1,523,465	1,696,516	1,960,967	1,800,399	1,962,774	1,807	0.09%
Interfund Transfers			-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-					-	0%
Total Exp - Including Special Categories	1,523,465	1,696,516	1,960,967	1,800,399	1,962,774	1,807	0.09%
General Fund Support	114,578	26,673	98,410	98,410	87,503	(10,907)	-11.08%
Full Time Equiv Pos (FTE) Budgeted	14.15	13.25	13.25	13.25	13.18	(0.07)	-0.53%
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	0.25	0.25	0.25			
GF Support FTEs	14.15	13.25	13.25	13.25	13.18	(0.07)	-0.53%
GF Support Vacant FTEs at Yr End	1.00	0.25	0.25	0.25			

Division Overview (Public Service Provided, Issues and Changes)

The Clackamas County Family Support Enforcement Office ("Family Support Office") continues to be one of the top three counties in the State of Oregon for percentage of current support collected and distributed. Over the past year, the Family Support Office has distributed over \$6.5 million dollars to children and families. The office has also collected 79.96% of current support due as compared to the 56.82% collected by the Department of Child Support. Further, for every dollar spent by the Family Support Office, \$13.28 is collected for children and families.

Over the past year, the Family Support Office has focused on implementing the new statewide computer program, Origin. This new program has resulted in an over 5% increase in caseload for the Family Support Unit. Our efforts are focused in successfully implementing the new computer program while continuing to provide a high level of service to children and families. These efforts were successful, and we estimate to receive \$123,835 in federal incentive money.

This fiscal year the Family Support Office will focus on strengthening performance in the areas that the Federal Office of Child Support



Victim Assistance

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,673						0%
Prior Year Revenue		40,456	27,685	27,685	-	(27,685)	-100.00%
Federal Revenues	325,942	397,290	595,861	581,982	662,632	66,771	11.21%
State Revenues	554,140	470,963	656,061	656,061	658,628	2,567	0.39%
Charges for Service	74,492	44,450	65,268	65,268	90,973	25,705	39.38%
Fines & Penalties							0%
Miscellaneous Revenue		1,867	-	-	-	0	0%
Interfund Transfers	536,788	469,956	443,923	443,923	528,561		0%
Operating Revenue	1,491,362	1,424,982	1,788,798	1,774,919	1,940,794	151,996	8.50%
Total Rev - Including Beginning Bal	1,493,035	1,424,982	1,788,798	1,774,919	1,940,794	151,996	8.5%
Personnel Services	802,128	913,670	1,045,087	1,013,173	1,155,476	110,389	10.56%
Materials & Services	181,482	147,158	166,929	176,015	214,801	47,872	28.68%
Cost Allocation Charges	89,974	102,519	156,782	156,782	150,517	(6,265)	-4.00%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	1,073,584	1,163,347	1,368,798	1,345,970	1,520,794	151,996	11.10%
Special Payments	360,000	360,000	420,000	420,000	420,000	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	1,433,584	1,523,347	1,788,798	1,765,970	1,940,794	151,996	8.50%
General Fund Support	536,788	469,956	443,923	443,923	528,561	84,638	19.07%
Full Time Equiv Pos (FTE) Budgeted	8.15	8.14	10.20	10.20	10.14	(0.06)	-0.6%
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.00	0.20	0.20			
GF Support FTEs	2.54	2.57	2.00	2.00	2.00	0.00	0%
GF Support Vacant FTEs at Yr End	0.00	0.46	0.00	0.00			

Division Overview (Public Service Provided, Issues and Changes)

The purpose of the Victim Assistance Program is to provide comprehensive, collaborative advocacy, consultation, and victim rights services to crime victims and their families, so they can experience and provide a meaningful role in the criminal justice process.

The purpose of the Victim Assistance Program is to provide comprehensive, collaborative advocacy to crime victims and their families. Victim Assistance is mandated to provide victims of crime support and information that enables them to understand and access the rights afforded them under the Oregon Constitution and the Oregon Revised Statutes. In addition to this primary advocacy, Victim Assistance is a resource that provides safety planning, resource referral and in person support to victims of all crimes at every stage of the criminal justice process. Victim Assistance is a collaborative partner with other agencies and programs within Clackamas County as well as in our region with the goal of minimizing barriers for victims of crime to access short and long term support and resources. The experience and knowledge of the Victim Assistance staff and volunteers is used to consult with prosecutors, law enforcement and other allied professionals to support a trauma informed response to victims of crime.



Clackamas County Sheriff's Office

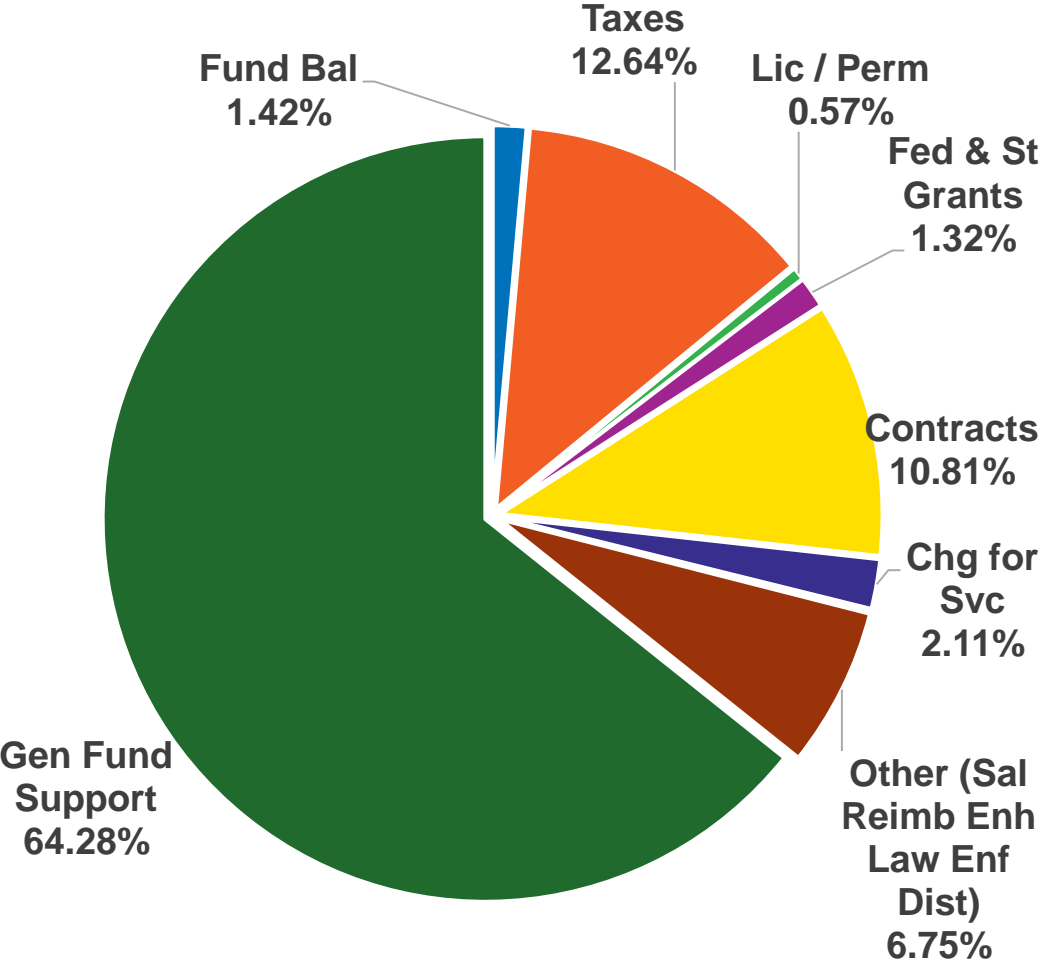
FY2020-2021 BUDGET PRESENTATION



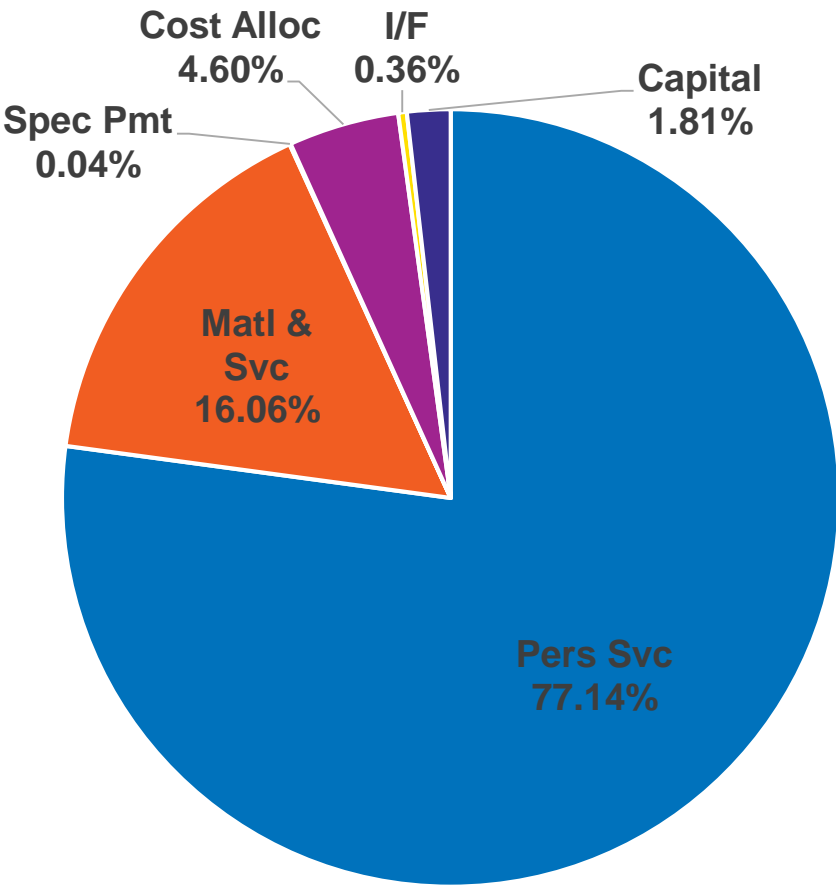
Clackamas County Sheriff's Office

FY2020-21 Revenue and Expenses

Revenue



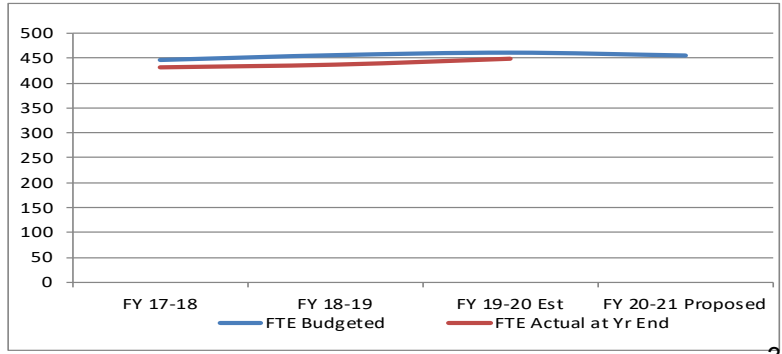
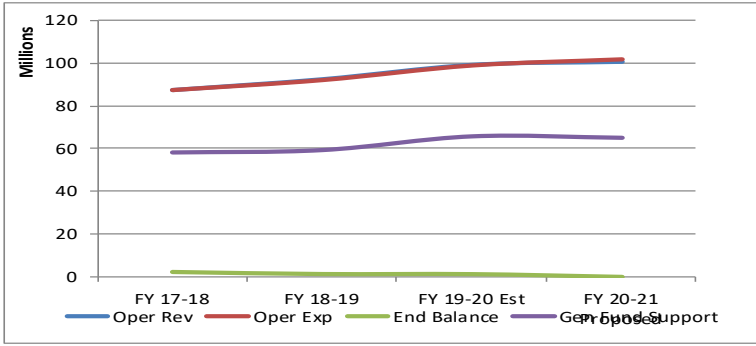
Expenditures



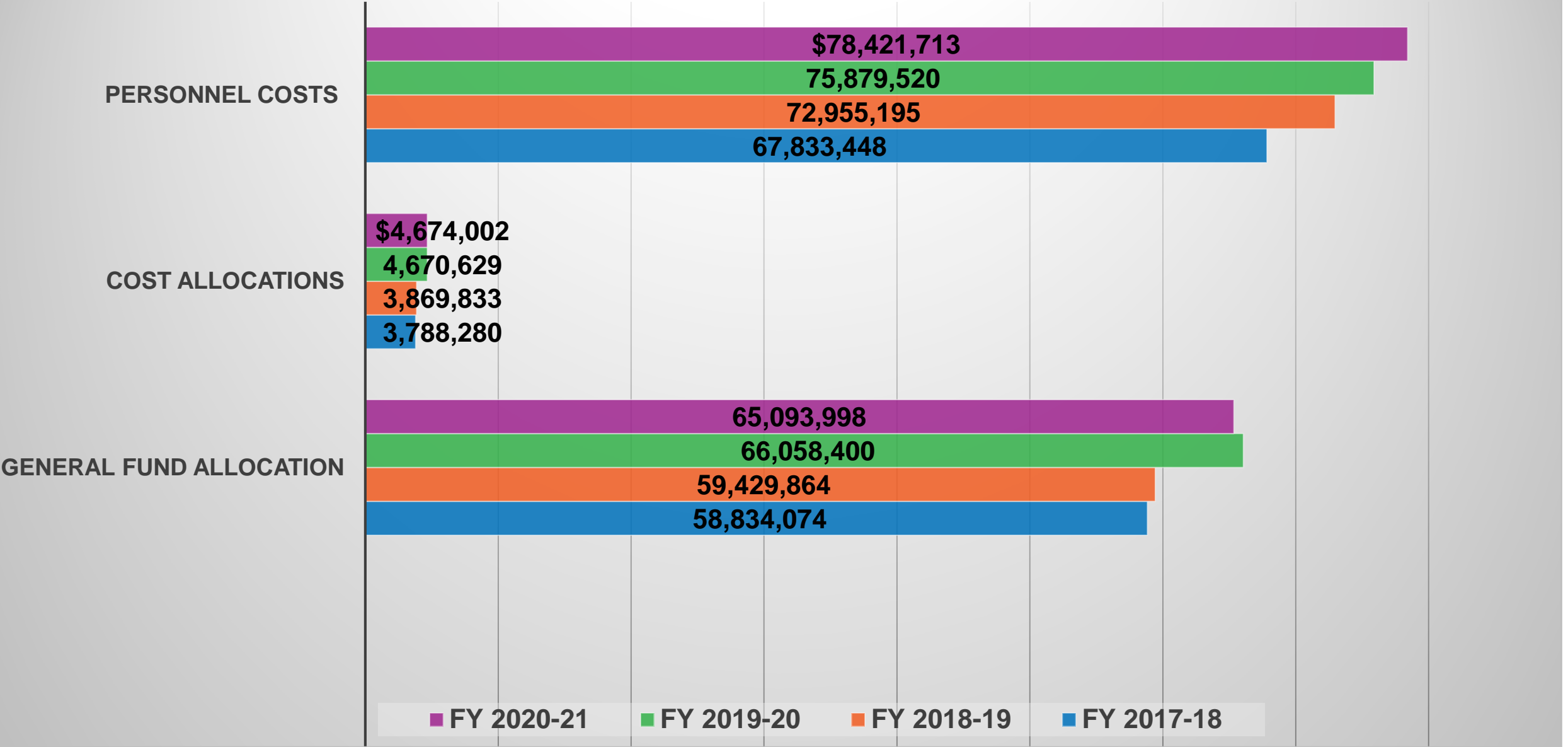
Clackamas County Sheriff's Office

Summary of Revenue & Expenses

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	4,069,796	2,586,815	1,294,151	1,495,371	1,495,371	1,444,357	-51,014	-3.4%
Prior Year Revenue	27,718	234,097		0	143,572	0	0	0%
Taxes	11,560,665	12,394,386	12,444,636	12,444,636	12,194,575	12,855,196	410,560	0.0%
Licenses & Permits	752,876	618,354	603,500	603,500	452,500	575,000	-28,500	-4.7%
Federal Grants & Revenues	656,844	918,498	940,097	940,097	751,295	951,700	11,603	1.2%
State Grants & Revenues	260,478	612,235	280,000	280,000	318,376	391,000	111,000	39.6%
Local Rev (contracts w cities, schools, Trimet)	7,638,522	9,366,932	9,278,309	9,137,101	10,678,507	10,986,082	1,848,981	20.2%
Charges for Service	1,929,539	2,163,105	2,207,850	2,207,850	1,554,005	2,141,250	-66,600	-3.0%
Fines & Penalties	79,574	92,442	96,000	96,000	88,963	112,500	16,500	17.2%
Other Rev (salary reimb from Enh Law Enf Dist)	5,748,174	6,518,706	6,594,267	6,594,267	6,589,522	6,857,429	263,162	4.0%
Interfund Transfers Gen Fund	58,834,074	59,429,864	66,058,400	66,058,400	66,058,400	65,347,908	-710,492	-1.1%
Operating Revenue	87,488,464	92,348,619	98,503,059	98,361,851	98,829,715	100,218,065	1,856,214	1.9%
% Change	NA	5.6%	6.7%	6.5%	0.5%	-0.1%		
Personnel Services	67,833,448	72,955,195	75,854,234	75,879,520	76,657,190	78,421,713	2,542,193	3.4%
Materials & Services	15,262,978	14,381,686	16,955,838	16,945,113	15,388,067	16,323,915	-621,198	-3.7%
Cost Allocation Charges	3,788,280	3,869,833	4,670,629	4,670,629	4,670,629	4,674,002	3,373	0.1%
Capital Outlay (operating equip)	159,936	458,107	1,818,620	1,893,620	1,696,503	1,836,870	-56,750	-3.0%
Operating Expenditure	87,044,642	91,664,821	99,299,321	99,388,882	98,412,389	101,256,500	1,867,618	1.9%
% Change	NA	5.3%	8.3%	8.4%	-1.0%	1.9%		
Interfund Trans (vehicle purchases, debt svc)	1,812,968	1,763,181	452,889	423,340	423,340	360,922	-62,418	-14.7%
Special Payments	113,835	12,061	45,000	45,000	45,000	45,000	0	0%
Reserve for Future Expenditures	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0%
Total Expenditure	88,971,445	93,440,063	99,797,210	99,857,222	98,880,729	101,662,422	1,805,200	1.8%
Ending Balance (if applicable) (includes Reserve & Contingency)	2,586,815	1,495,371	0	0	1,444,357	0	0	0.0%
General Fund Support (if applicable)	58,317,402	59,429,864	65,759,514	65,759,514	65,759,514	65,093,998 [↑] include JC funding	-665,516	-1.0%
Full Time Equiv Positions (FTE) Budgeted	446.6	456.8	462.0	462.0	462.0	456.0	-6.0	-1.3%
Full Time Equiv Positions (FTE) Filled at Yr End	431.6	436.8			448.0			
Full Time Equiv Positions (FTE) Vacant at Yr End	15.0	20.0			14.0			



Sheriff's General Fund Contribution vs. Major Costs



Clackamas County Sheriff's Office

Current Financial Position

- The Sheriff's Office was scheduled to receive a General Fund contribution of \$67,093,998 for FY 2020-21
 - The General Fund reduction to the Sheriff's budget was \$2,000,000 bringing the General Fund contribution to \$65,093,998
- The increase in the Sheriff's personnel costs alone (excluding the ELED, Levy and Contracted services) is \$1,917,985
 - This figure represents the increase after the FTE for 6 Jail Deputies was removed from the FY 2020-21 budget
 - This figure does not account for additional costs that may be bargained into the new POA Collective Bargaining Agreement

Clackamas County Sheriff's Office

Current Financial Position

- In FY 2020-21, the Sheriff's Office must mitigate the loss of \$2million in General Fund support and an increase in personnel cost of \$1.9million. This must be done with existing revenue and competing demands within the Sheriff's Office for the resources.

Clackamas County Sheriff's Office

Performance Clackamas Strategic Results

BCC Priority	Measure	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY20-21 Target
The Clackamas County Sheriff's Office is in the process of implementing our newly adopted Managing for Results Plan. Strategic result data collection began in January 2020 and will be reported at the time of the FY 2021-22 budget presentation					

Clackamas County Sheriff's Office

2019 Major Accomplishments

- **NCCHC Certification**

- The Jail earned full NCCHC accreditation, with all areas in compliance. The accreditation process involved a detailed external peer review — including a site survey — to ensure the Jail met national standards for the provision of health services, as set by the health, legal and corrections professions. The Accreditation and Standards Committee of the National Commission on Correctional Health Care (NCCHC), during its meeting on April 3, 2020, voted to accredit Clackamas County Jail for its compliance with NCCHC's *Standards for Health Services in Jails*

- **Launched New Revenue Generating Public Programing at the Public Safety Training Center**

- In November of 2019, the PSTC launched a new series of personal safety classes with great public reception. These new classes (Women's Self-Defense Basic WSD 101, Wilderness Survival and Preparedness Basic WSP 101, and Adult CPR/First Aid/AED 12+ years Med 101- all filled and we're booked out into April. These classes are introductions to broader coursework that expands to intermediate and advanced curriculum. While generating a new five figure annual revenue stream for PSTC, these classes also deepen our connection with the public and work to sell/create awareness for other public programing

- **Child Abuse Investigation Team**

- We received a cyber tip from the National Center for Missing and Exploited Children (NCMEC) of 9 images captured and traced to an internet address in Clackamas County. Our team worked to identify a 26-year old suspect who was in possession of over 9000 videos of child pornography and 20,000 images of child pornography. The suspect frequently impersonated police officers, bail bondsmen, probation officers and other occupations and kept imaginary files of numerous young female subjects. The suspect pled guilty in federal court to possession and distribution of child pornography and will be sentenced later this year

Clackamas County Sheriff's Office

2019 Major Accomplishments

- **Patrol Division**

- Full time assignment of a Neighborhood Livability Project (NLP) Deputy funded via Marijuana Tax funds
- Recruitment and retention efforts to maintain staffing levels
- Development of MFR measurement outputs for evaluation of Patrol services provided to citizens of Clackamas County
- Identification of online reporting system for no suspect low level property crime reports
- Marine Unit: Conducted 1,193 boater contacts (only one county in the state did more), Issued 958 warnings or citations (more than any other county in the state, and Provided more than 2,300 patrol hours on the water ways within Clackamas County

- **Civil Division**

- Transported over 9,195 inmates to / from the Clackamas County Circuit Court for appearances
- Successfully kept over 131,315 courthouse visitors safe and secure
- Processed over 6,000 court orders and writs for service

Clackamas County Sheriff's Office

2019 Major Accomplishments

- **Training and Wellness Division:**

- The Training and Wellness Division is responsible for coordination of all agency trainings, reducing training and overtime costs
- The Division will evaluate all training provided to the agency to determine if, cost effective, meeting goals of certification, and career development
- Development of an Agency Wellness Plan which outlines how we can better provide internal wellness services to staff so they are better prepared to provide services to the community

Clackamas County Sheriff's Office

Significant Changes from FY2019-20

\$ Amount	Description	Service Level Impact, including citizens & staff
-987,083	Reduction of 6 Jail Deputies and closure of Jail medical Jail beds opened during FY 2019-20 with funding received over the last two fiscal years	Closure of needed medical beds
-125,000	Jail Overtime	Commensurate to the 6 Jail Deputy positions lost
-250,000	Patrol Overtime	Reduction in Traffic Unit patrols
-250,432	Fleet	Fewer vehicles replaced this fiscal year will result in an increased replacement cost in the future
-387,485	Materials and Services account lines throughout the Sheriff's Operations budget	Equipment may be used beyond its useful date, other equipment and service needs will be postponed

Other Issues

Description	Service Level Impact, including citizens & staff
Reduction in FTE assigned to Traffic Unit as a result in reduction of Patrol Division overtime. Traffic Deputies must assist in covering general patrol to keep the cost of overtime down	Fewer Deputies dedicated to traffic safety. The Sergeant overseeing the program now does so as a collateral duty. The position vacated via a retirement will focus solely on DUII patrol
Elimination of the INTERCEPT Program	This program was eliminated due to the need to focus on the increased demand for Child Abuse investigations



Sheriff

Department Budget Summary

Operating Divisions	FY17-18 Actual	FY18-19 Actual	FY19-20 Amended Budget	FY19-20 Ending Projection	FY 20-21 Requested Budget	\$ Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Administration	4,161,131	4,886,110	4,549,285	4,468,319	4,902,564	353,279	7.77%
General Fund Support (if applicable)	4,969,601	5,010,391	4,453,931	4,453,931	4,874,564	420,633	9.44%
Sheriff Information Technology	2,014,913	2,225,798	2,999,392	2,693,019	-	(2,999,392)	-100.00%
General Fund Support (if applicable)	1,992,500	2,067,308	2,985,892	2,985,892	-	(2,985,892)	-100.00%
Support Operational Support	2,877,441	2,772,789	2,606,567	5,213,390	9,021,325	6,414,758	246.10%
General Fund Support (if applicable)	1,764,510	1,477,952	1,670,067	1,670,067	8,618,325	6,948,258	416.05%
Sheriff Training & Wellness					1,546,312	1,546,312	
General Fund Support (if applicable)					1,511,312	1,511,312	
Sheriff Patrol	24,236,964	25,300,076	26,500,335	23,943,155	23,821,836	(2,678,499)	-10.11%
General Fund Support (if applicable)	14,697,818	15,306,430	16,659,755	16,659,755	11,900,302	(4,759,453)	-28.57%
Sheriff Detectives	8,965,706	8,469,452	8,114,834	8,274,630	8,085,499	(29,335)	-0.36%
General Fund Support (if applicable)	7,671,852	7,679,665	7,460,187	7,460,187	7,561,258	101,071	1.35%
Sheriff Services/Records	1,544,532	1,519,202	1,923,159	1,790,035		(1,923,159)	-100.00%
General Fund Support (if applicable)	1,560,186	1,373,370	1,491,307	1,491,307		(1,491,307)	-100.00%
Sheriff Civil	4,148,754	4,028,157	4,665,590	4,609,448	4,650,650	(14,940)	-0.32%
General Fund Support (if applicable)	3,490,409	3,457,116	4,209,090	4,209,090	3,775,650	(433,440)	-10.30%
Sheriff Jail	21,706,274	23,897,281	25,138,076	24,297,728	24,753,294	(384,782)	-1.53%
General Fund Support (if applicable)	21,717,534	22,142,538	24,369,420	24,369,420	24,111,634	(257,786)	-1.06%
Sheriff Marine	684,642	730,692	713,989	839,272	860,477	146,488	20.52%
General Fund Support (if applicable)	14,000	183,365	185,292	185,292	242,727	57,435	31.00%
Sheriff Public Safety Training	1,448,037	1,526,759	1,584,714	1,473,697	2,101,040	516,326	32.58%
General Fund Support (if applicable)	438,992	731,729	683,714	683,714	546,383	(137,331)	-20.09%
Family Justice Center			1,707,598	1,749,499	1,951,843	244,245	14.30%
General Fund Support (if applicable)			1,705,098	1,705,098	1,951,843	246,745	14.47%
Sheriff Law Enforcement District	5,485,565	6,079,868	6,171,517	6,289,739	6,351,579	180,062	2.92%
Local Option Levy Patrol	4,013,371	3,561,273	4,034,936	3,846,430	4,160,816	125,880	3.12%
Local Option Special Investigations	1,861,855	2,292,547	2,484,491	2,668,666	2,600,044	115,553	4.65%
Local Option Levy Jail	5,822,259	6,150,056	6,662,739	6,723,702	6,855,143	192,404	2.89%
General Fund Support (if applicable)			(114,239)	(114,239)			
Total	88,971,444	93,440,060	99,857,222	98,880,729	101,662,422	1,805,200	1.81%
Total General Fund Support	58,317,402	59,429,864	65,759,514	65,759,514	65,093,998	(665,516)	-1.01%
Full Time Equiv Pos (FTE) Budgeted	446.60	456.75	462.00	462.00	456.00	-6.00	-1.30%
Full Time Equiv Pos (FTE) Vacant at Yr End	15.00	20.00		14.00			



Sheriff Administration

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	330,891	(100,511)	-	-	-	-	0%
Federal Grants & Revenues	492	-	-	-	-	-	0%
Charges for Service	134,995	219,693	-	-	-	-	0%
Fines & Penalties	49,145	51,650	-	-	-	-	0%
Other Revenues	14,426	(4,313)	13,500	(76,695)	28,000	14,500	107.4%
Interfund Transfers	4,969,601	5,010,391	4,513,931	4,513,931	4,874,564	360,633	7.99%
Operating Revenue	5,168,659	5,277,421	4,527,431	4,437,236	4,902,564	375,133	8.29%
Total Rev - Including Beginning Bal	5,499,550	5,176,910	4,527,431	4,437,236	4,902,564	375,133	8.3%
Personnel Services	3,408,801	3,898,818	3,697,204	3,579,439	4,080,129	382,925	10.36%
Materials & Services	401,058	459,945	398,570	435,369	356,368	(42,202)	-10.59%
Cost Allocation Charges	341,272	414,989	450,560	450,560	453,854	3,294	0.73%
Operating Expenditure	4,151,131	4,773,752	4,546,334	4,465,368	4,890,351	344,017	7.57%
Interfund Transfers	10,000	112,358	2,951	2,951	12,213	9,262	313.86%
Total Exp - Including Special Categories	4,161,131	4,886,110	4,549,285	4,468,319	4,902,564	353,279	7.77%
General Fund Support	4,969,601	5,010,391	4,453,931	4,453,931	4,874,564	420,633	9.44%
Full Time Equiv Pos (FTE) Budgeted	22.00	23.75	21.00	21.00	21.00	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-			1.00			

Division Overview (Public Service Provided, Issues and Changes)

No significant changes to this department



Sheriff Information Technology

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	73,700	-	-	-	-	-	0%
Charges for Service	-	-	5,000	-	-	-	0%
Other Revenues	11,845	2,524	8,500	2,500	-	(8,500)	-100.0%
Interfund Transfers	1,992,500	2,067,308	2,985,892	2,985,892	-	(2,985,892)	-100.0%
Operating Revenue	2,004,345	2,069,832	2,999,392	2,988,392	-	(2,999,392)	-100.0%
Total Rev - Including Beginning Bal	2,078,045	2,069,832	2,999,392	2,988,392	-	(2,999,392)	-100.0%
Personnel Services	896,083	1,099,217	1,314,033	1,138,471	-	(1,314,033)	-100.0%
Materials & Services	1,040,087	1,047,026	1,580,357	1,329,546	-	(1,580,357)	-100.0%
Cost Allocation Charges	78,743	79,555	105,002	105,002	-	(105,002)	-100.0%
Capital Outlay	-	-	-	120,000	-	-	0%
Operating Expenditure	2,014,913	2,225,798	2,999,392	2,693,019	-	(2,999,392)	-100.0%
Total Exp - Including Special Categories	2,014,913	2,225,798	2,999,392	2,693,019	-	(2,999,392)	-100.0%
General Fund Support	1,992,500	2,067,308	2,985,892	2,985,892	-	-2,985,892	-100.0%
Full Time Equiv Pos (FTE) Budgeted	6.00	7.00	7.00	7.00		(7.00)	-100.0%
Full Time Equiv Pos (FTE) Vacant at Yr End				-			

Division Overview (Public Service Provided, Issues and Changes)

This department becomes a program in 1603 (Operational Support) beginning with the FY 2020-21 budget



Sheriff Operational Support

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	114,460	600,864	489,294	489,294	-	(489,294)	-100.0%
State Revenues	23,000	55,000	52,500	20,000	-	(52,500)	-100.0%
Licenses & Permits	395,650	397,658	435,000	-	3,000	(432,000)	-99.3%
Charges for Service	343,451	396,541	437,000	256,432	281,500	(155,500)	-35.6%
Fines & Penalties	-	-	-	-	110,000	110,000	
Other Revenues	2,037	5,106	12,000	11,760	8,500	(3,500)	-29.2%
Interfund Transfers	1,764,510	1,477,952	1,670,067	1,670,067	8,618,325	6,948,258	416.0%
Operating Revenue	2,528,648	2,332,257	2,606,567	1,958,259	9,021,325	6,414,758	246.1%
Total Rev - Including Beginning Bal	2,643,108	2,933,121	3,095,861	2,447,553	9,021,325	5,925,464	191.4%
Personnel Services	2,139,885	1,948,984	1,871,109	1,820,795	4,363,014	2,491,905	133.2%
Materials & Services	644,700	730,812	618,875	1,891,187	2,984,374	2,365,499	382.2%
Cost Allocation Charges	92,856	92,993	116,583	116,583	375,197	258,614	221.8%
Capital Outlay	-	-	-	1,384,825	1,298,740	1,298,740	
Operating Expenditure	2,877,441	2,772,789	2,606,567	5,213,390	9,021,325	6,414,758	246.1%
Total Exp - Including Special Categories	2,877,441	2,772,789	2,606,567	5,213,390	9,021,325	6,414,758	246.1%
General Fund Support	1,764,510	1,477,952	1,670,067	1,670,067	8,618,325	6,948,258	416.0%
Full Time Equiv Pos (FTE) Budgeted	8.00	9.00	9.00	9.00	27.00	18.00	200.0%
Full Time Equiv Pos (FTE) Vacant at Yr End							

Division Overview (Public Service Provided, Issues and Changes)

1603 was renamed and restructured for FY 2020-21. Now known as Operational Support, the department contains Support Services, Fleet, Information Technology and Records.



Sheriff Training & Wellness

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
State Revenues	-	-	-	-	20,000	20,000	0%
Charges for Service	-	-	-	-	15,000	15,000	0%
Interfund Transfers	-	-	-	-	1,511,312	1,511,312	0%
Operating Revenue	-	-	-	-	1,546,312	1,546,312	0%
Total Rev - Including Beginning Bal	-	-	-	-	1,546,312	1,546,312	0%
Personnel Services	-	-	-	-	936,128	936,128	0%
Materials & Services	-	-	-	-	577,562	577,562	0%
Cost Allocation Charges	-	-	-	-	32,622	32,622	0%
Operating Expenditure	-	-	-	-	1,546,312	1,546,312	0%
Total Exp - Including Special Categories	-	-	-	-	1,546,312	1,546,312	0%
General Fund Support					1,511,312	1,511,312	
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	4.00	4.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-			

Division Overview (Public Service Provided, Issues and Changes)

1604 is a new department in FY 2020-21. It combines training resources from Patrol, Investigations and others within the Sheriff's Operations budget in order to centralize and streamline the training and wellness functions.



Sheriff Patrol

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	631,971	388,206	(248,208)	(511,349)	424,752	672,960	-271.1%
Prior Year Revenue	-	38,993	-	21,947	-	-	0%
Federal Grants & Revenues	95,800	36,718	205,000	141,360	203,700	(1,300)	-0.6%
State Grants & Revenues	58,623	54,872	40,500	15,127	47,000	6,500	16.0%
Local Govts Revenues	7,638,522	9,333,081	9,084,845	10,673,507	10,981,082	1,896,237	20.9%
Charges for Service	105,138	86,692	240,000	81,463	133,500	(106,500)	-44.4%
Fines & Penalties	505	1,205	3,000	2,500	2,500	(500)	-16.7%
Other Revenues	81,048	133,496	210,500	78,094	129,000	(81,500)	-38.7%
Interfund Transfers	14,697,818	15,306,430	16,659,755	16,659,755	11,900,302	(4,759,453)	-28.6%
Operating Revenue	22,677,454	24,991,487	26,443,600	27,673,753	23,397,084	(3,046,516)	-11.5%
Total Rev - Including Beginning Bal	23,309,425	25,379,693	26,195,392	27,162,404	23,821,836	(2,373,556)	-9.1%
Personnel Services	16,899,786	18,612,626	19,164,073	19,662,224	19,809,610	645,537	3.4%
Materials & Services	5,524,534	4,612,718	4,877,112	3,296,207	3,132,911	(1,744,201)	-35.8%
Cost Allocation Charges	715,638	695,128	871,671	871,671	868,815	(2,856)	-0.3%
Capital Outlay	25,200	61,175	1,507,479	33,053	10,500	(1,496,979)	-99.3%
Operating Expenditure	23,165,158	23,981,647	26,420,335	23,863,155	23,821,836	(2,598,499)	-9.8%
Interfund Transfers	1,071,806	1,318,429	80,000	80,000	-	(80,000)	-100.0%
Total Exp - Including Special Categories	24,236,964	25,300,076	26,500,335	23,943,155	23,821,836	(2,678,499)	-10.1%
General Fund Support	14,697,818	15,306,430	16,659,755	16,659,755	11,900,302	(4,759,453)	-28.6%
Full Time Equiv Pos (FTE) Budgeted	109.00	112.00	115.00	115.00	113.00	(2.00)	-1.7%
Full Time Equiv Pos (FTE) Vacant at Yr End	6.00	11.00		4.0			

Division Overview (Public Service Provided, Issues and Changes)

The Fleet budget is now in 1603.



Sheriff Detectives

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,211,872	785,511	633,005	896,146	183,141	(449,864)	-71.1%
Prior Year Revenue	25,018	8,639	-	26,679	-	-	0%
Federal Revenues	235,472	560,185	105,000	104,761	267,000	162,000	154.3%
State Revenues	100,489	76,062	75,500	8,500	23,000	(52,500)	-69.5%
Local Government & Other Agencies	-	3,150	52,256	-	-	(52,256)	-100.0%
Charges for Services	21,616	39	43,500	36	8,500	(35,000)	-80.5%
Other Revenues	9,085	14,877	15,250	31,643	42,600	27,350	179.3%
Interfund Transfers	7,671,852	7,679,665	7,460,187	7,460,187	7,561,258	101,071	1.4%
Operating Revenue	8,063,532	8,342,617	7,751,693	7,631,806	7,902,358	150,665	1.9%
Total Rev - Including Beginning Bal	9,275,404	9,128,128	8,384,698	8,527,952	8,085,499	(299,199)	-3.6%
Personnel Services	7,619,342	7,322,664	6,609,365	7,171,638	6,829,989	220,624	3.3%
Materials & Services	568,384	551,511	667,237	505,901	499,148	(168,089)	-25.2%
Cost Allocation Charges	535,934	538,800	527,091	527,091	528,732	1,641	0.3%
Capital Outlay	128,211	56,477	311,141	70,000	227,630	(83,511)	-26.8%
Operating Expenditure	8,851,871	8,469,452	8,114,834	8,274,630	8,085,499	(29,335)	-0.4%
Special Payments	113,835		-	-	-	-	0%
Total Exp - Including Special Categories	8,965,706	8,469,452	8,114,834	8,274,630	8,085,499	(29,335)	-0.4%
General Fund Support	7,671,852	7,679,665	7,460,187	7,460,187	7,561,258	101,071	1.4%
Full Time Equiv Pos (FTE) Budgeted	46.60	45.00	38.00	38.00	38.00	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	4.00		1.00			

GF Support FTEs

GF Support Vacant FTEs at Yr End

Division Overview (Public Service Provided, Issues and Changes)



Sheriff Records

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	80,677	-	149,636	149,636	-	(149,636)	-100.0%
Licenses & Permits	2,890	3,280	3,000	3,000	-	(3,000)	-100.0%
State Revenues	11	-	-	-	-	-	0%
Charges for Services	92,501	104,250	268,100	226,000	-	(268,100)	-100.0%
Fines & Penalties	29,925	39,587	93,000	86,463	-	(93,000)	-100.0%
Other Revenues	157	2,083	2,500	526	-	(2,500)	-100.0%
Interfund Transfers	1,560,186	1,373,370	1,491,307	1,491,307	-	(1,491,307)	-100.0%
Operating Revenue	1,685,670	1,522,570	1,857,907	1,807,296	-	(1,857,907)	-100.0%
Total Rev - Including Beginning Bal	1,766,347	1,522,570	2,007,543	1,956,932	-	(2,007,543)	-100.0%
Personnel Services	1,350,079	1,324,619	1,582,515	1,479,636	-	(1,582,515)	-100.0%
Materials & Services	61,403	62,936	99,982	79,737	-	(99,982)	-100.0%
Cost Allocation Charges	133,050	131,647	165,662	165,662	-	(165,662)	-100.0%
Capital Outlay			75,000	65,000	-	(75,000)	-100.0%
Operating Expenditure	1,544,532	1,519,202	1,923,159	1,790,035	-	(1,923,159)	-100.0%
Total Exp - Including Special Categories	1,544,532	1,519,202	1,923,159	1,790,035	-	(1,923,159)	-100.0%
General Fund Support	1,560,186	1,373,370	1,491,307	1,491,307	-	-1,491,307	-100.0%
Full Time Equiv Pos (FTE) Budgeted	15.00	14.00	14.00	14.00		(14.00)	-100.0%
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00						

Division Overview (Public Service Provided, Issues and Changes)

Records is now a program within 1603.



Sheriff Civil

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	77,956	-	-	-	-	-	0%
Licenses & Permits	354,336	217,416	165,500	449,500	572,000	406,500	245.6%
Federal Revenues	17,558	4,425	21,000	4,000	5,000	(16,000)	-76.2%
State Revenues	-	1,736	-	-	-	-	0%
Charges for Services	234,857	256,784	270,000	225,000	297,500	27,500	10.2%
Other Revenues	-	(869)	-	50	500	500	
Interfund Transfers	3,490,409	3,457,116	4,209,090	4,209,090	3,775,650	(433,440)	-10.3%
Operating Revenue	4,097,160	3,936,608	4,665,590	4,887,640	4,650,650	(14,940)	-0.3%
Total Rev - Including Beginning Bal	4,175,116	3,936,608	4,665,590	4,887,640	4,650,650	(14,940)	-0.3%
Personnel Services	3,873,052	3,776,005	4,274,408	4,266,298	4,304,694	30,286	0.7%
Materials & Services	87,719	68,587	159,981	111,949	127,149	(32,832)	-20.5%
Cost Allocation Charges	187,983	183,565	231,201	231,201	218,807	(12,394)	-5.4%
Operating Expenditure	4,148,754	4,028,157	4,665,590	4,609,448	4,650,650	(14,940)	-0.3%
Total Exp - Including Special Categories	4,148,754	4,028,157	4,665,590	4,609,448	4,650,650	(14,940)	-0.3%
General Fund Support	3,490,409	3,457,116	4,209,090	4,209,090	3,775,650	-433,440	-10.3%
Full Time Equiv Pos (FTE) Budgeted	24.00	24.00	26.00	26.00	26.00	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.00		-			

Division Overview (Public Service Provided, Issues and Changes)

No significant changes



Sheriff Jail

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	462,624	-	(1,023,727)	(1,023,727)	-	1,023,727	-100.0%
Federal Revenues	200	4,800	400	20,200	7,500	7,100	1775.0%
State Revenues	78,356	195,818	111,500	124,500	121,000	9,500	8.5%
Charges for Services	317,431	421,423	78,250	98,930	94,750	16,500	21.1%
Other Revenues	141,954	154,360	43,000	144,728	164,500	121,500	282.6%
Interfund Transfers	21,717,534	22,142,538	24,608,306	24,608,306	24,365,544	(242,762)	-1.0%
Operating Revenue	22,255,475	22,918,939	24,841,456	24,996,664	24,753,294	(88,162)	-0.4%
Total Rev - Including Beginning Bal	22,718,099	22,918,939	23,817,729	23,972,937	24,753,294	935,565	3.9%
Personnel Services	15,633,347	17,719,657	17,993,336	17,642,575	17,633,941	(359,395)	-2.0%
Materials & Services	5,127,849	4,855,239	5,745,748	5,245,891	5,426,099	(319,649)	-5.6%
Cost Allocation Charges	945,078	944,501	1,282,505	1,282,505	1,273,833	(8,672)	-0.7%
Capital Outlay	-	265,099	-	10,270	300,000	300,000	
Operating Expenditure	21,706,274	23,784,496	25,021,589	24,181,241	24,633,873	(387,716)	-1.5%
Interfund Transfer	-	112,785	116,487	116,487	119,421	2,934	2.5%
Total Exp - Including Special Categories	21,706,274	23,897,281	25,138,076	24,297,728	24,753,294	(384,782)	-1.5%
General Fund Support	21,717,534	22,142,538	24,369,420	24,369,420	24,111,634	-257,786	-1.1%
Full Time Equiv Pos (FTE) Budgeted	115.00	118.00	118.00	118.00	112.00	(6.00)	-5.1%
Full Time Equiv Pos (FTE) Vacant at Yr End	3.00	3.00		7.00			

Division Overview (Public Service Provided, Issues and Changes)

No significant changes



Sheriff Marine

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	203,703	-	-	-	-	-	0%
Prior Year Revenue	-	140,909	-	50,621	-	-	0%
Federal Revenues	301,510	282,969	458,697	465,250	460,000	1,303	0.3%
State Revenues	-	122,926	-	-	-	-	0%
Charges for Services	56,446	56,761	67,500	129,916	157,000	89,500	132.6%
Other Revenues	-	705	2,500	750	750	(1,750)	-70.0%
Interfund Transfers	14,000	183,365	185,292	185,292	242,727	57,435	31.0%
Operating Revenue	371,956	787,635	713,989	831,829	860,477	146,488	20.5%
Total Rev - Including Beginning Bal	575,659	787,635	713,989	831,829	860,477	146,488	20.5%
Personnel Services	588,769	595,723	586,687	723,325	734,073	147,386	25.1%
Materials & Services	69,512	60,827	94,808	70,098	93,329	(1,479)	-1.6%
Cost Allocation Charges	26,361	26,142	32,494	32,494	33,075	581	1.8%
Capital Outlay	-	48,000	-	13,355	-	-	0%
Operating Expenditure	684,642	730,692	713,989	839,272	860,477	146,488	20.5%
Total Exp - Including Special Categories	684,642	730,692	713,989	839,272	860,477	146,488	20.5%
General Fund Support	14,000	183,365	185,292	185,292	242,727	57,435	31.0%
Full Time Equiv Pos (FTE) Budgeted	3.00	3.00	3.00	3.00	3.00	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End							

Division Overview (Public Service Provided, Issues and Changes)

No significant changes



Sheriff Public Safety Training

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	313,542	(40,809)	-	-	249,157	249,157	
State Revenues					30,000	30,000	
Charges for Services	623,104	620,924	796,000	535,338	1,153,500	357,500	44.9%
Other Revenues	112,902	115,789	105,000	83,000	122,000	17,000	16.2%
Interfund Transfers	438,992	731,729	683,714	683,714	546,383	(137,331)	-20.1%
Operating Revenue	1,174,998	1,468,442	1,584,714	1,302,052	1,851,883	267,169	16.9%
Total Rev - Including Beginning Bal	1,488,540	1,427,633	1,584,714	1,302,052	2,101,040	516,326	32.6%
Personnel Services	599,799	731,899	792,792	753,681	973,758	180,966	22.8%
Materials & Services	303,529	232,985	332,067	260,161	659,649	327,582	98.6%
Cost Allocation Charges	323,694	342,266	235,953	235,953	238,345	2,392	1.0%
Capital Outlay	6,525	-	-	-	-	-	0%
Operating Expenditure	1,233,547	1,307,150	1,360,812	1,249,795	1,871,752	510,940	37.5%
Interfund Transfer	214,490	219,609	223,902	223,902	229,288	5,386	2.4%
Total Exp - Including Special Categories	1,448,037	1,526,759	1,584,714	1,473,697	2,101,040	516,326	32.6%
General Fund Support	438,992	731,729	683,714	683,714	546,383	-137,331	-20.1%
Full Time Equiv Pos (FTE) Budgeted	4.00	5.00	5.00	5.00	6.00	1.00	20.0%
Full Time Equiv Pos (FTE) Vacant at Yr End							

Division Overview (Public Service Provided, Issues and Changes)

The Child Abuse Summit budget has moved to 1626



Sheriff Family Justice Center

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Charges for Services	-	-	2,500	850	-	(2,500)	-100.0%
Interfund Transfers	-	-	1,705,098	1,705,098	1,951,843	246,745	14.5%
Operating Revenue	-	-	1,707,598	1,705,948	1,951,843	244,245	14.3%
Total Rev - Including Beginning Bal	-	-	1,707,598	1,705,948	1,951,843	244,245	14.3%
Personnel Services	-	-	1,451,438	1,509,622	1,670,196	218,758	15.1%
Materials & Services	-	-	97,139	80,856	123,064	25,925	26.7%
Cost Allocation Charges	-	-	159,021	159,021	158,583	(438)	-0.3%
Operating Expenditure	-	-	1,707,598	1,749,499	1,951,843	244,245	14.3%
Total Exp - Including Special Categories	-	-	1,707,598	1,749,499	1,951,843	244,245	14.3%
General Fund Support	-	-	1,705,098	1,705,098	1,951,843	246,745	14.5%
Full Time Equiv Pos (FTE) Budgeted			10.00	10.00	10.00	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End				1.00			

Division Overview (Public Service Provided, Issues and Changes)

No significant changes

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Sheriff Law Enforcement District

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	2,700	-	-	6,721	-	-	0%
Federal Revenues	5,811	-	-	8,224	-	-	0%
Local Government & Other Agencies	-	4,768	-	-	-	-	0%
Miscellaneous Revenue	5,369,418	6,079,868	6,171,517	6,281,515	6,351,579	180,062	2.9%
Operating Revenue	5,377,929	6,084,636	6,171,517	6,296,460	6,351,579	180,062	2.9%
Total Rev - Including Beginning Bal	5,377,929	6,084,636	6,171,517	6,296,460	6,351,579	180,062	2.9%
Personnel Services	5,369,767	6,079,868	6,171,517	6,289,739	6,351,579	180,062	2.9%
Materials & Services	115,798	-	-	-	-	-	0%
Operating Expenditure	5,485,565	6,079,868	6,171,517	6,289,739	6,351,579	180,062	2.9%
Total Exp - Including Special Categories	5,485,565	6,079,868	6,171,517	6,289,739	6,351,579	180,062	2.9%
Full Time Equiv Pos (FTE) Budgeted	35.00	36.00	36.00	36.00	36.00	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00			-			

Division Overview (Public Service Provided, Issues and Changes)

No significant changes



Sheriff Levy Patrol

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	568,400	353,069	604,500	604,500	84,982	(519,518)	-85.9%
Prior Year Revenue	-	441	-	-	-	-	0%
Taxes	3,864,019	4,014,960	3,818,070	3,818,070	4,065,834	247,764	6.5%
State Grants & Revenues	-	-	-	249	-	-	0%
Local Govts Revenues	-	724	-	-	-	-	0%
Other Revenues	5,303	15,080	10,000	12,335	10,000	-	0%
Interfund Transfers	165,334	-	-	-	-	-	0%
Operating Revenue	4,034,656	4,031,205	3,828,070	3,830,654	4,075,834	(271,754)	6.5%
Total Rev - Including Beginning Bal	4,603,056	4,384,274	4,432,570	4,435,154	4,160,816	(271,754)	-6.1%
Personnel Services	2,888,285	2,883,654	3,103,961	3,039,422	3,216,809	112,848	3.6%
Materials & Services	487,321	548,200	807,639	683,672	821,702	14,063	1.7%
Cost Allocation Charges	121,093	129,419	123,336	123,336	122,305	(1,031)	-0.8%
Operating Expenditure	3,496,699	3,561,273	4,034,936	3,846,430	4,160,816	125,880	3.1%
Interfund Transfers	516,672	-	-	-	-	-	0%
Total Exp - Including Special Categories	4,013,371	3,561,273	4,034,936	3,846,430	4,160,816	125,880	3.1%
Full Time Equiv Pos (FTE) Budgeted	18.00	18.00	18.00	18.00	18.00	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End				-			

Division Overview (Public Service Provided, Issues and Changes)
 No significant changes



Sheriff Levy Special Investigations

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	247,415	396,837	396,837	-	(396,837)	-100.0%
Prior Year Revenue	-	45,115	-	37,604	-	-	0%
Taxes	1,430,526	2,086,921	2,186,543	1,955,065	2,436,544	250,001	11.4%
Licenses & Permits	-	-	-	-	-	-	0%
Federal Grants & Revenues	-	29,400	150,000	7,500	8,500	(141,500)	-94.3%
State Grants & Revenues	-	105,820	-	150,000	150,000	150,000	0.0%
Local Govts Revenues	-	25,209	-	5,000	5,000	5,000	0.0%
Other Revenues	-	-	-	9,500	-	-	0%
Interfund Transfers	82,668	-	-	-	-	-	0%
Operating Revenue	1,513,194	2,292,465	2,336,543	2,164,669	2,600,044	263,501	11.3%
Total Rev - Including Beginning Bal	1,513,194	2,539,880	2,733,380	2,561,506	2,600,044	(133,336)	-4.9%
Personnel Services	1,713,653	2,093,226	2,045,801	2,288,794	2,120,351	74,550	3.6%
Materials & Services	72,700	81,431	309,918	251,100	351,198	41,280	13.3%
Cost Allocation Charges	75,502	78,472	83,772	83,772	83,495	(277)	-0.3%
Capital Outlay	-	27,357	-	-	-	-	0%
Operating Expenditure	1,861,855	2,280,486	2,439,491	2,623,666	2,555,044	115,553	4.7%
Special Payments	-	12,061	45,000	45,000	45,000	-	0%
Total Exp - Including Special Categories	1,861,855	2,292,547	2,484,491	2,668,666	2,600,044	115,553	4.7%
Full Time Equiv Pos (FTE) Budgeted	10.00	11.00	11.00	11.00	11.00	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.00		1.00			

Division Overview (Public Service Provided, Issues and Changes)

No significant changes



Sheriff Levy Jail Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	353,070	494,035	494,034	502,325	8,290	1.7%
Prior Year Revenue							0%
Taxes	6,266,120	6,292,505	6,440,023	6,421,440	6,352,818	(87,205)	-1.4%
Charges for Service	-	-	-	40	-	-	0%
Other Revenues	-	-	-	9,816	-	-	0%
Interfund Transfers	268,670	-	(114,239)	(114,239)	-	114,239	-100.0%
Operating Revenue	6,534,790	6,292,505	6,325,784	6,317,057	6,352,818	27,034	0.4%
Total Rev - Including Beginning Bal	6,534,790	6,645,575	6,819,819	6,811,091	6,855,143	35,324	0.5%
Personnel Services	4,852,799	4,868,233	5,221,281	5,291,531	5,397,442	176,161	3.4%
Materials & Services	758,384	1,069,468	1,155,680	1,146,393	1,171,362	15,682	1.4%
Cost Allocation Charges	211,076	212,355	285,778	285,778	286,339	561	0.2%
Operating Expenditure	5,822,259	6,150,056	6,662,739	6,723,702	6,855,143	192,404	2.9%
Total Exp - Including Special Categories	5,822,259	6,150,056	6,662,739	6,723,702	6,855,143	192,404	2.9%
Full Time Equiv Pos (FTE) Budgeted	31.00	31.00	31.00	31.00	31.00	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End				-			

Division Overview (Public Service Provided, Issues and Changes)

No significant changes



Sheriff Levy Jail Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Requested Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	353,070	494,035	494,034	502,325	8,290	1.7%
Prior Year Revenue							0%
Taxes	6,266,120	6,292,505	6,440,023	6,421,440	6,352,818	(87,205)	-1.4%
Charges for Service	-	-	-	40	-	-	0%
Other Revenues	-	-	-	9,816	-	-	0%
Interfund Transfers	268,670	-	(114,239)	(114,239)	-	114,239	-100.0%
Operating Revenue	6,534,790	6,292,505	6,325,784	6,317,057	6,352,818	27,034	0.4%
Total Rev - Including Beginning Bal	6,534,790	6,645,575	6,819,819	6,811,091	6,855,143	35,324	0.5%
Personnel Services	4,852,799	4,868,233	5,221,281	5,291,531	5,397,442	176,161	3.4%
Materials & Services	758,384	1,069,468	1,155,680	1,146,393	1,171,362	15,682	1.4%
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Total Exp - Including Special Categories	5,822,259	6,150,056	6,662,739	6,723,702	6,855,143	192,404	2.9%
Full Time Equiv Pos (FTE) Budgeted	31.00	31.00	31.00	31.00	31.00	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End				-			

Division Overview (Public Service Provided, Issues and Changes)

No significant changes



Community Corrections

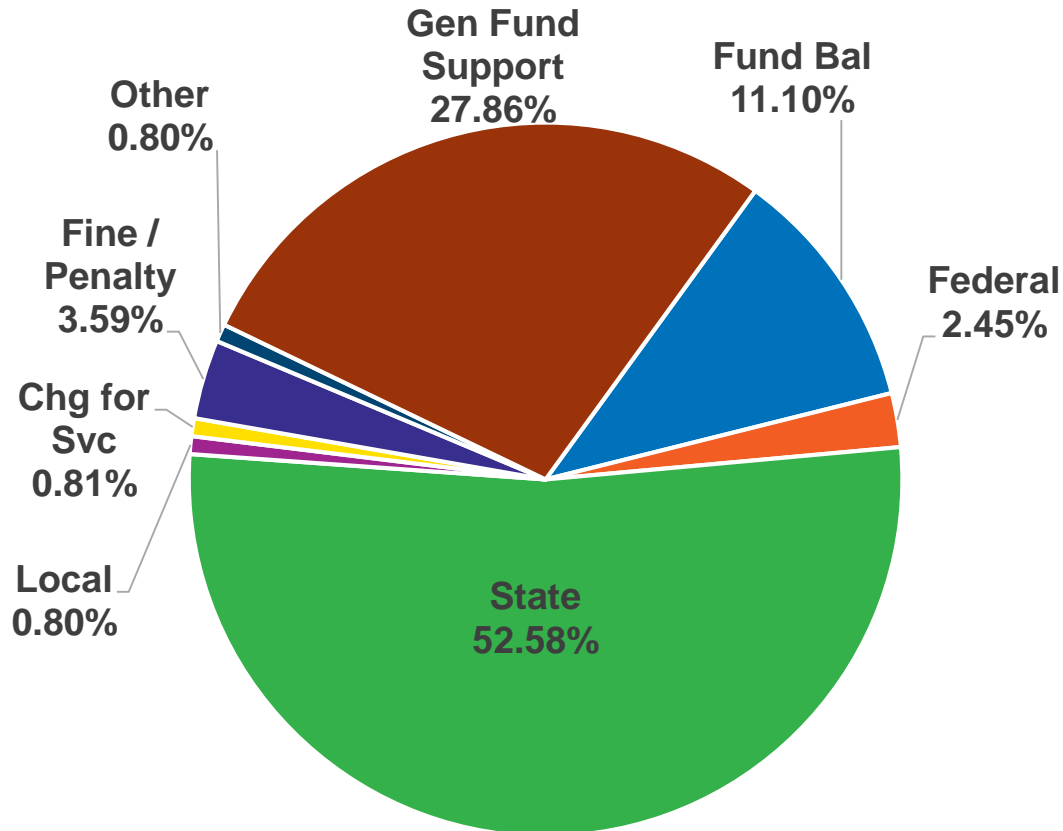
2020-2021 BUDGET PRESENTATION



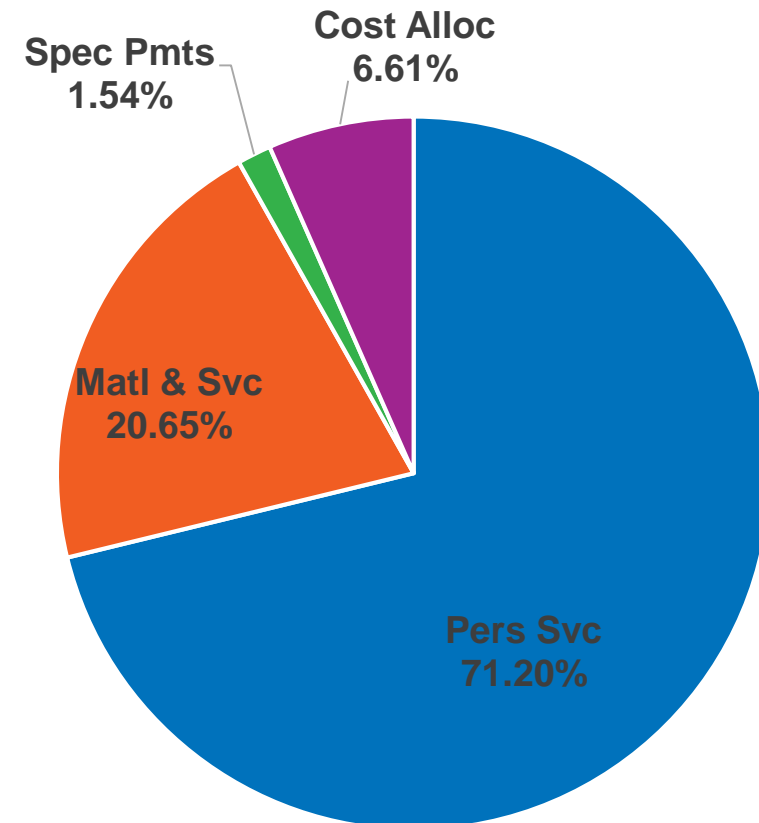
Community Corrections

FY20-21 Revenue and Expenses

Revenue



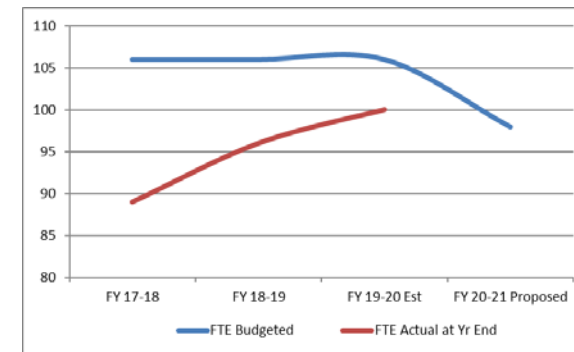
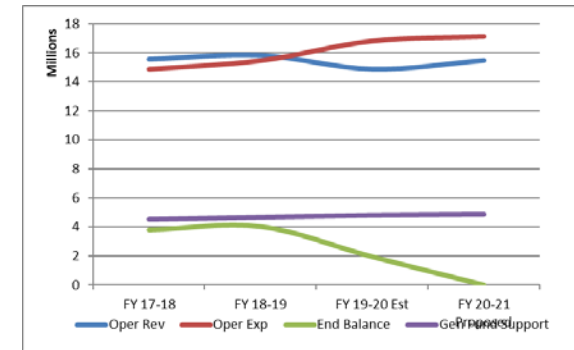
Expenditure



Community Corrections

Summary of Revenue and Expense

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	3,204,850	3,774,149	3,214,152	4,000,825	4,000,825	1,932,610	-2,068,215	-51.7%
Federal Grants & Revenues	0	3,244	316,365	316,365	16,374	425,688	109,323	34.6%
State Grants & Revenues	9,898,063	9,897,382	8,726,775	9,670,817	8,991,961	9,151,547	-519,270	-5.4%
Local Grants & Revenues	131,550	154,000	140,000	140,000	140,000	140,000	0	0%
Charges for Service	261,002	164,923	131,805	131,805	143,100	141,275	9,470	7.2%
Fines & Penalties	576,455	619,723	675,000	675,000	625,000	625,000	-50,000	-7.4%
Other Revenues	146,157	307,919	170,230	170,230	160,120	138,617	-31,613	-18.6%
Other Financing Sources		2,610			1,891			
Interfund Transfers	4,546,938	4,672,087	4,790,582	4,790,582	4,790,582	4,848,763	58,181	1.2%
Operating Revenue	15,560,165	15,821,888	14,950,757	15,894,799	14,869,028	15,470,890	-423,909	-2.7%
% Change	NA	1.7%	-5.5%	0.5%	-6.0%	4.0%		
Personnel Services	10,508,290	11,133,113	13,144,451	13,169,451	12,073,500	12,390,904	-778,547	-5.9%
Materials & Services	3,307,218	3,314,358	3,698,442	4,821,228	3,530,651	3,594,193	-1,227,035	-25.5%
Cost Allocation Charges	1,009,701	1,027,162	1,185,739	1,185,739	1,185,739	1,151,092	-34,647	-2.9%
Capital Outlay	45,078		30,000	30,000	30,000		-30,000	-100.0%
Operating Expenditure	14,870,287	15,474,633	18,058,632	19,206,418	16,819,890	17,136,189	-2,070,229	-10.8%
% Change	NA	4.1%	16.7%	24.1%	8.7%	1.9%		
Special Payments	120,579	120,579	106,277	223,630	117,353	267,311	43,681	19.5%
Reserve for Future Expenditures	0	0	0	0		0	0	0%
Contingency	0	0	0	465,576		0	-465,576	-100.0%
Total Expenditure	14,990,866	15,595,212	18,164,909	19,895,624	16,937,243	17,403,500	-2,535,805	-12.5%
Ending Balance (if applicable) (includes Reserve & Contingency)	3,774,149	4,000,825	0	0	1,932,610	0	0	0%
General Fund Support (if applicable)	4,546,938	4,672,087	4,790,582	4,790,582	4,790,582	4,848,763	58,181	1.2%
Full Time Equiv Positions (FTE) Budgeted	106.0	106.0	106.0	106.0	106.0	98.0	-8.0	-7.5%
Full Time Equiv Positions (FTE) Filled at Yr End	89.0	96.0			100.0			
Full Time Equiv Positions (FTE) Vacant at Yr End	17.0	10.0			6.0			





Community Corrections

Department Budget Summary by Fund

<i>Line of Business</i>	FY 20/21	FY 20/21	FY	FY 20/21	FY 20/21
<i>Program</i>	FTE	Community Corrections Fund (219)		Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
Reintegration					
Residential Treatment & Counseling	30.50	5,668,156		5,668,156	1,179,214
Parole & Probation Supervision	31.00	5,825,875		5,825,875	1,628,858
Victim Services	1.00	131,672		131,672	99,533
Pretrial & Transitional Resources	11.00	1,765,750		1,765,750	325,348
Community Service	4.00	644,620		644,620	363,201
				-	
Community Coordination				-	
Office of the Director	13.50	2,636,502		2,636,502	921,527
Operational Support Services	7.00	698,350		698,350	318,343
Employee Development & Training	0.00	32,575		32,575	12,739
TOTAL	98.00	17,403,500	0	17,403,500	4,848,763
FY 19/20 Budget	106.00	19,895,624		19,895,624	4,790,582
\$ Increase (Decrease)	-8.00	-2,492,124	0	-2,492,124	58,181
% Increase (Decrease)	-7.55%	-12.53%		-12.53%	1.21%

** 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

Community Corrections Performance Clackamas Strategic Results

BCC Priority	Measure	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY20-21 Target
By 2021, the county's budget will be 100% tied to results with transparency to the public.	By 2023, the department will create a communication plan that will provide Clackamas County residents, state and county agencies, and Community Corrections clients with a clear understanding of services provided and consistent updates on departmental progress and outcomes.	New	New	New	New
By 2023, 30% reduction of chronically homeless people on the Coordinated Housing Access waitlist.	By 2025, there will be a 5% increase in Parole and Probation clients who live in <i>stable housing</i> by the end of supervision	New	New	New	New

Community Corrections

2019 Major Accomplishments

- Provided Transitional housing to 285 individuals
 - 153 prison releases
- Provided Supportive Mental Health Stabilization Housing to 65 individuals
 - 12 prison releases
 - Average length of stay 96 days
- Provided Residential Treatment and Programming to 327 individuals
 - 43 Clackamas Substance Abuse Program (CSAP) Graduates.
- Pre-Trial services program reduced jail forced release by 64%

Community Corrections

Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff
\$979,496	8.0 FTE cut (4 PPO, 1 Counselor, 1 CC Officer, 1 Admin Asst, 1 Dep Director)	Reduced Transitional services for clients releasing from jail and prison
\$308,448	Mental Health housing and mentors – 20 beds, 3.5 mentors	Increase in homelessness for Community Corrections clients in need of mental health stabilization.
\$216,147	Cuts to contracted services and client support	Reduced Transitional services and employment development for clients releasing from jail and prison

Other Issues

Description	Service Level Impact, including citizens & staff

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



Community Corrections

Department Mission

The mission of Clackamas County Community Corrections is to provide supervision, resources, intervention, treatment & victim services to justice involved individuals and crime victims so they can experience and contribute to a safe community.

Community Corrections

Captain Malcolm McDonald - Director
FTE 98

Total Proposed \$17,403,500

General Fund Support \$ 4,848,763

Reintegration

Imdieke/Kuklenski
Total Proposed
\$14,036,073

Gen Fund \$ 3,596,154

Community Coordination

Imdieke/Kuklenski
Total Proposed
\$3,367,427

Gen Fund \$ 1,252,609

Residential Treatment & Counseling

Brian Imdieke
FTE 30.5
Total Proposed
\$5,668,156

Gen Fund \$ 1,179,214

Office of the Director

Imdieke/Kuklenski
FTE 13.5
Total Proposed
\$2,636,502

Gen Fund \$ 921,527

Parole & Probation Supervision

Kelly Kuklenski
FTE 31.0
Total Proposed
\$5,825,875

Gen Fund \$ 1,628,858

Operational Support Services

Kelly Kuklenski
FTE 7.0
Total Proposed
\$698,350

Gen Fund \$ 318,343

Victim Services

Kelly Kuklenski
FTE 1.0
Total Proposed
\$131,672

Gen Fund \$ 99,533

Employee Development & Training

MGR
FTE 0
Total Proposed
\$32,575

Gen Fund \$ 12,739

Pretrial Services & Transitional Resources

Brian Imdieke
FTE 11.0
Total Proposed
\$1,765,750

Gen Fund \$ 325,348

Community Service

Brian Imdieke
FTE 4.0
Total Proposed
\$644,620

Gen Fund \$ 363,201



Reintegration

Residential Treatment & Counseling

Purpose Statement

The purpose of the Residential Treatment & Counseling program is to provide pro-social guidance, treatment, employment & housing services to clients so they can experience their best opportunity for successful, pro-social reintegration into the community.

Performance Narrative Statement

The Residential Treatment & Counseling program proposed a \$5,668,156 operating budget. These resources will allow FTE to operate 84 Clackamas Substance Abuse Program (CSAP) treatment beds, 10 Short-Term Transitional Leave (STTL) beds, and 20 Work Release beds. The program provides aftercare treatment and support services for CSAP clients when they transition from a treatment bed to supportive housing.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 20-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	85% residential clients who do not commit crimes within a year following the end of treatment	New	New	New	New	80%
Result	95% alcohol or drug addicted residential clients who are in recovery at the end of treatment	New	New	New	New	90%
Result	95% residential clients who live in stable housing by the end of treatment	New	New	New	New	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 **Shared Services:** with the State as listed on Association of Counties chart.
Grant Funding: Justice Reinvestment carryover funds from 2017-2019 biennium to fund STTL and CSAP expansion through December 2019. BJA grant to establish Alternatives to Incarceration for Individuals with Opioid Use Disorders.



Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	206,155	863,138	863,138	561,470	(301,668)	-35.0%
Federal Grants & Revenues	-	3,244	316,365	16,374	425,688	109,323	34.6%
State Grants & Revenues	-	2,770,654	3,495,514	3,266,282	3,367,009	(128,505)	-3.7%
Charges for Service	-	16,470	32,805	49,275	49,275	16,470	50.2%
Other Revenues	-	179,920	97,000	92,816	85,500	(11,500)	-11.9%
Interfund Transfers	-	1,111,915	1,111,915	1,111,915	1,179,214	67,299	6.1%
Operating Revenue	-	4,082,203	5,053,599	4,536,662	5,106,686	53,087	1.1%
Total Rev - Including Beginning Bal	-	4,288,358	5,916,737	5,399,800	5,668,156	(248,581)	-4.2%
Personnel Services	-	2,565,687	3,445,023	3,179,560	3,335,218	(109,805)	-3.2%
Materials & Services	-	984,031	1,951,026	1,341,816	1,806,225	(144,801)	-7.4%
Special Payments	-	120,579	223,630	-	117,353	(106,277)	-47.5%
Cost Allocation Charges	-	-	374,337	374,337	409,360	35,023	9.4%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	3,670,297	5,994,016	4,895,713	5,668,156	(325,860)	-5.4%
Total Exp - Including Special Categories	-	3,670,297	5,994,016	4,895,713	5,668,156	(325,860)	-5.4%
General Fund Support (if applicable)	-	1,111,915	1,111,915	1,111,915	1,179,214	67,299	6.1%
Full Time Equiv Pos (FTE) Budgeted	-	35.00	31.50	35.00	30.50	(1.00)	-3.17%
Full Time Equiv Pos (FTE) Filled at Yr End	-	31.00	-	30.00	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	4.00	-	5.00	-	-	0%

Significant Issues and Changes

State of Oregon and Community Corrections Act (CCA) funding was reduced by \$1,428,530 for the 2019-2021 biennium (\$714,265 annual). Community Corrections Counselor and Community Corrections Officer positions were removed from this program. Client support budget was reduced and no budget for potential capital projects. JRI funding has been granted for the 2019-2021 biennium and will support the expanded Short-term Transitional Leave and Corrections Substance Abuse Programs. Year 2 of the Bureau of Justice federal grant to establish alternative to incarceration for individuals with opioid use disorders will see increased activity. We are also in the process of finalizing a sub-award to fund a full-time mentor through another Bureau of Justice grant.



Reintegration

Parole & Probation Supervision

Purpose Statement

The purpose of the Parole and Probation Supervision Program is to provide assessment 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.

Performance Narrative Statement

The Parole & Probation program proposed a \$5,825,875 operating budget. These resources will allow FTE to provide case planning, counseling, interventions and accountability to justice-involved adults sentenced to probation or post-prison supervision. This program offers housing for justice-involved adults under community supervision in need of mental health stabilization and supportive services, diverting them from homelessness and jail.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 20-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	20% reduction in crimes committed by Community Corrections clients within a year following the end of supervision	New	New	New	New	15%
Result	75% clients who live in stable housing by the end of supervision	New	New	New	New	70%
Result	80% of victims who are due restitution receive it	New	New	New	New	70%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation **Mandated Services:** ORS 423.478(2)(a)-(f) assigns responsibility for all offenders on probation, parole, post-prison supervision and those offenders sentenced or revoked for periods of one year or less, and on conditional release to County
Shared Services: with the State as listed on Association of Counties chart.



Reintegration

Parole & Probation Supervision

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	13,267	530,000	530,000	54,976	(475,024)	-89.6%
State Grants & Revenues	-	2,714,904	3,212,741	2,810,084	3,511,424	298,683	9.3%
Charges for Service	-	20,953	15,000	8,000	8,000	(7,000)	-46.7%
Fines & Penalties	-	596,114	650,000	600,000	600,000	(50,000)	-7.7%
Other Revenues	-	28,707	22,730	23,517	22,617	(113)	-0.5%
Interfund Transfers	-	1,629,038	1,628,858	1,628,858	1,628,858	-	0%
Operating Revenue	-	4,989,716	5,529,329	5,070,459	5,770,899	241,570	4.4%
Total Rev - Including Beginning Bal	-	5,002,983	6,059,329	5,600,459	5,825,875	(233,454)	-3.9%
Personnel Services	-	3,663,134	4,752,932	4,319,874	4,398,356	(354,576)	-7.5%
Materials & Services	-	422,372	654,213	625,864	922,236	268,023	41.0%
Cost Allocation Charges	-	-	544,885	544,885	505,283	(39,602)	-7.3%
Capital Outlay	-	-	30,000	30,000	-	(30,000)	-100.0%
Operating Expenditure	-	4,085,506	5,982,030	5,520,623	5,825,875	(156,155)	-2.6%
Total Exp - Including Special Categories	-	4,085,506	5,982,030	5,520,623	5,825,875	(156,155)	-2.6%
General Fund Support (if applicable)	-	1,629,038	1,628,858	1,628,858	1,628,858	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	34.00	34.00	34.00	35.00	1.00	2.94%
Full Time Equiv Pos (FTE) Filled at Yr End	-	31.00	-	29.00	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	3.00	-	5.00	-	-	0%

Significant Issues and Changes

State of Oregon and Community Corrections Act (CCA) funding was reduced by \$1,428,530 for the 2019-2021 biennium (\$714,265 annual). 4.0 PPO2 positions were removed from this program as have 20 beds of mental health housing and support.



Reintegration Victim Services

Purpose Statement

The purpose of the Victim Services Program is to provide 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.

Performance Narrative Statement

The Victim Services program proposed a \$131,672 operating budget. These resources will provide safety planning, advocacy, support and notification to victims post-conviction. Clackamas County Community Corrections is one of only six Community Corrections departments in Oregon providing post-conviction services to victims and survivors of crime.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 20-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	75% victims who complete a safety plan	New	New	New	New	80%
Output	# victims served	New	New	New	New	90%
Output	# domestic violence victims served	New	New	New	New	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 **Shared Services:** with the State as listed on Association of Counties chart.



Reintegration

Victim Services

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	155,722	-	-	4,112	4,112	0%
State Grants & Revenues	-	28,027	28,027	28,027	28,027	-	0%
Interfund Transfers	-	73,979	99,533	99,533	99,533	-	0%
Operating Revenue	-	102,006	127,560	127,560	127,560	-	0%
Total Rev - Including Beginning Bal	-	257,728	127,560	127,560	131,672	4,112	3.2%
Personnel Services	-	110,902	118,232	114,384	122,421	4,189	3.5%
Materials & Services	-	40,635	2,869	3,313	2,761	(108)	-3.8%
Cost Allocation Charges	-	-	6,459	6,459	6,490	31	0.5%
Operating Expenditure	-	151,537	127,560	124,156	131,672	4,112	3.2%
Total Exp - Including Special Categories	-	151,537	127,560	124,156	131,672	4,112	3.2%
General Fund Support (if applicable)	-	73,979	99,533	99,533	99,533	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	1.00	1.00	1.00	1.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	1.00	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	-	-	-	0%

Significant Issues and Changes



Reintegration

Pretrial & Transitional Resources

Purpose Statement

The purpose of the Pretrial Services & Transitional Resource Program is to provide 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.

Performance Narrative Statement

The Pretrial Services & Transitional Resources program proposed a \$1,765,750 operating budget. These resources will provide FTE at Pretrial Services to conduct pretrial assessments and monitoring, along with FTE at the Transition Center to deliver transitional services for justice-involved adults releasing from prison and jail. This program provides supportive housing to all justice-involved adults releasing from prison to Clackamas County who are homeless at the time of release, preventing over 300 individuals from being homeless in 2018. This program provides employment and mentoring services for all Community Corrections clients.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 20-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	20% reduction in crimes committed by Community Corrections clients within one year following the end of supervision	New	New	New	New	80%
Result	20% reduction in pretrial defendants force-released from jail	New	New	New	New	90%
Result	65% of defendants who make all scheduled court appearances	New	New	New	New	90%
Result	75% clients who live in stable housing by the end of supervision	New	New	New	New	70%
Output	# individuals who receive services	New	New	New	New	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 **Shared Services:** with the State as listed on Association of Counties chart.
Grant Funding: Justice Reinvestment carryover funds from 2017-2019 biennium to fund Pretrial program through December 2019.



Reintegration

Pretrial & Transitional Services

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	2,124,875	1,556,183	1,556,183	773,873	(782,310)	-50.3%
State Grants & Revenues	-	1,421,496	1,183,489	1,191,657	666,529	(516,960)	-43.7%
Charges for Service	-	30,000	-	-	-	-	0%
Interfund Transfers	-	325,348	325,348	325,348	325,348	-	0%
Operating Revenue	-	1,776,844	1,508,837	1,517,005	991,877	(516,960)	-34.3%
Total Rev - Including Beginning Bal	-	3,901,719	3,065,020	3,073,188	1,765,750	(1,299,270)	-42.4%
Personnel Services	-	1,174,104	1,416,292	1,419,667	1,218,635	(197,657)	-14.0%
Materials & Services	-	914,138	1,565,013	1,012,026	494,127	(1,070,886)	-68.4%
Special Payments	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	83,715	83,715	52,988	(30,727)	-36.7%
Operating Expenditure	-	2,088,242	3,065,020	2,515,408	1,765,750	(1,299,270)	-42.4%
Total Exp - Including Special Categories	-	2,088,242	3,065,020	2,515,408	1,765,750	(1,299,270)	-42.4%
General Fund Support (if applicable)	-	325,348	325,348	325,348	325,348	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	10.00	12.00	12.00	11.00	(1.00)	-8.33%
Full Time Equiv Pos (FTE) Filled at Yr End	-	10.00	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

State of Oregon and Community Corrections Act (CCA) funding was reduced by \$1,428,530 for the 2019-2021 biennium (\$714,265 annual). 1.5 mentor positions were removed from this program as well as \$98,990 of employment services/support provided by an agreement with Community Solutions. Client support was reduced by \$15,000 and drug testing services were reduced by \$5,000. Justice Reinvestment funding to support the Pretrial program was received for the 2019-2021 biennium.



Reintegration Community Service

Purpose Statement

The purpose of the Community Service program is to provide a cost effective workforce and safe, pro-social sentencing alternative to local community partners & justice involved individuals so they can be accountable for their offense, while contributing to and remaining in their local community.

Performance Narrative Statement

The Community Service program proposed a \$644,620 operating budget. These resources will allow FTE to provide community-based sentencing alternatives to provide cost savings to the county and our local community partners. In 2018, this program provided over 43,000 service hours in the county to various non-profit and local government agencies. These contracted agencies are projected to provide \$224,000 in revenue toward support of this program.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 20-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Output	# community service hours provided	New	New	New	New	
Result	# jail bed days not used	New	New	New	New	2706
Output	\$ received from Community Service contracts	New	New	New	New	

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 **Shared Services:** with the State as listed on Association of Counties chart.



Reintegration

Community Service

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	32,419	32,419	0%
Local Grants & Revenues	-	154,000	140,000	140,000	140,000	-	0%
Charges for Service	-	97,500	84,000	85,825	84,000	-	0%
Fines & Penalties	-	23,609	25,000	25,000	25,000	-	0%
Other Revenues	-	-	-	1,891	-	-	0%
Interfund Transfers	-	268,825	363,201	363,201	363,201	-	0%
Operating Revenue	-	543,934	612,201	615,917	612,201	-	0%
Total Rev - Including Beginning Bal	-	543,934	612,201	615,917	644,620	32,419	5.3%
Personnel Services	-	426,453	502,405	484,630	532,469	30,064	6.0%
Materials & Services	-	61,179	82,015	83,557	84,454	2,439	3.0%
Cost Allocation Charges	-	-	27,781	27,781	27,697	(84)	-0.3%
Operating Expenditure	-	487,632	612,201	595,968	644,620	32,419	5.3%
Total Exp - Including Special Categories	-	487,632	612,201	595,968	644,620	32,419	5.3%
General Fund Support (if applicable)	-	268,825	363,201	363,201	363,201	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	4.00	4.00	4.00	4.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	3.00	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	-	-	-	0%

Significant Issues and Changes



Community Coordination

Office of the Director

Purpose Statement

The purpose of the Office of the Director program is to provide innovative leadership, motivation and administrative services to Community Corrections and the Sheriff's Office so they can create a high performance, resilient, customer-focused culture of innovation.

Performance Narrative Statement

The Office of the Director Program proposed a \$2,636,502 operating budget. These resources will provide FTE to provide administration, leadership, and accountability to all programs. This program provides the data, research and performance analyses of Community Corrections programs, moving the department towards achieving its strategic and key results.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 20-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	75% strategic & key results achieved	New	New	New	New	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 **Shared Services:** with the State as listed on Association of Counties chart.



Community Coordination

Office of the Director

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	1,085,516	1,030,073	1,030,073	505,760	(524,313)	-50.9% 0%
State Grants & Revenues	-	2,482,516	1,351,203	1,178,715	1,178,715	(172,488)	-12.8%
Other Revenues	-	101,823	50,500	43,787	30,500	(20,000)	-39.6%
Interfund Transfers	-	1,036,561	868,165	868,165	921,527	53,362	6.1%
Operating Revenue	-	3,620,900	2,269,868	2,090,667	2,130,742	(139,126)	-6.1%
Total Rev - Including Beginning Bal	-	4,706,416	3,299,941	3,120,740	2,636,502	(663,439)	-20.1%
Personnel Services	-	2,780,452	2,290,537	1,946,738	2,218,731	(71,806)	-3.1%
Materials & Services	-	711,743	446,941	340,436	320,419	(126,522)	-28.3%
Cost Allocation Charges	-	1,027,162	96,887	96,887	97,352	465	0.5%
Capital Outlay	-	-	-	-	-	-	0%
Reserve	-	-	465,576	-	-	-	0%
Operating Expenditure	-	4,519,357	3,299,941	2,384,061	2,636,502	(197,863)	-20.1%
Total Exp - Including Special Categories	-	4,519,357	3,299,941	2,384,061	2,636,502	(197,863)	-20.1%
General Fund Support (if applicable)	-	1,036,561	868,165	868,165	868,165	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	15.00	14.50	14.00	13.50	(1.00)	-6.9%
Full Time Equiv Pos (FTE) Filled at Yr End	-	14.00	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	-	-	-	0%

Significant Issues and Changes

State of Oregon and Community Corrections Act (CCA) funding was reduced by \$1,428,530 for the 2019-2021 biennium (\$714,265 annual). Deputy Director position was removed from this program.



Community Coordination

Operational Support Services

Purpose Statement

The purpose of the Operational Support Services program is to provide client intake, logistics and discharge management services to justice involved individuals so they can successfully navigate and fulfill their obligations and be prepared to pro-socially reintegrate into the community.

Performance Narrative Statement

The Operational Support Services program proposed a \$698,350 operating budget. These resources will provide FTE to intake and assign over 1,800 new justice-involved adults being placed on probation or released from prison during the course of a year. This program maintains the electronic and paper records on over 4,000 unique individuals on community supervision, ensuring warrants and violations are processed along with accurately discharging individuals from community supervision.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 20-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	80% clients appropriately and accurately assigned to services within 48 hours	New	New	New	New	75%
Output	# new assignments processed within 48 hours	New	New	New	New	
Output	# new assignments	New	New	New	New	

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 **Shared Services:** with the State as listed on Association of Counties chart.



Community Coordination

Operational Support Services

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	188,564	21,451	21,451	-	(21,451)	-100.0% 0%
State Grants & Revenues	-	440,285	380,007	380,007	380,007	-	0%
Interfund Transfers	-	186,921	373,537	373,537	318,343	(55,194)	-14.8%
Operating Revenue	-	627,206	753,544	753,544	698,350	(55,194)	-7.3%
Total Rev - Including Beginning Bal	-	815,770	774,995	774,995	698,350	(76,645)	-9.9%
Personnel Services	-	412,382	644,030	608,647	565,074	(78,956)	-12.3%
Materials & Services	-	112,597	79,290	78,778	81,354	2,064	2.6%
Cost Allocation Charges	-	-	51,675	51,675	51,922	247	0.5%
Operating Expenditure	-	524,979	774,995	739,100	698,350	(76,645)	-9.9%
Total Exp - Including Special Categories	-	524,979	774,995	739,100	698,350	(76,645)	-9.9%
General Fund Support (if applicable)	-	186,921	373,537	373,537	318,343	(55,194)	-14.8%
Full Time Equiv Pos (FTE) Budgeted	-	8.00	8.00	8.00	7.00	(1.00)	-12.5%
Full Time Equiv Pos (FTE) Filled at Yr End	-	7.00	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	-	-	-	0%

Significant Issues and Changes

State of Oregon and Community Corrections Act (CCA) funding was reduced by \$1,428,530 for the 2019-2021 biennium (\$714,265 annual). Administrative Specialist 1 position was removed from this program.



Employee Development & Training

Purpose Statement

The purpose of the Employee Development and Training Program is to provide staff safety and survival skills and evidence-based practices training services to Community Corrections staff and partners so they can reduce risk, safely provide effective services, and make informed decisions based on results-oriented data.

Performance Narrative Statement

The Employee Development & Training program proposed a \$32,575 operating budget. These resources will provide trainers and equipment to deliver safety skills, survival skills, and evidence-based practice training. This program offers a broad spectrum of training such as firearms skills for Parole & Probation Officers, effective communication, risk assessment, CPR/First Aid, and case planning. This training will increase both officer and public safety. This program also provides support and training focused on employee wellness and peer support.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 20-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	85% employees who report they work in a supportive, pro-actively coached, continuous improvement environment	New	New	New	New	75%
Result	75% training participants who improve in before and after evaluations	New	New	New	New	70%
Result	95% employees who do not miss work due to injuries	New	New	New	New	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 **Shared Services:** with the State as listed on Association of Counties chart.



Community Coordination

Employee Development & Training

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
State Grants & Revenues	-	39,501	19,836	19,836	19,836	-	0%
Interfund Transfers	-	39,500	20,025	20,025	12,739	(7,286)	-36.4%
Operating Revenue	-	79,001	39,861	39,861	32,575	(7,286)	-18.3%
Total Rev - Including Beginning Bal	-	79,001	39,861	39,861	32,575	(7,286)	-18.3%
Materials & Services	-	67,419	39,861	44,861	32,575	(7,286)	-18.3%
Operating Expenditure	-	67,419	39,861	44,861	32,575	(7,286)	-18.3%
Total Exp - Including Special Categories	-	67,419	39,861	44,861	32,575	(7,286)	-18.3%
General Fund Support (if applicable)	-	39,500	20,025	20,025	12,739	(7,286)	-36.4%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes



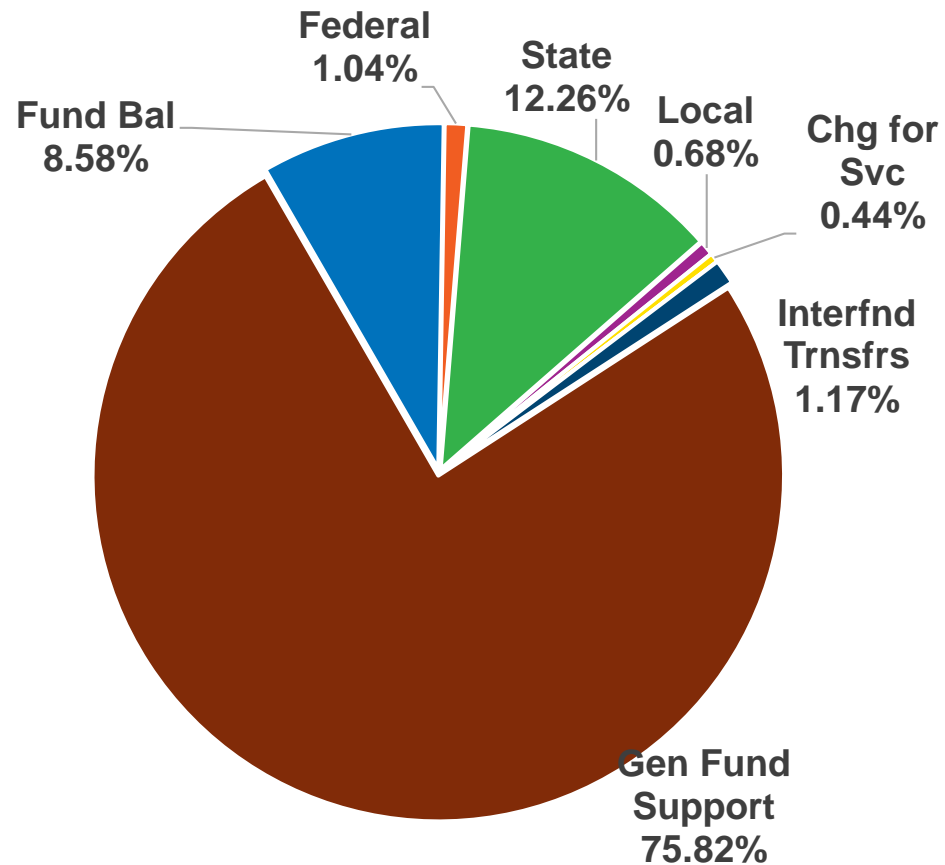
Juvenile Department

2020-2021 BUDGET PRESENTATION

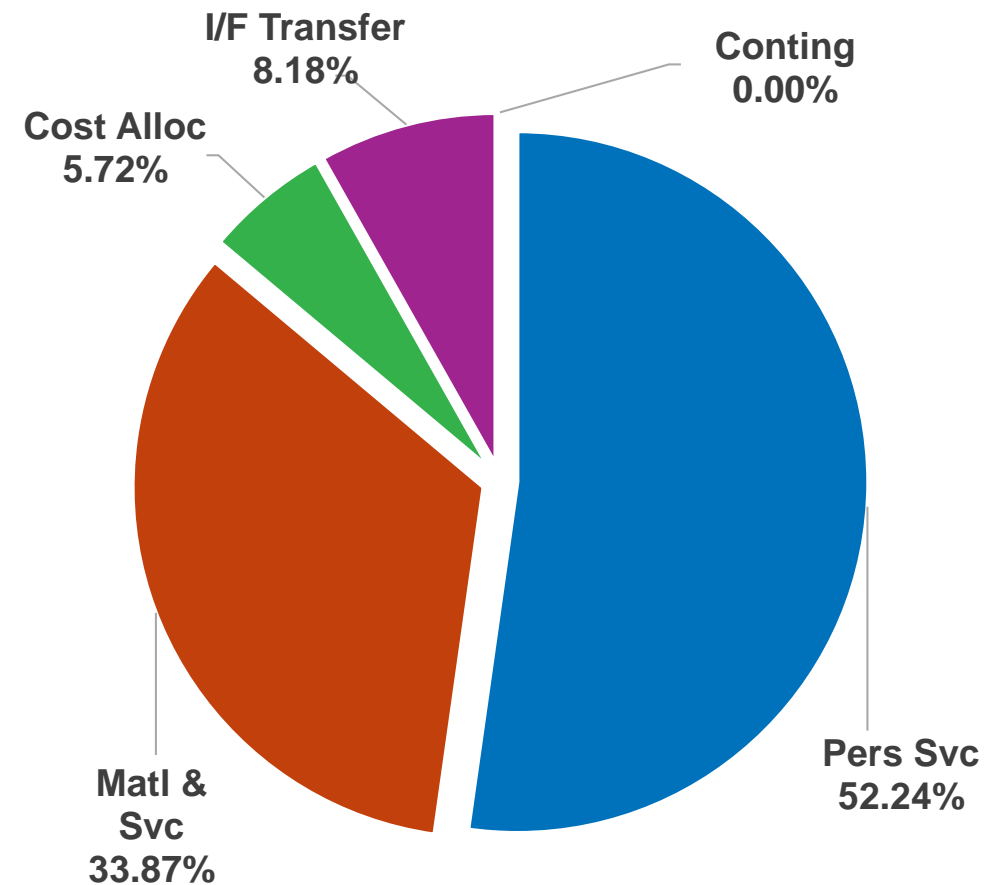
Juvenile Department

2020/21 Revenue and Expenses

Revenue



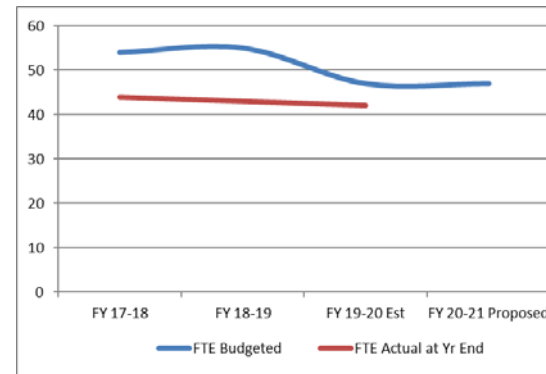
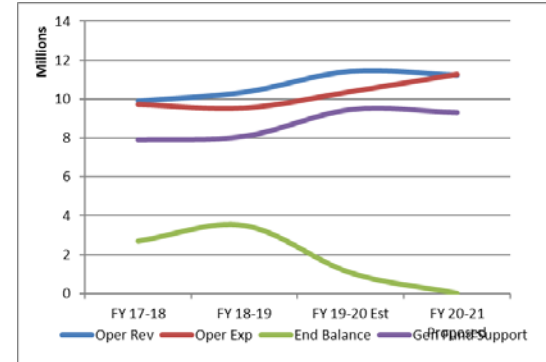
Expenditures



Juvenile Department

Summary of Revenue & Expenses

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	2,549,346	2,699,331	1,678,125	3,495,309	3,495,309	1,055,627	-2,439,682	-69.8%
Prior Year Revenue	315,431	0	0	0	54,367	0		0%
Federal Grants & Revenues	150,449	178,320	139,929	139,929	108,122	128,264	-11,665	-8.3%
State Grants & Revenues	1,229,471	1,833,686	1,544,558	1,490,113	1,590,113	1,508,102	17,989	1.2%
Local Grants & Revenues	136,242	34,704	134,350	134,350	79,594	83,288	-51,062	-38.0%
Charges for Service	71,217	21,198	54,484	54,484	8,872	54,484	0	0%
Fines & Penalties	0	0	0	0	0	0	0	0%
Other Revenues	3,439	358	0	0	1,114	0	0	0%
Interfund Transfers	7,977,463	8,282,902	8,466,104	9,608,642	9,608,642	9,467,000	-141,642	-1.5%
Operating Revenue	9,883,712	10,351,168	10,339,425	11,427,518	11,450,824	11,241,138	-186,380	-1.6%
% Change	NA	4.7%	-0.1%	10.4%	10.6%	-2.9%		
Personnel Services	5,622,525	5,583,238	7,263,360	6,486,974	6,139,522	6,423,460	-63,514	-1.0%
Materials & Services	3,463,104	3,355,960	3,902,386	4,088,740	3,553,871	4,164,677	75,937	1.9%
Cost Allocation Charges	647,085	606,147	701,804	701,804	701,804	703,001	1,197	0.2%
Capital Outlay	1,013	9,846					0	0%
Operating Expenditure	9,733,727	9,555,191	11,867,550	11,277,518	10,395,197	11,291,138	13,620	0.1%
% Change	NA	-1.8%	24.2%	18.0%	8.8%	1.7%		
Interfund Transfers	0	0	0	3,495,309	3,495,309	1,005,627	-2,489,682	-71.2%
Contingency	0	0	150,000	150,000	0	0	-150,000	0.0%
Total Expenditure	9,733,727	9,555,191	12,017,550	14,922,827	13,890,506	12,296,765	-2,626,062	-17.6%
Ending Balance (if applicable) (includes Reserve & Contingency)	2,699,331	3,495,308	150,000	150,000	1,055,627	0	-150,000	0.0%
General Fund Support (if applicable)	7,924,463	8,105,401	8,271,518	9,473,154	9,473,154	9,323,154	-150,000	-1.6%
Full Time Equiv Positions (FTE) Budgeted	54.0	55.0	54.0	47.0	47.0	47.0	0.0	0%
Full Time Equiv Positions (FTE) Filled at Yr End	44.0	43.0			42.0			
Full Time Equiv Positions (FTE) Vacant at Yr End	10.0	12.0			5.0			



<i>Line of Business</i>	FY20/21	FY20/21	FY20/21	FY20/21	FY20/21	FY20/21	FY20/21
<i>Program</i>	FTE	Public Safety	Reformation	Accountability	Administration	Total Proposed Budget	General Fund Subsidy Included in Proposed
Public Safety							
Custody Services	4.00	2,301,014				2,301,014	1,202,785
Assessment	9.25	1,932,959				1,932,959	1,726,965
Reformation							
Evaluation & Treatment	5.60		1,496,905			1,496,905	1,267,498
Positive Youth Development	6.55		1,160,025			1,160,025	904,104
Accountability							
Supervision Services	12.05			2,153,555		2,153,555	2,029,646
Victim Services	1.40			258,621		258,621	258,621
Administration							
Office of the Director	5.15				2,545,215	2,545,215	1,485,064
Policy, Performance & Research	3.00				448,471	448,471	448,471
TOTAL	47.00	4,233,973	2,656,930	2,412,176	2,993,686	12,296,765	9,323,154
FY19/20 Revised Budget	47.00	4,237,331	2,809,748	2,375,622	5,500,126	14,922,827	9,473,154
\$ Increase (Decrease)	0.00	-3,358	-152,818	36,554	-2,506,440	-2,626,062	-150,000
% Increase (Decrease)	0.00%	-0.08%	-5.44%	1.54%	-45.57%	-17.60%	-1.58%

**** 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**

Significant Issues and Relevant Changes during FY19-20

During the FY19-20 Supplemental Budget process on 1/16/2020, changes were implemented to right-size the Juvenile Department's budget that are not shown above. As compared to the Department's FY19-20 Adopted Budget on 6/30/2019, this is what changed through the FY19-20 Supplemental Budget process:

- Reduced 7.0 Vacant general fund supported FTE (from 54 FTE to 47 FTE) for an estimated saving in FY20-21 of \$842,649 (this reduces ongoing growth in personnel costs in future budgets).
- Transferred the Department's total FY18-19 Year End Fund Balance of \$3,495,309 to the General Fund, and received \$1,201,636 of general fund, which **an increase of \$2,293,673 to the County's FY20-21 General Fund.**
- The Department projects it **will transfer an additional \$1,005,627 to the County's General Fund** at the end of FY19-20. The Department committed in years to continue to transfer any unspent balances at year-end to the General Fund.

All of the above actions result in **\$3,299,300** being returned to the County's General Fund. This equates to **35% of the Juvenile Department's General Fund allocation for FY20-21.**

Juvenile Department

2019 Major Accomplishments

CROSSOVER YOUTH PRACTICE MODEL (CYPM):

With consultation and technical assistance from Georgetown University's Center for Juvenile Justice Reform (CJJR), Clackamas County system partners began working together in January of 2019 to plan for implementation of a model to improve outcomes for Clackamas County youth and families who are involved in both the Child Welfare and Juvenile Justice Systems.

- The Juvenile Department serves as the backbone organization for this countywide endeavor
- 13 different partners have collaborated on this project, which is led by the CYPM Implementation Team and CYPM Leadership Team
- Aligns with Juvenile Department mission and desired results of our strategic business plan – achieving better outcomes for youth and families, and also aligns with the BCC's strategic priority of ensuring safe, healthy, and secure communities.

Juvenile Department

2019 Major Accomplishments Cont'd

CYPM Accomplishments:

- Establishment of Clackamas County CYPM Implementation Team Values and Goals – focus on improving lives for youth and families, prioritizing resources that are trauma-informed and promote equity for children of color and LGBTQ youth
- Formation of several topical workgroups of local subject matter experts to ensure the CYPM was customized to reflect the needs, values, and goals of Clackamas County.
- Development of a comprehensive written protocol for CYPM in January 2020
- Trained 150 caseworkers and stakeholders from several participating organizations in Fundamentals of Juvenile Justice, Fundamentals of Child Welfare in January 2020
- Trained 121 participants on the Clackamas County CYPM Protocols in February, 2020.
- Implemented the Clackamas County Crossover Youth Practice Model Protocols, effective March 1, 2020
- Formed a new ongoing “Implementation & Sustainability Workgroup” in April, 2020
- Formed a new ongoing LGBTQ Workgroup in April, 2020 to address the special needs of LGBTQ youth who are involved in multiple systems in Clackamas County.

Juvenile Department

2019 Major Accomplishments Cont'd

- Completed an update of the Juvenile Department's Strategic Business Plan using a process that was comprehensive and inclusive of all employees
- Increased the Juvenile Department's racial and ethnic diversity to 28% of our full-time staff being people of color
- 100% of employees received a performance evaluation in 2019
- 95% of youth are crime free a year after being on probation
- 100% of identified youth successfully completed sex offense specific treatment
- Completed considerable analysis of needs, functions, and mandates to further align the department with our strategic business plan and right-size the department's budget without reducing services to youth, families, and victims.

Juvenile Department

Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff
\$842,649	During the FY19-20 Supplemental Budget Process on 1/16/20, the department reduced 7.0 Vacant FTE.	The 7.0 vacant FTE were analyzed prior to being reduced and were identified as positions that could be reduced without negatively impacting service levels or staff workload.
\$2,293,673	During the FY19-20 Supplemental Budget Process on 1/16/20, the department transferred its total fund balance of \$3,495,309 to the General Fund and received \$1,201,636 of General Fund, which netted an increase of \$2,293,673 to the County's FY20-21 General Fund.	There are no impacts to Juvenile Department's service levels. By returning its fund balance to the General Fund, the Juvenile Department was able to assist in mitigating the budget shortfall the county is experiencing.

Juvenile Department

Significant Changes from 2019/20

Description	Service Level Impact, including citizens & staff
<p>Discontinuation of the Juvenile Drug Treatment Court (JDTC) in February, 2020: In FY19-20 the Criminal Justice Commission reduced the Juvenile Department's biennium funding for the Juvenile Drug Treatment Court program by \$51,933 (62%), due to a steady decline in youth enrollments.</p> <p>With enrollment dwindling to a single digit number of graduates for 2019, and the significant loss of funding, the Juvenile Department determined it was no longer feasible to continue the program.</p>	<p>There are no service level impacts. Enrollment in the JDTC was based on a youth and family voluntarily agreeing to participate in the program, and the vast majority of youth referred to the Juvenile Department with substance abuse issues did not choose to participate in the program.</p> <p>The Juvenile Department continues to provide case management and urinalysis services to youth with substance abuse issues and partners with the Health Centers- Behavioral Health Division of the Clackamas County Health, Housing and Human Services Department.</p>

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.

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CLACKAMAS
C O U N T Y



Juvenile Department

Department Mission

The mission of the Clackamas County Juvenile Department is to provide equitable juvenile justice, family support, intervention, and reformation services to youth so they can repair harm to victims, experience positive change, and contribute to a safe, healthy, and secure community.

Clackamas County Juvenile Department

Christina McMahan - Director

FTE 47

Total Proposed \$ 12,296,765

General Fund Support \$ 9,323,154

Public Safety Mark McDonnell Total Proposed \$4,233,973 Gen Fund \$2,929,750	Reformation Mark McDonnell Total Proposed \$2,656,930 Gen Fund \$ 2,171,602	Accountability Mark McDonnell Total Proposed \$2,412,176 Gen Fund \$ 2,288,267	Administration Christina McMahan / Mark McDonnell Total Proposed \$2,993,686 Gen Fund \$ 1,933,535
Custody Services Alice Perry FTE 4 Total Proposed \$2,301,014 Gen Fund \$1,202,785	Evaluation & Treatment Katie Anderson / Bryan Ferguson FTE 5.6 Total Proposed \$1,496,905 Gen Fund \$ 1,267,498	Supervision Services Kathryn Anderson / Bryan Ferguson FTE 12.05 Total Proposed \$2,153,555 Gen Fund \$ 2,029,646	Office of the Director Christina McMahan / Mark McDonnell FTE 5.15 Total Proposed \$2,545,215 Gen Fund \$ 1,485,064
Assessment Alice Perry / Bryan Ferguson FTE 9.25 Total Proposed \$1,932,959 Gen Fund \$1,726,965	Positive Youth Development Tanya Kramer FTE 6.55 Total Proposed \$1,160,025 Gen Fund \$ 904,104	Victim Services Tanya Kramer FTE 1.4 Total Proposed \$258,621 Gen Fund \$ 258,621	Policy Performance & Research Christina McMahan / Mark McDonnell FTE 3 Total Proposed \$448,471 Gen Fund \$ 448,471



Public Safety Line of Business

Custody Services Program

Purpose Statement

The purpose of the Custody Program is to provide safety, security, supervision, and transportation services to in-custody youth so they can be safe and commit no crimes while in custody.

Performance Narrative Statement

The Custody Services Program includes detention services and the in-custody court transports. Clackamas County youth who are placed in detention are housed at the Donald E. Long Home detention facility in Portland, Oregon. The Juvenile Department has a contract that provides for the health, security and safety needs of the youth in the facility. Youth who are charged with Ballot Measure 11 crimes are also held in detention under this contract. One bed is paid for by the Clackamas County Sheriff's Office for Ballot Measure 11 youth. The Juvenile Department is responsible for transporting in-custody youth to and from the Donald E. Long Home detention facility to Court.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	Zero in-custody youth file a complaint that is a substantiated Prison Rape Elimination Act (PREA) violation	*	0.00%	0.00%	0.00%	0.00%
Result	Less than 5% of youth admissions lodged in detention are involved in an incident report regarding personal injury	*	2.20%	5.00%	2.16%	5.00%

* Data collection not in place. FY18-19 was the Department's first year utilizing Performance Clackamas.

Program includes:

Mandated Services ☒

Shared Services ☒

Grant Funding ☒

Explain all "Yes" boxes below

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

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

Explanation **Mandated Services:** ORS 419C.001 The system 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; 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody. **Shared Services:** with the State as listed on Association of Counties chart. **Grant Funding:** Juvenile Crime Prevention (JCP) Basic & Diversion through State of Oregon, through Oregon Youth Authority - JCP Basic: \$529,450, JCP Diversion: \$449,359.



Public Safety Line of Business

Custody Services Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	273,456	929,188	-	-	-	-	0%
Federal Grants & Revenues	14,361	-	-	-	-	-	0%
State Grants & Revenues	117,359	1,088,423	978,809	978,809	978,809	-	0%
Local Grants & Revenues	13,005	15,000	65,256	-	-	(65,256)	-100.0%
Charges for Service	6,798	-	-	-	-	-	0%
Other Revenues	328	-	-	-	-	-	0%
Interfund Transfers	761,485	1,167,068	1,313,147	1,313,147	1,322,205	9,058	0.7%
Operating Revenue	913,336	2,270,491	2,357,212	2,291,956	2,301,014	(56,198)	-2.4%
Total Rev - Including Beginning Bal	1,186,792	3,199,679	2,357,212	2,291,956	2,301,014	(56,198)	-2.4%
Personnel Services	536,696	414,624	674,942	696,861	643,352	(31,590)	-4.7%
Materials & Services	330,569	1,728,565	1,599,724	1,594,507	1,597,833	(1,891)	-0.1%
Cost Allocation Charges	61,767	88,168	82,546	82,546	59,829	(22,717)	-27.5%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	929,032	2,231,357	2,357,212	2,373,914	2,301,014	(56,198)	-2.4%
Interfund Transfers	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	929,032	2,231,357	2,357,212	2,373,914	2,301,014	(56,198)	-2.4%
General Fund Support (if applicable)	761,485	1,054,283	1,197,077	1,197,077	1,202,785	5,708	0.5%
Full Time Equiv Pos (FTE) Budgeted	5.25	7.50	4.00	4.00	4.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	2.25	5.80		3.50			
Full Time Equiv Pos (FTE) Vacant at Yr End	3.00	1.70		0.50			

Significant Issues and Changes

For FY20-21:

Local Grants & Revenue: Funding is utilized to help offset the cost of the contract for the countywide Diversion program in 11 cities and towns in Clackamas County. In our FY18-19 budget (note: the first fiscal year the Juvenile Department submitted its budget in the MFR format), the historical amount of \$65,256 for Local Grants & Revenue was erroneously budgeted under the Custody Services program. Additionally, the actual amount of this revenue is \$27,500, and had not been corrected over the years as the revenue decreased.

In FY19-20 the Diversion contract was expensed under the 7704 - Assessment program (40%); the 7706 - Positive Youth Development program (40%); and the 7707 - Supervision Services program (20%) to better reflect and align the expenses with the areas that utilize the service.

In FY20-21, the revenue of \$27,500 is being allocated to align with the expense.



Public Safety Line of Business

Assessment Program

Purpose Statement

The purpose of the Assessment Program is to provide assessment services to youth referred to the Department so they can be matched with the appropriate level of monitoring and services.

Performance Narrative Statement

The Clackamas County Juvenile Department manages the Juvenile Intake and Assessment Center (JIAC) which is a twenty-four hour/seven day a week assessment center. The JIAC provides a temporary holding facility for youth in custody allowing law enforcement to return to their patrol duties in a timely manner. JIAC staff conduct intake assessments, screen for community safety and arrange for appropriate release. All youth brought to the JIAC are screened for issues related to physical health, substance use, mental health issues, and suicide and self-harming behaviors. More in depth screenings for substance abuse, suicide, violence and self-injury are conducted as necessary. Youth posing community safety concern or flight risk may be placed in juvenile detention. JIAC staff coordinate services with other agencies and develop comprehensive plans which focus on community safety as well as the immediate needs of the youth. The Juvenile Department's involvement with the Student Threat Assessment initiative and its future work with implementing the Crossover Youth Practice Model will ensure that youth who need services are identified early on, and that appropriate assessment is occurring prior to release or detention decisions being made.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	95% of youth referred to the Juvenile Department for criminal referrals are assessed for their risk to reoffend and their individual reformation needs	*	*	80.00%	88.64%	95.00%

* Data collection not in place. FY18-19 was the Department's first year utilizing Performance Clackamas.

Program includes:

Mandated Services ☒

Shared Services ☒

Grant Funding ☒

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody; 419C.225 (3) Authorized diversion programs. (1) Following a review of a police report and other relevant information, a county juvenile department may refer a youth to an authorized diversion program; 419C.230 Formal accountability agreements; when appropriate; consultation with victim; (1) A formal accountability agreement may be entered into when a youth has been referred to a county juvenile department, and a juvenile department counselor has probable cause to believe that the youth may be found to be within the jurisdiction of the juvenile court for one or more acts specified in ORS 419C.005. **Shared Services:** with the State as listed on Association of Counties chart. **Grant Funding:** Juvenile Crime Prevention (JCP) from State of Oregon Department of Education \$90,568 to fund community-based diversion programs; Medicaid Reimbursements \$80,000.



Public Safety Line of Business

Assessment Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	247,413	-	-	-	-	-	0%
Federal Grants & Revenues	12,993	-	-	-	-	-	0%
State Grants & Revenues	106,182	-	150,568	175,568	170,568	20,000	13.3%
Local Grants & Revenues	11,766	-	-	-	11,000	11,000	0%
Charges for Service	6,151	-	-	-	-	-	0%
Other Revenues	297	-	-	-	-	-	0%
Interfund Transfers	688,963	1,197,960	1,729,551	1,729,551	1,751,391	21,840	1.3%
Operating Revenue	826,352	1,197,960	1,880,119	1,905,119	1,932,959	52,840	2.8%
Total Rev - Including Beginning Bal	1,073,765	1,197,960	1,880,119	1,905,119	1,932,959	52,840	2.8%
Personnel Services	485,582	881,772	1,233,943	1,064,942	1,279,524	45,581	3.7%
Materials & Services	299,086	34,398	550,717	433,400	515,081	(35,636)	-6.5%
Cost Allocation Charges	55,885	71,636	95,459	95,459	138,354	42,895	44.9%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	840,553	987,806	1,880,119	1,593,801	1,932,959	52,840	2.8%
Interfund Transfers	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	840,553	987,806	1,880,119	1,593,801	1,932,959	52,840	2.8%
General Fund Support (if applicable)	688,963	1,133,244	1,710,133	1,710,133	1,726,965	16,832	1.0%
Full Time Equiv Pos (FTE) Budgeted	4.75	6.50	8.50	8.50	9.25	0.75	8.82%
Full Time Equiv Pos (FTE) Filled at Yr End	4.25	3.60		6.40			
Full Time Equiv Pos (FTE) Vacant at Yr End	0.50	2.90		2.10			

Significant Issues and Changes

For FY20-21:

In the FY20-21 Proposed budget the Juvenile Department realigned the Juvenile Services Program Coordinator, position number 1382, to deliver services in this program. This increased the program's FTE by 0.75 FTE. This was accomplished by moving 0.50 FTE of position number 1382 from the 7705 - Evaluation and Treatment program and by moving 0.25 FTE from the 7706 - Positive Youth Development program.

Local Grants & Revenues: Funding is redistributed to this program from 7704 - Custody Services program. For additional information see note in *Significant Issues and Changes* section of the Custody Services program.

Relevant Changes During FY19-20:

During the FY19-20 Supplemental Budget process on 1/16/2020, changes were implemented to right-size the Juvenile Department's budget that are not shown above. The changes include the reduction of 0.60 of a 1.00 FTE of a vacant Juvenile Services Program Coordinator, position number 3650 from the program.



Reformation Line of Business

Evaluation & Treatment Program

Purpose Statement

The purpose of the Evaluation and Treatment Services Program is to provide targeted evaluation services, treatment referrals and skills groups referrals, and individualized case planning services to youth referred to the Department so they can successfully complete individualized case plan goals that promote positive change.

Performance Narrative Statement

The Clackamas County Juvenile Department assigns cases to Juvenile Counselors based on the nature and severity of the offense, as well as the youth's risk to reoffend, as determined by a validated Juvenile Crime Prevention Risk Assessment, which is one aspect of a comprehensive assessment completed after a youth is referred to the department for a crime. The outcome of the initial assessment, coupled with interviews of individuals involved in a youth's life, inform the decisions of the Juvenile Counselor regarding the need for further evaluation and treatment through community partners. This includes services that address mental health needs, drug and alcohol dependence, individual and family counseling needs, and offense specific treatment services. The role of the Juvenile Counselor in the youth and family's lives ensures that youth have opportunities to progress through services provided by community partners and are able to apply the skills they have learned in a variety of community settings. Juvenile Counselors develop strong working relationships with community partners to ensure youth have strong support systems as they progress through their specific treatment and intervention plans.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	95% of youth on probation will have a case plan for services which addresses their individual risk and needs	*	*	*	95.92%	95.00%
Result	85% of identified youth successfully complete Sex Offense Specific Treatment	*	100.00%	85.00%	100.00%	85.00%

* Data collection not in place. FY18-19 was the Department's first year utilizing Performance Clackamas.

Program includes:

Mandated Services ☒

Shared Services ☒

Grant Funding ☒

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.080 (2) In any order issued under subsection (1)(b) of this section that may result in a substitute care placement or detention, the court shall include a written finding describing why it is in the best interests of the youth to be taken into custody. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** Title IV-E through State of Oregon, Department of Human Services \$74,590; Medicaid Reimbursements \$80,000.



Reformation Line of Business

Evaluation & Treatment Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	533,890	-	-	-	-	-	0%
Federal Grants & Revenues	28,038	-	63,421	36,614	80,264	16,843	26.6%
State Grants & Revenues	229,129	133,014	127,867	177,867	149,143	21,276	16.6%
Local Grants & Revenues	25,391	-	-	-	-	-	0%
Charges for Service	13,272	-	-	-	-	-	0%
Other Revenues	641	-	-	-	-	-	0%
Interfund Transfers	1,486,709	1,320,370	1,425,289	1,425,289	1,267,498	(157,791)	-11.1%
Operating Revenue	1,783,180	1,453,384	1,616,577	1,639,770	1,496,905	(119,672)	-7.4%
Total Rev - Including Beginning Bal	2,317,070	1,453,384	1,616,577	1,639,770	1,496,905	(119,672)	-7.4%
Personnel Services	1,047,834	1,074,879	854,151	854,151	741,516	(112,635)	-13.2%
Materials & Services	645,397	231,284	654,517	463,865	671,628	17,111	2.6%
Cost Allocation Charges	120,593	99,189	107,909	107,909	83,761	(24,148)	-22.4%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	1,813,824	1,405,352	1,616,577	1,425,925	1,496,905	(119,672)	-7.4%
Interfund Transfers	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	1,813,824	1,405,352	1,616,577	1,425,925	1,496,905	(119,672)	-7.4%
General Fund Support (if applicable)	1,486,709	1,320,370	1,425,289	1,425,289	1,267,498	(157,791)	-11.1%
Full Time Equiv Pos (FTE) Budgeted	10.25	9.00	6.10	6.10	5.60	(0.50)	-8.2%
Full Time Equiv Pos (FTE) Filled at Yr End	10.25	8.00		6.10			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00		-			

Significant Issues and Changes

For FY20-21:

In the FY20-21 Proposed budget the Juvenile Department realigned position number 1382 - Juvenile Services Program Coordinator to deliver services in the 7704 - Assessment program. This reduced the program's FTE by 0.50 FTE.

Relevant Changes During FY19-20:

During the FY19-20 Supplemental Budget process on 1/16/2020, changes were implemented to right-size the Juvenile Department's budget that are not shown above. The changes include the reduction of a total of 1.50 FTE from the following vacant positions from this program:

- A) 0.50 of a 1.00 Juvenile Counselor 2, position number 677
- B) 0.50 of a 1.00 Juvenile Counselor 2, position number 1840
- C) 0.50 of a 1.00 Juvenile Counselor 2, position number 2717



Reformation Line of Business

Positive Youth Development Program

Purpose Statement

The purpose of the Positive Youth Development Program is to provide skill building opportunities, competency development, and community connection services to youth so they can experience positive change, and demonstrate skills to successfully transition to adulthood.

Performance Narrative Statement

The Positive Youth Development Program uses a variety of interventions to hold youth meaningfully accountable while providing rehabilitative services to reduce their risk of reoffending. All intervention programs include aspects of one or a number of the following components: engaging with education/GED, building employment skills, increasing problem solving skills, improving decision making, building coping skills and increasing empathy in the youth. Some of the intervention programs available to juvenile department youth include opportunities to earn money to pay restitution, community service, pro-social activities, skills groups, educational support, job training/work readiness opportunities, and internships. These interventions and services are provided by staff and partners who have received training, including Restorative Justice training, so youth experience opportunities with positive adult role models who are invested in recognizing the strengths of youth.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	85% of youth are engaged with educational programming or participate in opportunities to build employment skills by the time they are no longer on supervision	*	82.61%	85.00%	78.48%	85.00%
Result	85% of youth develop enhanced competencies and life skills by the time they are no longer involved with the Juvenile Department	*	*	*	81.01%	85.00%

* Data collection not in place. FY18-19 was the Department's first year utilizing Performance Clackamas.

Program includes:

Mandated Services ☒

Shared Services ☒

Grant Funding ☒

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.470 Opportunities to fulfill obligations imposed by court. The Oregon Youth Authority and county juvenile departments, respectively, and to the extent practicable, shall create opportunities for youth offenders placed in the legal custody of the youth authority or under the supervision of a county juvenile department to pay restitution as ordered by the court and to perform any community service ordered by the court, as well as to fulfill any other obligation imposed by the court. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** Department of Labor for Youth Workforce Innovation and Opportunity Act Services (C-TEC) through the Clackamas Education Service District \$43,000; Bureau of Land Management \$5,000; Metro \$52,094; Juvenile Crime Prevention (JCP) from State of Oregon Department of Education \$90,568 to fund community-based diversion programs.



Reformation Line of Business

Positive Youth Development Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	403,673	-	-	7,404	-	-	0%
Federal Grants & Revenues	21,200	47,274	50,004	45,004	48,000	(2,004)	-4.0%
State Grants & Revenues	173,244	290,335	111,458	111,458	91,173	(20,285)	-18.2%
Local Grants & Revenues	19,198	19,704	68,594	79,594	66,788	(1,806)	-2.6%
Charges for Service	10,035	16,673	49,960	4,348	49,960	-	0%
Other Revenues	485	248	-	-	-	-	0%
Interfund Transfers	1,124,097	752,875	913,155	913,155	904,104	(9,051)	-1.0%
Operating Revenue	1,348,259	1,127,109	1,193,171	1,153,559	1,160,025	(33,146)	-2.8%
Total Rev - Including Beginning Bal	1,751,932	1,127,109	1,193,171	1,160,963	1,160,025	(33,146)	-2.8%
Personnel Services	792,265	610,127	759,126	573,839	778,737	19,611	2.6%
Materials & Services	487,983	333,358	341,374	303,182	283,316	(58,058)	-17.0%
Cost Allocation Charges	91,180	73,841	92,671	92,671	97,972	5,301	5.7%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	1,371,428	1,017,326	1,193,171	969,692	1,160,025	(33,146)	-2.8%
Interfund Transfers	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	1,371,428	1,017,326	1,193,171	969,692	1,160,025	(33,146)	-2.8%
General Fund Support (if applicable)	1,124,097	752,875	913,155	913,155	904,104	(9,051)	-1.0%
Full Time Equiv Pos (FTE) Budgeted	7.75	7.70	6.80	6.80	6.55	(0.25)	-3.7%
Full Time Equiv Pos (FTE) Filled at Yr End	5.75	5.90		4.40			
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	1.80		2.40			

Significant Issues and Changes

For FY20-21:

In the FY20-21 budget process the Juvenile Department realigned position number 1382 - Juvenile Services Program Coordinator to deliver services in the 7704-Assessment program. This reduced the program's FTE by 0.25 FTE.

Relevant Changes During FY19-20:

During the FY19-20 Supplemental Budget process on 1/16/2020, changes were implemented to right-size the Juvenile Department's budget that are not shown above. The changes include the reduction of 1.40 FTE for the following vacant positions:

- A) 0.40 of a 1.00 FTE Juvenile Services Program Coordinator, position number 3560
- B) 1.00 FTE Work Crew Specialist, position number 2507



Accountability Line of Business

Supervision Services Program

Purpose Statement

The purpose of the Supervision Services Program is to provide intervention, accountability, compliance monitoring, and support services to youth referred to the Department so they can understand the impact of their actions, repair harm, successfully complete supervision, and stop committing offenses.

Performance Narrative Statement

The Juvenile Department seeks to provide an appropriate level of intervention and supervision to youth who are placed on a formal accountability agreement, have cases pending in Juvenile Court, or those placed on formal court probation. The level of supervision youth receive is based on a variety of factors that includes a comprehensive assessment conducted by Juvenile Counselors, additional evaluation by community partners if deemed appropriate, followed by referrals to Juvenile Department programs to develop interpersonal skills and increase awareness of their impact on their communities, or to community based treatment services. The Supervision Services Program ensures youth receive the appropriate level of supervision and support in the community while helping to develop natural supports that will continue beyond the involvement of the Juvenile Department. The Supervision Services Program conducts on-going assessment of risk and need and makes adjustments to services and interventions as appropriate.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	95% of youth successfully complete their restitution obligation	*	93%	95.00%	88.57%	95.00%
Result	95% of youth are crime free a year after participation in diversion in the juvenile justice system	*	94%	95.00%	NA ₁	95.00%
Result	95% of youth are crime free a year after being on a formal accountability agreement with the juvenile justice system	*	88%	95.00%	NA ₁	95.00%
Result	90% of youth are crime free a year after being on probation in the juvenile justice system	93.41% ₂	95%	90.00%	NA ₁	90.00%
Result	30% of youth have increased protective factors on the Juvenile Crime Prevention Risk Assessment instrument at case closure	*	*	30.00%	40.51%	30.00%
Result	65% of youth have decreased risk factors on the Juvenile Crime Prevention Risk Assessment instrument at case closure	*	*	65.00%	62.03%	65.00%
Result	80% of parents and guardians report they feel respected and included in their child's involvement with the Juvenile Department	*	*	80.00%	64.29%	80.00%
Result	70% of youth they are respected and involved in their reformation	*	*	70.00%	80.00%	70.00%

* Data collection not in place. FY18-19 is the Department's first year utilizing Performance Clackamas.

₁ In order to calculate this measure youth are being tracked for 12 months following case closure, the reporting will always be for the previous year. This measure is tracked and reported annually by calendar year, and reported in March of the following year. Therefore, data entered for this measure is up to date (but represent results for 2018), and no new data will be entered until March of 2021 (and will represent results for 2019).

₂ This data was previously recorded in FY 18-19 Actuals, but should have been recorded in FY 17-18 Actuals

Program includes:

Mandated Services ☒ Y

Shared Services ☒ Y

Grant Funding ☒ Y

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services: ORS 419C.001 The system 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; 419C.230 Formal accountability agreements; when appropriate; consultation with victim. (1) A formal accountability agreement may be entered into when a youth has been referred to a county juvenile department, and a juvenile department counselor has probable cause to believe that the youth may be found to be within the jurisdiction of the juvenile court for one or more acts specified in ORS 419C.005; 419C.446 Probation; requirements. (1) When a court determines it would be in the best interest and welfare of a youth offender, the court may place the youth offender on probation. The court may direct that the youth offender remain in the legal custody of the youth offender's parents or other person with whom the youth offender is living, or the court may direct that the youth offender be placed in the legal custody of some relative or some person maintaining a foster home approved by the court, or in a child care center or a youth care center authorized to accept the youth offender; (2) The court may specify particular requirements to be observed during the probation consistent with recognized juvenile court practice, including but not limited to restrictions on visitation by the youth offender's parents, restrictions on the youth offender's associates, occupation and activities, restrictions on and requirements to be observed by the person having the youth offender's legal custody, requirements for visitation by and consultation with a juvenile counselor or other suitable counselor, requirements to make restitution under ORS 419C.450, requirements of a period of detention under ORS 419C.453, requirements to pay a fine under ORS 419C.459, requirements to pay a supervision fee under ORS 419C.449, requirements to perform community service under ORS 419C.462, or service for the victim under ORS 419C.465, or requirements to submit to blood or buccal testing under ORS 419C.473. Shared Services with the State as listed on Association of Counties chart. Grant Funding: Medicaid Reimbursements \$40,000; Juvenile Crime Prevention (JCP) from State of Oregon Department of Education \$45,284 to fund community-based diversion programs.



Accountability Line of Business

Supervision Services Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	729,216	1,620,143	-	46,963	-	-	0%
Federal Grants & Revenues	38,296	131,047	2,004	2,004	-	(2,004)	-100.0%
State Grants & Revenues	312,956	321,913	121,411	146,411	118,409	(3,002)	-2.5%
Local Grants & Revenues	34,680	-	500	-	5,500	5,000	1000.0%
Charges for Service	18,128	-	-	-	-	-	0%
Other Revenues	875	50	-	50	-	-	0%
Interfund Transfers	2,030,627	1,780,876	1,995,035	1,995,035	2,029,646	34,611	1.7%
Operating Revenue	2,435,562	2,233,886	2,118,950	2,143,500	2,153,555	34,605	1.6%
Total Rev - Including Beginning Bal	3,164,778	3,854,029	2,118,950	2,190,463	2,153,555	34,605	1.6%
Personnel Services	1,431,188	1,142,234	1,471,580	1,471,580	1,469,507	(2,073)	-0.1%
Materials & Services	881,517	831,444	484,030	399,316	503,811	19,781	4.1%
Cost Allocation Charges	164,713	129,494	163,340	163,340	180,237	16,897	10.3%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	2,477,418	2,103,172	2,118,950	2,034,236	2,153,555	34,605	1.6%
Interfund Transfers	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	2,477,418	2,103,172	2,118,950	2,034,236	2,153,555	34,605	1.6%
General Fund Support (if applicable)	2,030,627	1,780,876	1,995,035	1,995,035	2,029,646	34,611	1.7%
Full Time Equiv Pos (FTE) Budgeted	14.00	11.75	12.05	12.05	12.05	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	13.00	9.15		12.05			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	2.60		-			

Significant Issues and Changes

For FY20-21:

Local Grants & Revenues: Funding is redistributed to this program from 7704 - Custody Services program. For additional information see note in *Significant Issues and Changes* section of Custody Services program.

Materials & Services: Short-Term Residential Placement daily rates will increase by 15.4% from \$197.65 per bed per day to \$228.05 per bed per day effective 7/1/2020. The increase in daily rates will reduce service level delivery from 9 youth per day to 7.8 youth per day.

Relevant Changes During FY19-20:

During the FY19-20 Supplemental Budget process on 1/16/2020, changes were implemented to right-size the Juvenile Department's budget that are not shown above. The changes include the reduction of 2.50 FTE for the following vacant positions:

- A) 0.50 of a 1.00 Juvenile Counselor 2, position number 677
- B) 0.50 of a 1.00 Juvenile Counselor 2, position number 1840
- C) 0.50 of a 1.00 Juvenile Counselor 2, position number 2717
- D) 1.00 FTE Human Services Coordinator 1, position number 526



Accountability Line of Business

Victim Services Program

Purpose Statement

The purpose of the Victim Services Program is to provide restorative engagement services to victims and youth, so victims can be notified of court proceedings, youth pay and victims receive court-ordered restitution, and both can feel respected throughout the process.

Performance Narrative Statement

The Victim Services Program is committed to responding effectively to the needs and concerns of community members who are the victims of crimes committed by juveniles. Our proactive outreach and restorative engagement with victims of juvenile offenders is intended to express the community's awareness and concern that these community members have been harmed by crime. It is important that we understand what harm they have experienced and how we, as representatives of the community, can respond in ways that are helpful and meaningful to them. Our primary goal through the Victim Services Program is to reach out to crime victims in order to effectively respond to, and serve, their interests. Additionally, it is our intent to gain an understanding of the harm they have experienced and to have those impacts help shape how the youth is held accountable, both to them and to the community. These responses may include things like restitution, notifications of court proceedings, receiving a letter of responsibility, community service, and Victim Offender Dialogues.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	87% of juvenile property crime victims report they feel respected and informed by Juvenile Department staff	86.49%	66.67%	87.00%	80.95%	87.00%
Result	80% of property crime victims will be initially contacted to inform them of Victim Offender Dialogue services	*	81.20%	80.00%	95.80%	80.00%

* Data collection not in place. FY18-19 was the Department's first year utilizing Performance Clackamas.

Program includes:

Mandated Services ☒

Shared Services ☒

Grant Funding ☒

Explain all "Yes" boxes below

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

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

Explanation

Mandated Services: ORS 419C.001 The system shall provide a continuum of services that emphasize prevention of further criminal activity by the use of early and certain sanctions, reformation and rehabilitation programs and swift and decisive intervention in delinquent behavior; 419C.273 Right of victim to be present at proceedings; advice of rights; notice; (b) The victim must be informed of any constitutional rights of the victim; 419C.450 Restitution (1)(a) It is the policy of the State of Oregon to encourage and promote the payment of restitution and other obligations by youth offenders as well as by adult offenders. In any case within the jurisdiction of the juvenile court pursuant to ORS 419C.005 in which the youth offender caused another person any physical, emotional or psychological injury or any loss of or damage to property, the victim has the right to receive prompt restitution. **Shared Services** with the State as listed on Association of Counties chart. **Grant Funding:** Title IV-E through State of Oregon, Department of Human Services \$5,674.



Accountability Line of Business

Victim Services Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	78,130	-	-	-	-	-	0%
Federal Grants & Revenues	4,103	-	24,500	24,500	-	(24,500)	-100.0%
State Grants & Revenues	33,531	-	-	-	-	-	0%
Local Grants & Revenues	3,716	-	-	-	-	-	0%
Charges for Service	1,942	-	-	-	-	-	0%
Other Revenues	94	-	-	-	-	-	0%
Interfund Transfers	217,567	155,502	232,172	232,172	258,621	26,449	11.4%
Operating Revenue	260,953	155,502	256,672	256,672	258,621	1,949	0.8%
Total Rev - Including Beginning Bal	339,083	155,502	256,672	256,672	258,621	1,949	0.8%
Personnel Services	153,342	107,211	154,325	154,325	150,547	(3,778)	-2.4%
Materials & Services	94,448	15,036	86,476	70,117	87,133	657	0.8%
Cost Allocation Charges	17,648	12,673	15,871	15,871	20,941	5,070	31.9%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	265,438	134,920	256,672	240,313	258,621	1,949	0.8%
Interfund Transfers	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	265,438	134,920	256,672	240,313	258,621	1,949	0.8%
General Fund Support (if applicable)	217,567	155,502	232,172	232,172	258,621	26,449	11.4%
Full Time Equiv Pos (FTE) Budgeted	1.50	1.15	1.40	1.40	1.40	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	1.50	1.15		1.40			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

For FY20-21:

Federal Grants & Revenues: Reduction of estimated Title IV-E funding in the program.



Administration Line of Business

Office of the Director Program

Purpose Statement

The purpose of the Office of the Director program is to provide strategic direction, leadership, resource management, administrative support, promote community engagement and collaboration, and continuous quality improvement services for the Juvenile Department so it can foster and sustain a high performance, responsive, and customer-focused culture and organization that contributes to community safety by effectively preventing and intervening in juvenile delinquency.

Performance Narrative Statement

The Juvenile Department works to hold youth involved with the Juvenile Justice System accountable, provide reformation opportunities, and promote public safety. The Director's Office program provides the Juvenile Department with the policy, program, and fiscal direction to achieve its mission to provide equitable juvenile justice, family support, intervention, and reformation services to youth so they can repair harm to victims, experience positive change, and contribute to a safe, healthy, and secure community. The Director's Office program monitors the daily operations of an agency that promotes community safety through supervision and treatment resources to youth to address the underlying issues and problems that drive delinquency. It is the role of the Director's Office program to hold the Department accountable to county residents, the Board of County Commissioners and system partners. The Director's Office program oversees administrative functions that support our direct service work. The Administrative Services team provides fiscal management of our county, local, state, and federal funds. The Director's Office program works to enhance community engagement and create strategic and functional partnerships. It also provides leadership and direction in the areas of policy, performance, program evaluation, research, and the implementation of best practices.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	Juvenile recidivism is 19% or lower	*	23.81%	19.00%	NA ₁	19.00%
Result	70% of identified Strategic Results were achieved	*	*	70.00%	22.22% ₂	70.00%
Result	100% of employees receive a performance evaluation annually that aligns with the department's strategic plan	*	*	100.00%	100.00%	100.00%
Result	100% of employees receive at least 12 hours of training annually that support them in their roles in the Juvenile Department as well as their professional development	*	*	100.00%	100.00%	100.00%
Result	100% of employees receive at least 8 hours of "diversity, equity, and inclusion training" annually	*	*	100.00%	NA ₃	100.00%
Result	98% of youth ages 10-17 in Clackamas County do not become involved in the juvenile justice system	*	97.75%	98.00%	98.12%	98.00%

* Data collection not in place. FY18-19 was the Department's first year utilizing Performance Clackamas.

₁In order to calculate this measure, youth are being tracked for 12 months following previous criminal referral, the reporting will always be for the previous year. This measure is tracked and reported annually by calendar year, and reported in March of the following year. Therefore, data entered for this measure is up to date (but represent results for 2018), and no new data will be entered until March of 2021 (and will represent results for 2019).

₂Please note although only 2 of our 9 Strategic Results have been achieved (22.22%), 6 of those performance measures were within 6.5% or less from achieving the Department's desired strategic result. Clackamas County Juvenile Department's Strategic Results are: 1.) Juvenile recidivism is 19% or lower (Current Actual: 23.81%) 2.) 85% of youth are engaged with educational programming or participate in opportunities to build employment skills by the time they are no longer on supervision (Current Actual: 74.48%) 3.) 85% of youth will develop enhanced competencies and life skills by the time they are no longer on supervision (Current Actual: 81.01%) 4.) 80% of parents and guardians report they feel respected and included in their child's involvement with the Juvenile Department (Current Actual: 64.29%) 5.) 70% of youth report they are respected and involved in their reformation (Current Actual: 80.00%) 6.) 87% of juvenile property crime victims report they feel respected and informed by Juvenile Department staff (Current Actual: 80.95%) 7.) 95% of youth successfully complete their restitution obligation (Current Actual: 88.57%) 8.) 98% of youth ages 10-17 in Clackamas County do not become involved in the juvenile justice system (Current Actual: 98.12%) 9.) 95% of youth referred to the Juvenile Department for criminal referrals are assessed for their risk to reoffend and their individual reformation needs (Current Actual: 88.64%)

₃New Measure added to our Updated Strategic Business Plan. Data collection started in 2020 and will be reported in the FY 20-21.

Program includes:

Mandated Services ☒

Shared Services ☒

Grant Funding ☐

Explain all "Yes" boxes below

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

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

Explanation **Mandated Services:** ORS 419A.010 Appointment of counselors and director; juvenile director oversight committee (1)(a) Subject to paragraph (b) of this subsection, the governing body of any county, after consultation with the judges of the juvenile court in that county, shall appoint or designate one or more persons of good moral character as counselors of the juvenile department of the county, to serve at the pleasure of and at a salary designated by the governing body of the county. **Shared Services** with the State as listed on Association of Counties chart.



Administration Line of Business

Office of the Director Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	390,652	150,000	3,495,309	3,495,309	1,055,627	(2,439,682)	-69.8%
Federal Grants & Revenues	20,516	-	-	-	-	-	0%
State Grants & Revenues	167,655	-	-	-	-	-	0%
Local Grants & Revenues	18,578	-	-	-	-	-	0%
Charges for Service	9,711	4,525	4,524	4,524	4,524	-	0%
Other Revenues	469	-	-	1,064	-	-	0%
Interfund Transfers	1,087,836	1,683,319	1,590,269	1,590,269	1,485,064	(105,205)	-6.6%
Operating Revenue	1,304,765	1,687,844	1,594,793	1,595,857	1,489,588	(105,205)	-6.6%
Total Rev - Including Beginning Bal	1,695,417	1,837,844	5,090,102	5,091,166	2,545,215	(2,544,887)	-50.0%
Personnel Services	766,707	1,259,662	965,729	950,646	989,244	23,515	2.4%
Materials & Services	472,242	185,527	362,635	276,588	473,310	110,675	30.5%
Cost Allocation Charges	88,238	112,963	116,429	116,429	77,034	(39,395)	-33.8%
Capital Outlay	1,013	-	-	-	-	-	0%
Operating Expenditure	1,328,200	1,558,152	1,444,793	1,343,663	1,539,588	94,795	6.6%
Interfund Transfers	-	-	3,495,309	3,495,309	1,005,627	(2,489,682)	-71.2%
Contingency	-	-	150,000	-	-	(150,000)	-100.0%
Total Exp - Including Special Categories	1,328,200	1,558,152	5,090,102	4,838,972	2,545,215	(2,544,887)	-50.0%
General Fund Support (if applicable)	1,087,836	1,683,319	1,590,269	1,590,269	1,485,064	(105,205)	-6.6%
Full Time Equiv Pos (FTE) Budgeted	6.50	10.25	5.15	5.15	5.15	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	4.00	9.25		5.15			
Full Time Equiv Pos (FTE) Vacant at Yr End	2.50	1.00		-			

Significant Issues and Changes

For FY20-21:

The FY20-21 Proposed budget reflects \$1,055,627 of FY19-20 carryforward, a transfer of the \$1,005,627 to the General Fund, and uses \$50,000 of the FY19-20 carryforward for a one time use, in M&S for contracts that were unable to be executed due to the COVID-19 crisis. The FY20-21 Proposed budget also reflects the reduction of historically budgeted contingency amount of \$150,000. Overall department general fund support was reduced by \$150,000 with the reduction of the contingency.

Relevant Changes During FY19-20:

During the FY19-20 Supplemental Budget process on 1/16/2020, changes were implemented to right-size the Juvenile Department's budget that are not shown. The changes include the following:

- A) A reduction of a vacant 1.0 FTE Business Program Coordinator, position number 3605
- B) The Juvenile Fund Inter-Fund transferred its total fund balance of \$3,495,309 to the General Fund
- C) The Juvenile Department committed in future fiscal years to continue to transfer any unspent balances at year-end to the General Fund.



Administration Line of Business

Policy, Performance & Research Program

Purpose Statement

The purpose of the Policy, Performance and Research Program is to provide strategic analysis, data reporting, planning, and comprehensive evaluation services to the Juvenile Department so it can measure the effectiveness of department programs, services, policies, operating procedures, and coordination of operational improvement projects and align its services with its mission and desired strategic results.

Performance Narrative Statement

The Policy, Performance and Research Program (PPRP) establishes criteria to identify and measure quality, effectiveness and compliance. It develops, recommends and tracks department performance measures and evaluates performance in relation to department goals and budget. The PPRP supports Department wide planning efforts by: providing recommendations on organizational improvement methods based on evidence based practices; proposing implementation options; developing and recommending methods to improve operations; and developing processes for systematic organizational improvement. PPRP staff prepare comprehensive reports and presentations, including submissions/reporting to outside agencies, department leadership and staff. Program staff lead and facilitate planning meetings with cross-functional and interdisciplinary teams to identify organizational and system improvements. The Policy, Performance and Research Program provides strategic analysis, planning and support to several key initiatives, both internal and multidisciplinary, such as the Clackamas County Multi-System Collaborative Council, the Evidence-Based Decision-Making Platform team and Standardized Program Evaluation Protocol (SPEP), and the Clackamas County Crossover Youth Practice Model Initiative.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	100% of identified Strategic Results are measured and reported	*	66.67%	100%	100.00%	100.00%
Result	100% of identified Performance Measures results are measured and reported	*	75.00%	100%	96.00%	100.00%

* Data collection not in place. FY18-19 was the Department's first year utilizing Performance Clackamas.

Program includes:

Mandated Services ☒ Y

Shared Services ☒ Y

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

Explanation **Mandated Services:** ORS 419C.001 Purposes of juvenile justice system in delinquency cases; audits; (1) The Legislative Assembly declares that in delinquency cases, the purposes of the Oregon juvenile justice system from apprehension forward are to protect the public and reduce juvenile delinquency and to provide fair and impartial procedures for the initiation, adjudication and disposition of allegations of delinquent conduct. 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. The system shall be open and accountable to the people of Oregon and their elected representatives; (2)(a) Programs, policies and services shall be regularly and independently audited. Audits performed under this subsection must include program audits and performance audits, as defined in ORS 297.070. Programs, policies and services that were established before, on or after June 30, 1995, are subject to audit under this subsection; (b) The programs, policies and services of county juvenile departments shall be subject to regular review pursuant to this subsection. **Shared Services** with the State as listed on Association of Counties chart.



Administration Line of Business

Policy, Performance & Research Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	208,347	-	-	-	-	-	0%
Federal Grants & Revenues	10,942	-	-	-	-	-	0%
State Grants & Revenues	89,416	-	-	-	-	-	0%
Local Grants & Revenues	9,909	-	-	-	-	-	0%
Charges for Service	5,179	-	-	-	-	-	0%
Other Revenues	250	60	-	-	-	-	0%
Interfund Transfers	580,179	224,932	410,024	410,024	448,471	38,447	9.4%
Operating Revenue	695,875	224,992	410,024	410,024	448,471	38,447	9.4%
Total Rev - Including Beginning Bal	904,222	224,992	410,024	410,024	448,471	38,447	9.4%
Personnel Services	408,911	92,728	373,178	373,178	371,033	(2,145)	-0.6%
Materials & Services	251,862	6,194	9,267	12,896	32,565	23,298	251.4%
Cost Allocation Charges	47,061	18,183	27,579	27,579	44,873	17,294	62.7%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	707,834	117,105	410,024	413,653	448,471	38,447	9.4%
Interfund Transfers	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	707,834	117,105	410,024	413,653	448,471	38,447	9.4%
General Fund Support (if applicable)	527,179	224,932	410,024	410,024	448,471	38,447	9.4%
Full Time Equiv Pos (FTE) Budgeted	4.00	1.15	3.00	3.00	3.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.00	0.15		3.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.00		-			

Significant Issues and Changes

For FY20-21:

The FY20-21 Materials and Services increased by \$23,298, due to software license renewals and anticipated necessary software.



Justice Court

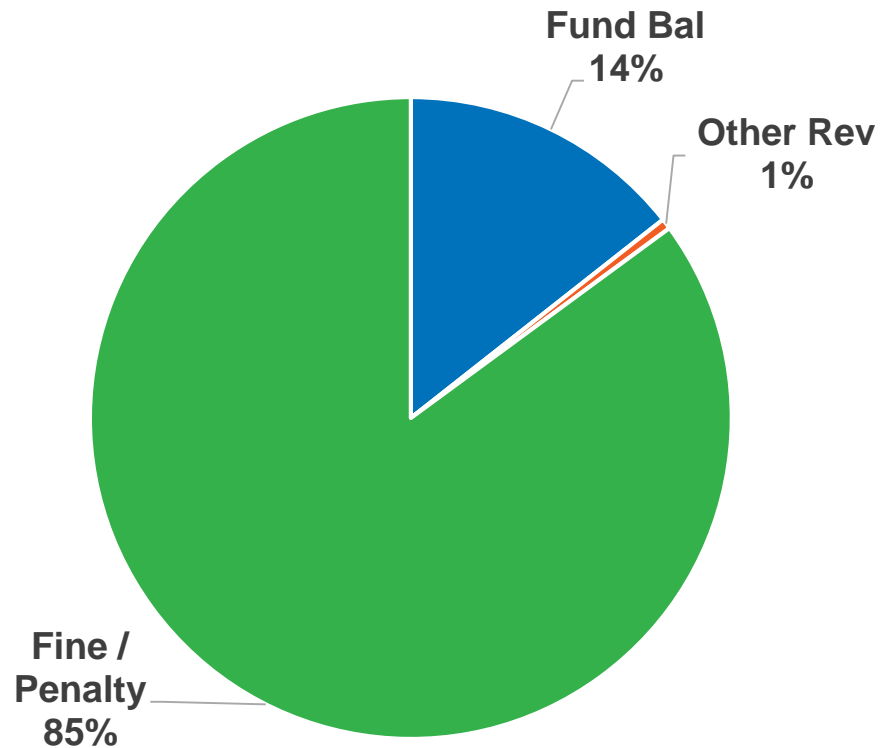
2020-2021 BUDGET PRESENTATION



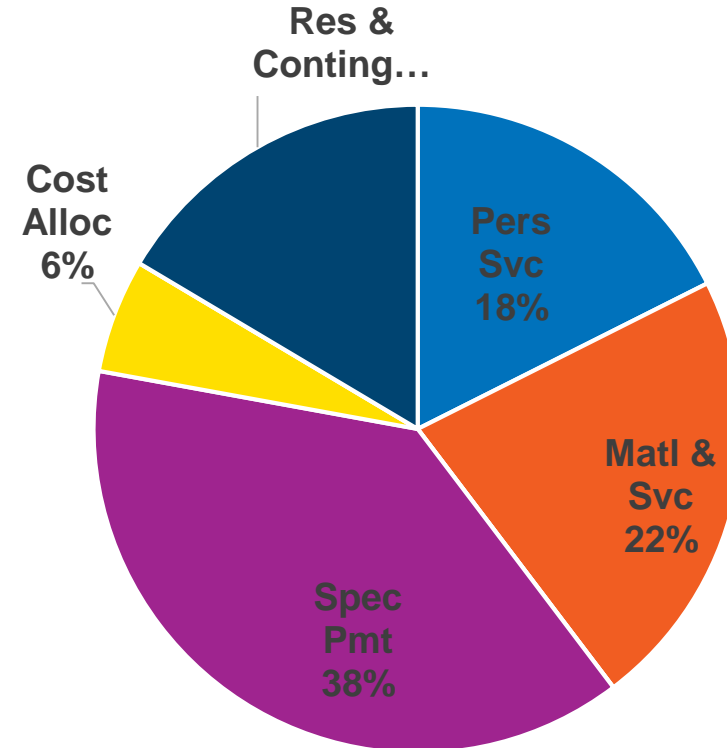
Justice Court

2020/21 Revenue and Expenses

Revenue



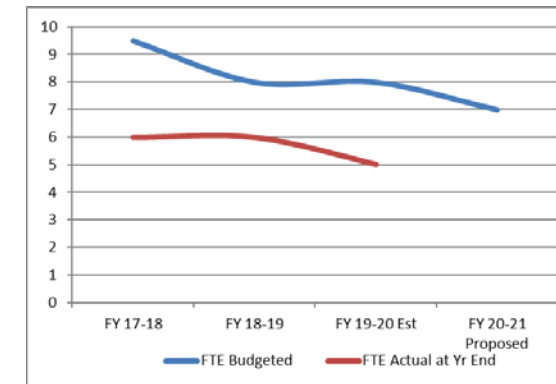
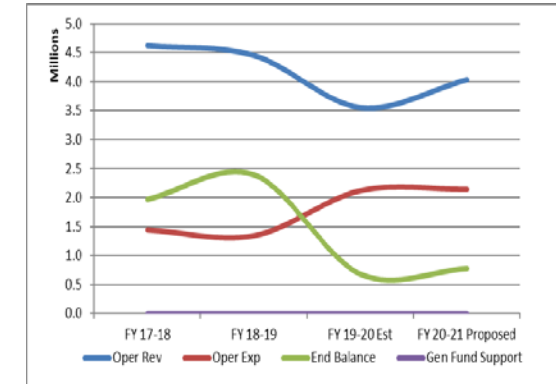
Expenditures



Justice Court

Summary of Revenue & Expenses

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End V 2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,147,266	1,966,662	1,430,719	2,389,710	2,389,710	678,306	-1,711,404	-71.6%
Charges for Service	16,860	0	0	0	0	0	0	0%
Fines & Penalties	4,589,921	4,415,740	3,834,850	3,834,850	3,540,657	4,010,950	176,100	4.6%
Other Revenues	23,806	41,444	0	0	12,883	25,000	25,000	#DIV/0!
Operating Revenue	4,630,387	4,457,184	3,834,850	3,834,850	3,553,540	4,035,950	201,100	5.2%
% Change	NA	-3.7%	-14.0%	-14.0%	-20.3%	1.1%		
Personnel Services	656,953	617,637	909,068	909,068	801,272	829,070	-79,998	-8.8%
Materials & Services	493,876	462,972	807,547	807,547	991,197	1,041,767	234,220	29.0%
Cost Allocation Charges	273,074	252,485	274,314	274,314	274,314	267,645	-6,669	-2.4%
Capital Outlay	11,995	0	48,995	48,995	48,995	0	-48,995	-100.0%
Operating Expenditure	1,435,898	1,333,094	2,039,924	2,039,924	2,115,778	2,138,482	98,558	4.8%
% Change	NA	-7.2%	53.0%	53.0%	58.7%	-1.8%		
Interfund Transfers	1,147,266	1,375,508	700,000	1,658,991	1,658,991	0	-1,658,991	-100.0%
Special Payments	1,227,826	1,325,534	1,800,000	1,800,000	1,490,175	1,800,000	0	0%
Reserve for Future Expenditures	0	0	0	0	0	0	0	0%
Contingency	0	0	725,645	725,645	0	775,774	50,129	6.9%
Total Expenditure	3,810,990	4,034,136	5,265,569	6,224,560	5,264,944	4,714,256	-1,510,304	-24.3%
Ending Balance (if applicable) (includes Reserve & Contingency)	1,966,663	2,389,710	725,645	725,645	678,306	775,774	50,129	6.9%
General Fund Support (if applicable)	0	0	0	0	0	0	0	0%
Full Time Equiv Positions (FTE) Budgeted	9.5	8.0	8.0	8.0	8.0	7.0	-1.0	-12.5%
Full Time Equiv Positions (FTE) Filled at Yr End	6.0	6.0			5.0			
Full Time Equiv Positions (FTE) Vacant at Yr End	3.5	2.0			3.0			



Justice Court

2019-20 Major Accomplishments

Justice Court had developed technology and implemented new software to manage the processing of cases. As a result there has been a significant reduction in staff through attrition.

- There are no paper files.
- Court software sets up a case for each violation that is filed electronically.
- Files are managed in queues by court software overseen by staff.
- Traffic convictions are transmitted electronically to DMV.
- Violation judgments are transmitted electronically from Justice Court to the collection agency.
- Payments received to satisfy money judgments are transmitted electronically from the collection agency to Justice Court.
- Fine payments to the collection agency automatically post to the case.
- Online fine payments post directly to the case.

Justice Court

Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff
-\$135,768.00	Reduction in FTE through attrition including retirement	Staff are able to adequately answer public requests for services and information

Justice Court

Significant Changes from 2019/20

Violation and Civil Case Revenue	It is anticipated that revenue from violation fines and civil fees will be reduced.
Upgrading Technology	Justice Court with the help of Technology Services is implementing Virtual Court and IVR (Interactive Voice Response). Virtual Court will allow the Justice Court to hear trials and arraignments while the Lobby is closed due to Covid-19 restrictions. IVR will allow the public to make payments over the telephone which will automatically post to the case within Court Software.
Covid-19	Justice Court had a reduction in revenue for the months for March, April and May 2020 due to a reduction in the number of violations filed and public's inability to pay due to job loss. Justice Court is working with the public to assist with payment plans. There has been a further reduction in civil case revenue due to a moratorium on evictions.



Description of Fund

The purpose of the Justice Court Fund is to increase public access to courts, help promote traffic safety, education and compliance with local laws in the public interest, and provide a local court option for the resolution of civil disputes through a civil division adjudicating Forcible Entry and Unlawful Detainer (FED) Evictions, Small Claims and related civil cases.

Revenue Summary

Justice Court adjudicates violations filed by 43 law enforcement agencies including the Clackamas County Sheriff, Oregon State Police, local city police departments and other agency law enforcement officers.

Pursuant to Oregon law, revenue from violations is forwarded by the Court to either the County General fund, the County Assessment fund including court facilities security, the State of Oregon, local cities or other law enforcement agencies whose officers file violation citations in Justice Court.

Justice Court's civil division receives filings of FED evictions, Small Claims and civil cases up to \$10,000; all civil revenue is forwarded by the court to the County General fund.

For FY20-21, Fines and Penalties revenue is projected to total \$4,010,950. Of the total revenue, \$2,075,950 is projected violation revenue; \$135,000 is projected civil case revenue; and \$1,800,000 is projected revenue that will be forwarded to the State of Oregon, local cities or other law enforcement agencies based on the agency where the law enforcement officer is employed.

Expenditure Summary

For FY20-21, 96% of court revenue deposited by the Court in the County General fund will be disbursed as follows:

- 1) Court operational expenditures: 19% personnel services, 21% materials and services, 6% allocated costs, 16% contingency, and 0% capital outlay.
- 2) Other agencies: 38% to the State of Oregon, local cities or other agencies.

For FY20-21, 4% of court revenue deposited in the County Assessment fund will be disbursed as follows:

- 1) 3% transferred per budget committee decision to use only for drug and alcohol programs and for the costs of planning, operating and maintaining county juvenile and adult corrections programs and facilities.
- 2) 1% to the court facilities security account held in trust by the County Treasurer.

Significant Issues and Changes

The Court has reduced staff through attrition with the development and use of advanced technology.

Clackamas County, OR. **Revenue and Expense Report**

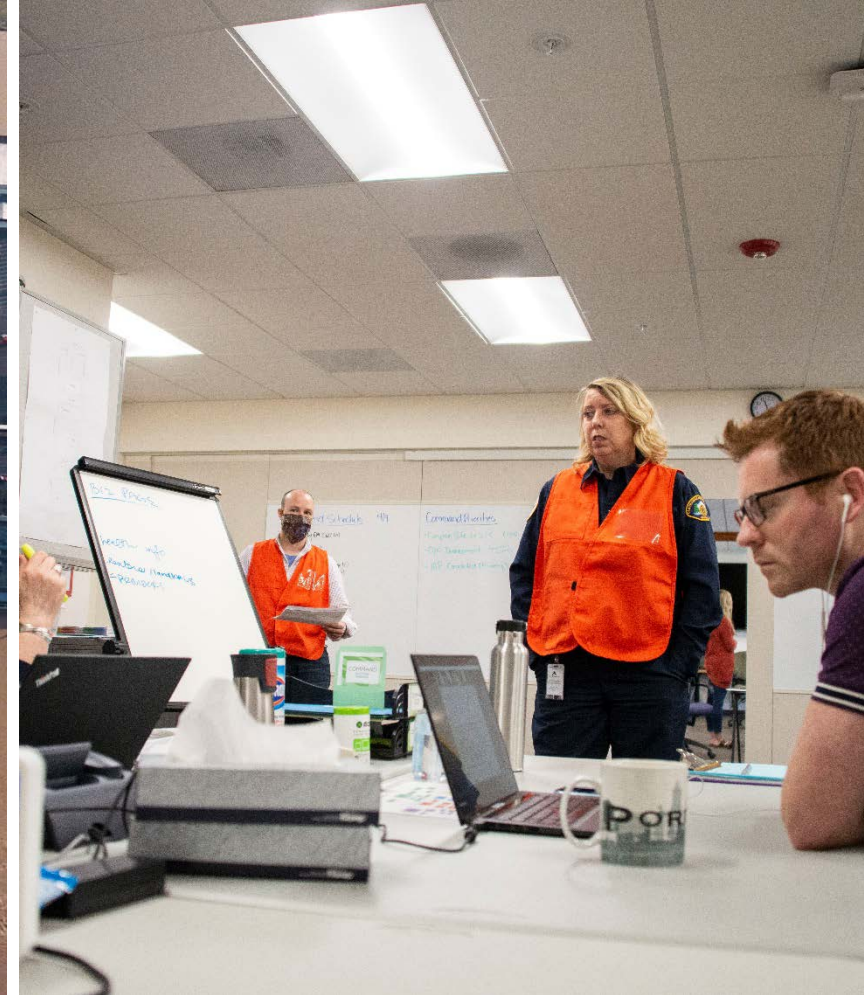
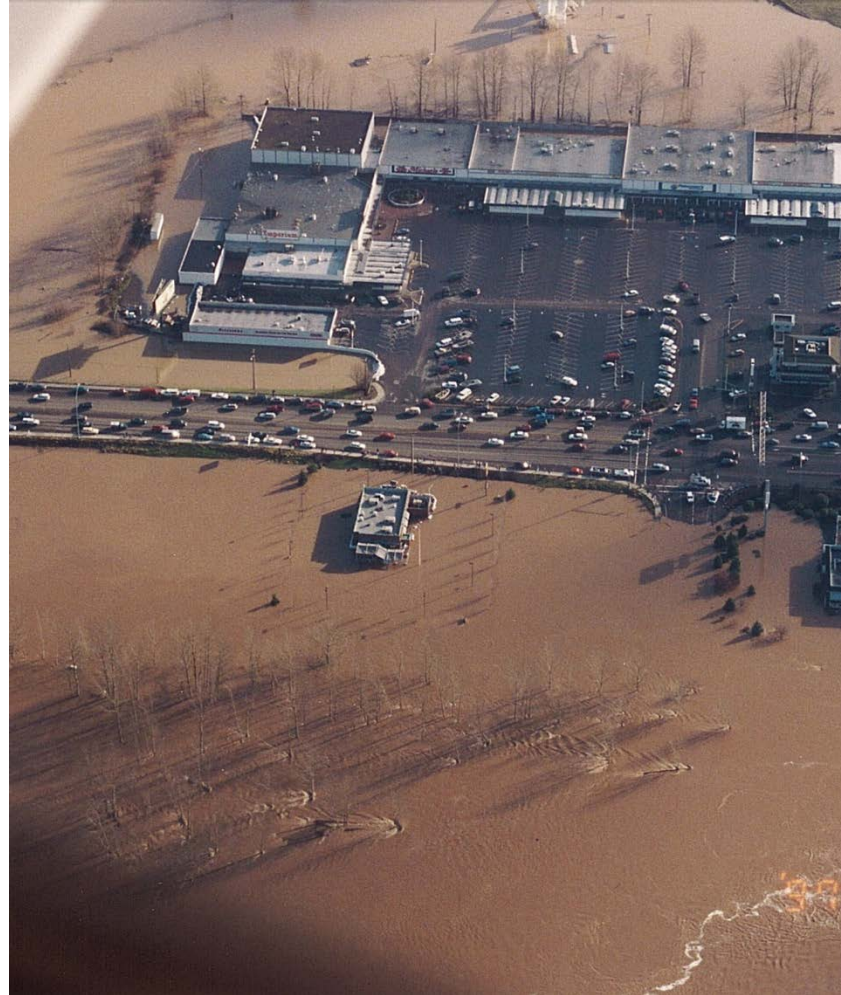
	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	Change	Pct. Change
	Actual	Actual	Amended	Projected	Department	Proposed	from Prior	from Prior
Justice Court			Budget	Year End	Requested	Budget	Year Budget	Year Budget
1147 Justice Court								
221 Justice Court								
302001 Fund Bal at End of Prior Year	1,147,266	1,966,662	2,389,710	2,389,710	678,306	678,306	(1,711,404)	(71.62)
341880 Other Internal County Services	16,860	0	0	0	0	0	0	0.00
351010 Justice Court Fines	3,356,913	2,937,184	2,800,000	2,497,275	2,800,000	2,800,000	0	0.00
351011 Court Administrative Fee	92,838	98,102	97,500	67,500	85,000	85,000	(12,500)	(12.82)
351012 State Court Facilities Security Acct (S	1,757	1,290	3,500	765	1,000	1,000	(2,500)	(71.43)
351013 County Assessment - Restricted Fun	115,276	125,282	105,000	103,500	110,000	110,000	5,000	4.76
351014 Unitary Assessment	7,027	7,135	7,500	3,600	4,000	4,000	(3,500)	(46.67)
351015 Law Enforcement Medical Liability Ac	769	496	300	360	300	300	0	0.00
351016 Offense Surcharge	951	0	700	360	300	300	(400)	(57.14)
351018 Collection Fees & Interest	219,485	408,215	95,000	225,000	300,000	300,000	205,000	215.79
351019 State Criminal Fines & Assessments	199	435	350	315	350	350	0	0.00
351020 State Replacement Fine	642,974	672,442	600,000	540,000	575,000	575,000	(25,000)	(4.17)
351021 Civil Case Filing Fees	151,732	165,158	125,000	101,982	135,000	135,000	10,000	8.00
361000 Interest Earned	23,606	41,444	0	12,383	25,000	25,000	25,000	0.00
387000 NSF Clearing	0	0	0	500	0	0	0	0.00
388000 Overage & Shortage	0	0	0	0	0	0	0	0.00
Total Revenue	5,777,653	6,423,845	6,224,560	5,943,250	4,714,256	4,714,256	(1,510,304)	(24.26)
411100 Regular Full Time Employees	361,956	332,486	431,794	329,982	0	445,833	14,039	3.25
412100 Regular Part Time	24,205	31,712	45,504	50,000	0	0	(45,504)	(100.00)
413000 Temporary Workers	6,395	2,034	45,000	45,000	47,000	47,000	2,000	4.44
414030 Overtime	1,323	523	1,000	1,000	1,000	1,000	0	0.00
414040 Holiday Pay	0	0	250	250	250	250	0	0.00
414050 Vacation Sell-Back	0	0	2,500	2,500	3,000	3,000	500	20.00
415000 Fringe Benefits	261,225	249,787	382,177	371,697	0	331,227	(50,950)	(13.33)
415020 Worker Compensation	394	405	336	336	0	253	(83)	(24.70)
415030 Unemployment	1,457	689	507	507	0	507	0	0.00
421100 General Office Supplies	3,608	1,796	20,000	25,000	25,000	25,000	5,000	25.00
421110 Postage	1,783	2,604	3,500	3,500	3,950	3,950	450	12.86
421200 Computer Supplies	3,114	5,040	7,000	7,000	7,500	7,500	500	7.14
421210 Computer Non-Capital	1,969	0	35,000	35,000	35,000	35,000	0	0.00
422400 Food	0	0	300	300	300	300	0	0.00
422720 Uniforms/Clothing Expense	44	24	200	200	200	200	0	0.00
431000 Professional Services	73,491	92,559	110,000	110,000	125,000	125,000	15,000	13.64
431420 Legal Fees	62	186	500	500	500	500	0	0.00

Clackamas County, OR. **Revenue and Expense Report**

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	Change	Pct. Change
	Actual	Actual	Amended	Projected	Department	Proposed	from Prior	from Prior
Justice Court			Budget	Year End	Requested	Budget	Year Budget	Year Budget
1147 Justice Court								
221 Justice Court								
431900 Contracted Services	8,821	8,844	10,000	10,000	10,000	10,000	0	0.00
431918 Internal County Contracted Svc	133,523	137,296	185,000	325,000	325,000	325,000	140,000	75.68
432100 Telephone	10,573	10,426	17,500	17,500	18,000	18,000	500	2.86
433100 Travel and Per Diem (no mileage)	1,130	1,371	7,500	8,500	10,500	10,500	3,000	40.00
433110 Mileage Reimbursement	654	543	3,500	3,500	3,500	3,500	0	0.00
434100 Printing & Duplicating Services	0	443	0	0	0	0	0	0.00
435180 Casualty Insurance	9,154	6,198	5,697	5,697	0	4,735	(962)	(16.89)
437100 Building Repairs & Maintenance	283	0	350	1,500	2,500	2,500	2,150	614.29
437231 Software Maintenance	57,682	6,800	140,000	140,000	169,082	169,082	29,082	20.77
437260 Office Furn & Equip Non-Capital	128	0	15,000	15,000	15,000	15,000	0	0.00
438110 Office Rental	140,464	142,505	185,000	215,000	215,000	215,000	30,000	16.22
438200 Office Equipment Rental	0	0	1,000	1,000	1,000	1,000	0	0.00
438220 Copier Rental	7,256	8,047	9,000	9,000	9,000	9,000	0	0.00
439000 Misc Expenses	0	990	0	0	0	0	0	0.00
439100 Dues & Memberships	627	325	3,000	3,000	3,500	3,500	500	16.67
439200 Training & Staff Development	3,323	2,532	5,000	5,000	5,000	5,000	0	0.00
439940 Refunds	8,769	4,460	15,000	15,000	15,000	15,000	0	0.00
439953 Merchant Charge	27,418	29,985	28,500	35,000	37,500	37,500	9,000	31.58
465002 Payments to Local Governments	1,227,826	1,325,534	1,800,000	1,490,175	1,800,000	1,800,000	0	0.00
470100 I/F Transfer To General Fund	1,147,266	1,375,508	1,658,991	1,658,991	0	0	(1,658,991)	(100.00)
478101 Finance Alloc Cost	28,858	28,169	30,387	30,387	0	30,387	0	0.00
478102 Tech Svc Alloc Cost	126,808	123,096	118,982	118,982	0	117,124	(1,858)	(1.56)
478103 Building Maint Alloc Cost	77,468	63,347	80,977	80,977	0	76,135	(4,842)	(5.98)
478104 PGA Alloc Cost	6,923	2,833	6,048	6,048	0	6,048	0	0.00
478105 Records Mgt Alloc Cost	1,045	261	0	0	0	0	0	0.00
478106 Purchasing Alloc Cost	1,638	1,932	3,860	3,860	0	3,860	0	0.00
478107 Courier Alloc Cost	1,645	1,346	1,405	1,405	0	1,405	0	0.00
478111 Personnel Admin Alloc Cost	14,859	15,775	16,778	16,778	0	16,778	0	0.00
478112 County Admin Alloc Cost	5,512	5,317	4,829	4,829	0	4,829	0	0.00
478117 Mailroom Overhead Allocation	3,119	1,587	1,460	1,460	0	1,460	0	0.00
478201 Electric Utility Alloc	4,216	6,010	6,798	6,798	0	6,731	(67)	(0.99)
478202 Natural Gas Utility Alloc	758	2,597	2,790	2,790	0	2,888	98	3.51
478203 Water Utility Alloc	181	173	0	0	0	0	0	0.00
478204 Trash Removal Alloc	44	42	0	0	0	0	0	0.00
485320 Computer Software Purchases	11,995	0	48,995	48,995	0	0	(48,995)	(100.00)

Clackamas County, OR.
Revenue and Expense Report

	2017-18 Actual	2018-19 Actual	2019-20 Amended Budget	2019-20 Projected Year End	2020-21 Department Requested	2020-21 Proposed Budget	Change from Prior Year Budget	Pct. Change from Prior Year Budget
Justice Court								
1147 Justice Court								
221 Justice Court								
499001 Contingency	0	0	725,645	0	775,774	775,774	50,129	6.91
Total Expense	3,810,991	4,034,136	6,224,560	5,264,944	3,664,056	4,714,256	(1,510,304)	(24.26)
Total Justice Court	1,966,662	2,389,710	0	678,306	1,050,200	0	0	0.00
Total Justice Court	1,966,662	2,389,710	0	678,306	1,050,200	0	0	0.00
Grand Total	1,966,662	2,389,710	0	678,306	1,050,200	0	0	0.00

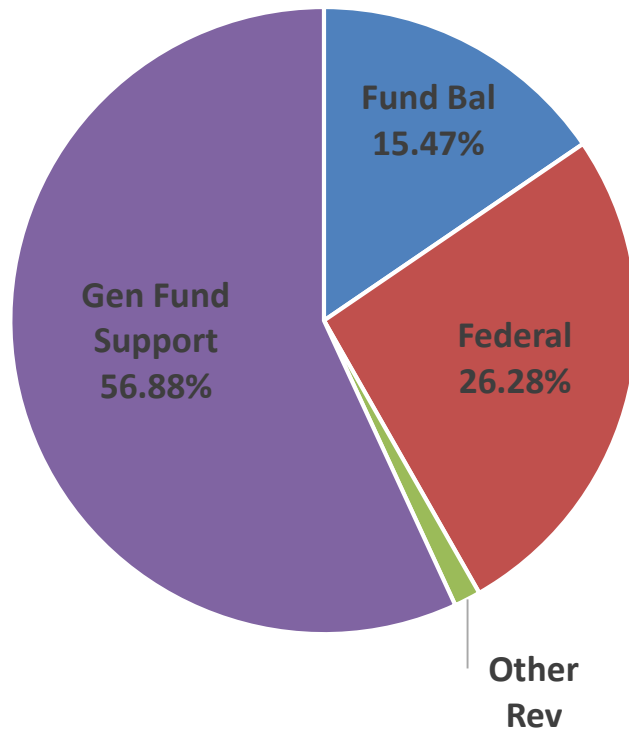


Disaster Management

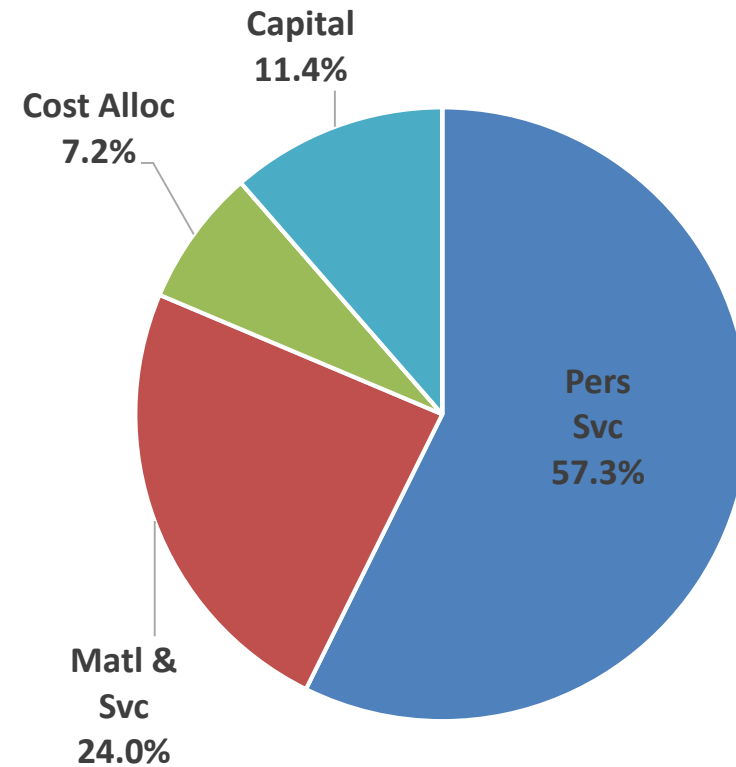
2020-2021 BUDGET PRESENTATION

2020/21 Revenue and Expenses

Revenue



Expenditures



Disaster Management

Summary of Revenue & Expenses

Disaster Management Summary of Revenue and Expense								
	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	853,567	911,881	937,016	1,057,255	1,057,255	497,326	-559,929	-53.0%
Federal Grants & Revenues	573,799	242,710	1,460,191	1,460,191	1,335,045	844,613	-615,578	-42.2%
State Grants & Revenues	0	10,000	8,000	8,000	26,872	0	-8,000	0%
Local Grants & Revenues	1,410	74,458	0	0	59,197	0	0	0%
Charges for Service	16	9,068	0	0	22,051	40,000	40,000	#DIV/0!
Other Revenues	7,635	12,939	0	0	5,000	4,000	4,000	#DIV/0!
Interfund Transfers	1,874,696	2,171,183	2,256,168	2,256,168	2,256,168	1,828,108	-428,060	-19.0%
Operating Revenue	2,457,556	2,520,358	3,724,359	3,724,359	3,704,333	2,716,721	-1,007,638	-27.1%
% Change	NA	2.6%	47.8%	47.8%	-0.5%	-26.7%		
Personnel Services	1,630,930	1,697,286	1,881,795	1,887,795	1,884,858	1,842,580	-45,215	-2.4%
Materials & Services	306,397	440,240	1,555,910	1,818,910	1,842,021	772,323	-1,046,587	-57.5%
Cost Allocation Charges	248,907	238,016	241,479	241,479	241,299	232,864	-8,615	-3.6%
Capital Outlay	100,609	0	225,000	245,000	296,084	366,280	121,280	0.0%
Operating Expenditure	2,286,843	2,375,542	3,904,184	4,193,184	4,264,262	3,214,047	-979,137	-23.4%
% Change	NA	3.9%	64.3%	76.5%	1.7%	-15.1%		
Special Payments	112,400	0	182,000	182,000	0	0	-182,000	-100.0%
Reserve for Future Expenditures	0	0	0	0	0	0	0	0%
Contingency	0	0	575,191	406,430	0	0	-406,430	0.0%
Total Expenditure	2,399,243	2,375,542	4,661,375	4,781,614	4,264,262	3,214,047	-1,385,567	-32.8%
Ending Balance (if applicable) (includes Reserve & Contingency)	911,880	1,056,697	575,191	406,430	497,326	0	-588,430	-1
General Fund Support (if applicable)	1,874,696	2,171,183	2,256,168	2,256,168	2,256,168	1,828,108	-428,060	-19.0%
Full Time Equiv Positions (FTE) Budgeted	11.0	11.0	11.0	11.0	12.0	11.0	0.0	0%
Full Time Equiv Positions (FTE) Filled at Yr End	10.0	9.0			10.0			
Full Time Equiv Positions (FTE) Vacant at Yr End	1.0	2.0			2.0			

This line chart displays financial data in millions of dollars across four fiscal years: FY 17-18, FY 18-19, FY 19-20 Est, and FY 20-21 Proposed. The Y-axis ranges from 0 to 5 million. The legend includes: Oper Rev (blue line), Oper Exp (red line), End Balance (green line), and Gen Fund Support (purple line). Oper Rev and Oper Exp show a significant increase in FY 19-20 Est, peaking around 4 million, before declining in FY 20-21 Proposed. End Balance shows a steady decline from approximately 1 million in FY 17-18 to near zero in FY 20-21 Proposed. Gen Fund Support remains relatively stable, fluctuating between 1.8 and 2.2 million.

This line chart displays Full Time Equiv Positions (FTE) from FY 17-18 to FY 20-21 Proposed. The Y-axis ranges from 0 to 20. The legend includes: FTE Budgeted (blue line) and FTE Actual at Yr End (red line). FTE Budgeted starts at 11.0 in FY 17-18, remains at 11.0 in FY 18-19, increases to 12.0 in FY 19-20 Est, and decreases to 11.0 in FY 20-21 Proposed. FTE Actual at Yr End starts at 10.0 in FY 17-18, decreases to 9.0 in FY 18-19, increases to 10.0 in FY 19-20 Est, and is not explicitly shown for FY 20-21 Proposed.



Disaster Management Department

Department Budget Summary by Fund

Line of Business	FY 20/21	FY 20/21	FY 20/21	FY 20/21
Program	FTE	Disaster Management Fund	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
Disaster Management				
Disaster Management Operations	6.0	2,222,888	2,222,888	848,104
Medical Examiner				
Medical Examiner's Operations	5.0	991,159	991,159	980,004
TOTAL	11.0	3,214,047	3,214,047	1,828,108
FY 19/20 Budget	11.0	4,781,614	4,781,614	2,256,168
\$ Increase (Decrease)	0.0	-1,567,567	-1,567,567	-428,060
% Increase (Decrease)	0.0	-32.78%	-32.78%	-18.97%

** 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

2019 Major Accomplishments

- Response to COVID-19
 - Emergency Operations Center (EOC) opened February 28, 2020 and will be open as long as needed
 - Coordination and collaboration with the Regional Disaster Preparedness Organization (RDPO) members towards COVID
 - Provide basic needs to vulnerable and underserved populations such food, personal hygiene, sheltering, behavioral health support and personal protective equipment (PPE)
 - Distributed Strategic National Stockpile (SNS) healthcare equipment and County procured PPE to first responders
- Mt. Hood Evacuation Framework
- Fuel Planning Assessment & Documentation
 - Anticipated completion date: October 2020
- 100% of Clackamas County Department Continuity of Operations Plans (COOP) are completed
- Conversion to a web-based Case Management System for Medical Examiner's Office
- A total of 1,045 deaths were investigated by the Medical Examiner's Office for the calendar year 2019
 - 285 scene investigations
 - 760 limited investigations

Disaster Management

Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff
615,578	Federal Grants & Revenue	Mitigation Dollars spent to complete buy-out 2015 floods property and UASI pass through dollars are expected to be lower for Clackamas County jurisdictions.
1,046,587	Materials & Services	Loss of Contingency funds for disaster events such as wildfires, floods, and public health emergencies, will require funding requests to County Administration for any event.

Other Issues

Description	Service Level Impact, including citizens & staff
Created ORG 0162 to track costs for Disaster events. Program #00132 COVID-19 is being used for the current response.	Use of Contingency Funds for COVID-19 related expenses have been reallocated to the COVID-19 response.



Disaster Management

Department Mission

The Mission of Disaster Management Department is to foster resilience through disaster planning, preparedness, response, recovery coordination, and Medical Examiner services to Clackamas County communities so they can equitably access resources, survive a disaster, and recover as timely and deliberately as possible.

Disaster Management

Nancy Bush - Director

FTE 11.00

Total Proposed \$3,214,047

General Fund Support \$1,828,108

Disaster Management

Nancy Bush-Mgr

Total Proposed

\$2,222,888

Gen Fund \$848,104

Medical Examiner

Nancy Bush-Mgr

Total Proposed

\$991,159

Gen Fund \$980,004

Disaster Mgt Operations

Nancy Bush-Mgr

FTE 6.00

Total Proposed

\$2,222,888

Gen Fund \$848,104

Medical Examiner Operations

Cathy Phelps-Mgr

FTE 5.00

Total Proposed

\$991,159

Gen Fund \$980,004



Disaster Management

Disaster Management Operations

Purpose Statement

The purpose of the Disaster Management Program 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.

Performance Narrative Statement

The Disaster Management Operations Program Proposed a \$2,222,888 budget, a continuation of current funding levels. The funding amount also includes anticipated Urban Area Security Initiative (UASI) funding, which is pass through dollars of approximately \$475,000. The Emergency Management Performance Grant (EMPG) is expected to be around \$150,000, which helps offset the cost of staff in the operational budget. This federal funding is unstable in future years. However, there has been an increase of general fund to help offset the shortfall that Disaster Management has been experiencing from decreased funding. These resources will provide coordination and integration of emergency planning and preparedness efforts for the residents and visitors of Clackamas County. Achieving these targets will provide a more resilient community before, during and after disasters.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actuals	FY 19-20 Target	FY 19-20 Actuals as of 4/30/20	FY 20-21 Target
Result Measure	90% of required Disaster Management Plans that are up to date and approved	97%	95%	100%	100%	100%
Result Measure	75% Clackamas County Departments have up to date, approved Continuity of Operations Plans in place ¹	28%	35%	75%	100%	100%
Output	85% of CCENS calls connected to residents ²	46%	93%	85%	88%	85%
Result	% of federal and state required disaster management plans, exercises and actual events that are required and in need of planning, response and recovery ³	100%	Discontinued	Discontinued	Discontinued	Discontinued

¹ Continuity of Operations Plans (COOP) is the sole responsibility of each department and Disaster Management facilitates the overall management, training and coordination of each plan. Disaster Management relies on the departments progress for this measure. Currently there are 81% of departments working on their plan and only 37% have approved plans.

² The Clackamas County Emergency Notification System software was replaced with Everbridge, a more robust system, in August 2018. The past Emergency Notification System, TFCC-West (Twenty First Century Communications), had program issues that allowed possible user errors on Dispatcher call throttle rates causing phone lines to be jammed or busy. TFCC-West also did not allow for IPAWS (Integrated Public Alert and Warning System) integration decreasing our ability to send out notifications on a more widespread basis.

³ Disaster Management is still measuring this result; however, it is not Result Budget Measure

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 \$150,000 for salaries for the Clackamas County Emergency Management Program Operations; federal mitigation dollars for a buyout from the 2015 storms and Urban Area Security Initiative (UASI) federal funding, which is pass-through to local programs.
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Disaster Management

Disaster Management Operations

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	827,468	878,166	990,749	990,749	486,171	(504,578)	-50.9%
Federal Grants & Revenues	573,799	242,710	1,460,191	1,335,045	844,613	(615,578)	-42.2%
State Grants & Revenues	-	10,000	8,000	26,872	-	(8,000)	-100.0%
Local Grants & Revenues	1,410	74,458	-	59,197	-	-	0%
Charges for Service	16	9,068	-	22,051	40,000	40,000	0%
Other Revenues	7,635	12,939	-	5,000	4,000	4,000	0%
Interfund Transfers	1,020,768	1,282,643	1,289,885	1,289,885	848,104	(441,781)	-34.2%
Operating Revenue	1,603,628	1,631,818	2,758,076	2,738,050	1,736,717	(1,021,359)	-37.0%
Total Rev - Including Beginning Bal	2,431,096	2,509,984	3,748,825	3,728,799	2,222,888	(1,525,937)	-40.7%
Personnel Services	919,361	968,605	1,055,652	1,052,715	1,030,863	(24,789)	-2.3%
Materials & Services	217,748	359,773	1,663,625	1,697,891	639,209	(1,024,416)	-61.6%
Cost Allocation Charges	217,647	196,518	196,118	195,938	186,536	(9,582)	-4.9%
Capital Outlay	100,609	-	245,000	296,084	366,280	121,280	49.5%
Operating Expenditure	1,455,365	1,524,896	3,160,395	3,242,628	2,222,888	(937,507)	-29.7%
Special Payments	112,400	-	182,000	-	-	(182,000)	-100.0%
Contingency	-	-	406,430	-	-	(406,430)	-100.0%
Total Exp - Including Special Categories	1,567,765	1,524,896	3,748,825	3,242,628	2,222,888	(1,525,937)	-40.7%
General Fund Support (if applicable)	1,020,768	1,282,643	1,289,885	1,289,885	848,104	-441,781	-34.2%
Full Time Equiv Pos (FTE) Budgeted	6.00	6.00	6.00	6.00	6.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	6.00	5.00	-	5.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	1.00	-	-	-

Significant Issues and Changes

Disaster Management traditionally receives the Emergency Management Performance Grant (EMPG), which support staff with a 50% match. Because the state formula continues to change there could be fewer dollars at the local level. Clackamas County Disaster Management has been making up the difference over the past few years with fund balance. General funding has been obtained to help offset the loss of these federal funds for 2 years. Federal grant revenues declined by 42.2% due to the mitigation buyout being completed. Materials & Services has declined by 55.7% due to a large reduction in Professional Services. Goals pertaining to Professional Services are now assigned to a full time Community Planner on staff.



Medical Examiner

Medical Examiner Operations

Purpose Statement

The purpose of the Medical Examiner's Office Program is to provide death investigation services to decedents, their families, and the medical and legal communities so they can receive answers and information they need to take appropriate action as necessary and enable them to move forward.

Performance Narrative Statement

The Medical Examiner Program Proposed a \$991,159 budget, a continuation of current funding levels. These resources will provide approximately 366 on-scene death investigations and 834 legally reportable limited investigations death documentations. Achieving these results will provide medicolegal death investigations services to decedents, their families, and the medical and legal communities so they can receive answers.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as 12/31/19	FY 20-21 Target
Result	% of on-scene investigations with associated interviews and investigations where Quality Assurance Reviews are conducted.	3%	3%	4%	3%	4%
Result	% of the conducted Quality Assurance Reviews demonstrated to have no exceptions or non-compliance with protocols and established professional standards.	97%	97%	95%	95%	95%
Result	Total Number of Medical Examiner Cases	1033*	1036*	1,200	1045*	1,200
	Number of On-Scene Investigations	283*	285*	366	285*	366
	Number of Reportable - Limited Investigations	750*	751*	834	760*	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.**

*Calendar Year



Medical Examiner

Medical Examiner Operations

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	26,099	33,715	66,506	66,506	11,155	(55,351)	-83.2%
Interfund Transfers	853,928	888,540	966,283	966,283	980,004	13,721	1.4%
Operating Revenue	853,928	888,540	966,283	966,283	980,004	13,721	1.4%
Total Rev - Including Beginning Bal	880,027	922,255	1,032,789	1,032,789	991,159	(41,630)	-4.0%
Personnel Services	711,569	728,124	832,143	832,143	811,717	(20,426)	-2.5%
Materials & Services	88,649	80,467	155,285	144,130	133,114	(22,171)	-14.3%
Cost Allocation Charges	31,260	41,498	45,361	45,361	46,328	967	2.1%
Operating Expenditure	831,478	850,089	1,032,789	1,021,634	991,159	(41,630)	-4.0%
Total Exp - Including Special Categories	831,478	850,089	1,032,789	1,021,634	991,159	(41,630)	-4.0%
General Fund Support (if applicable)	853,928	888,540	966,283	966,283	980,004	13,721	1.4%
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00	-	5.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes

The Medical Examiner's Office is a fairly stable office, which is 100% funded by general fund. For the fiscal year 2020-2021 we currently anticipate approximately a 5% increase in reported deaths. As the deaths increase there will be need for additional staff in the Medical Examiner's Office.



Central Communications – C-COM

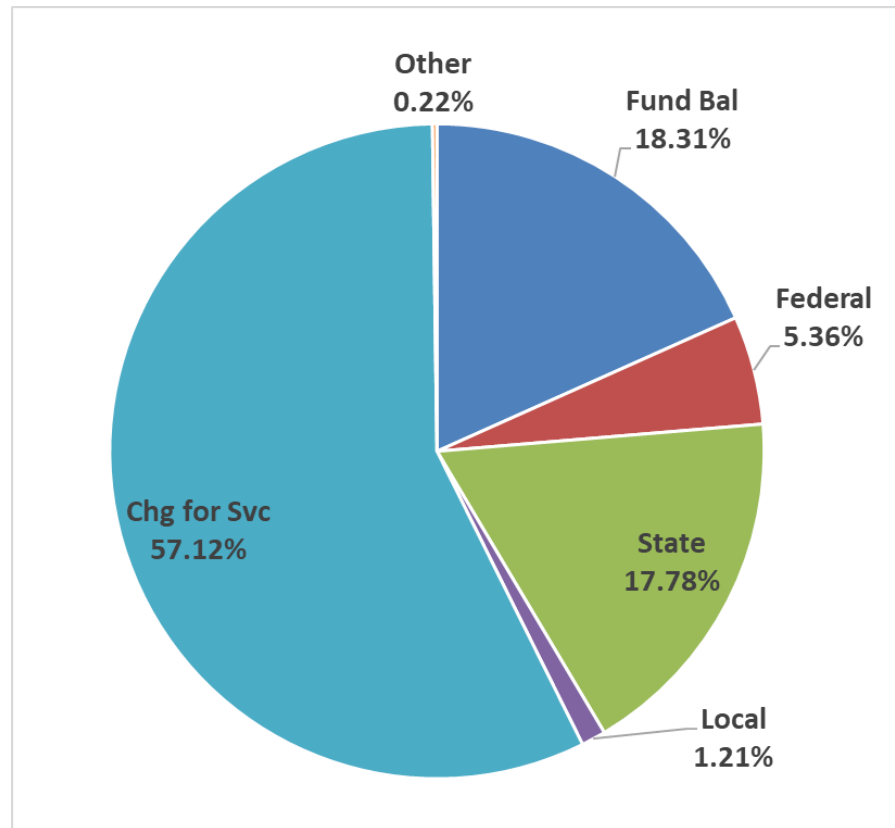
2020-2021 BUDGET PRESENTATION



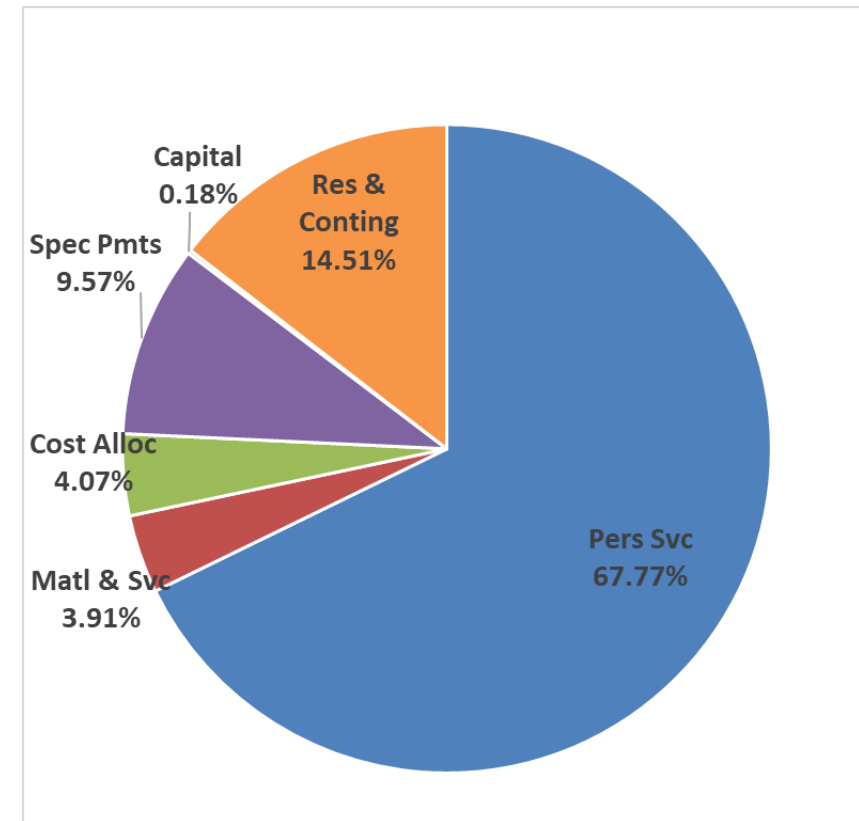
C-COM

2020/21 Revenue and Expenses

Revenue



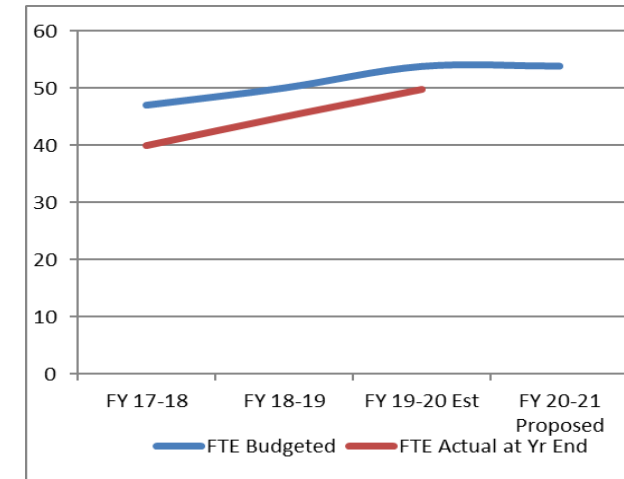
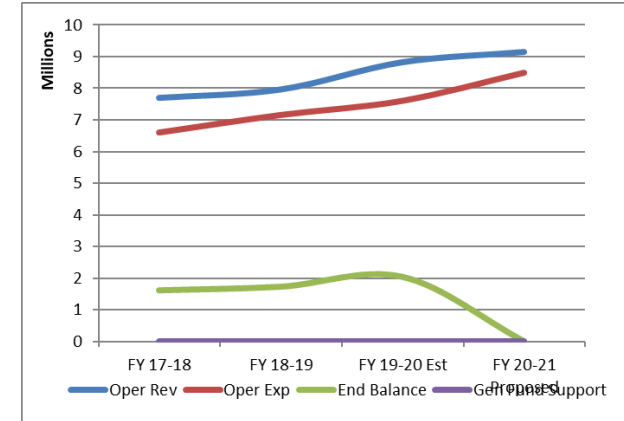
Expenditures



C-COM

Summary of Revenue & Expenses

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,606,458	1,620,732	1,225,487	1,737,546	1,737,546	2,050,388	312,842	18.0%
Federal Grants & Revenues	530,913	469,087	550,000	550,000	550,000	600,000	50,000	0%
State Grants & Revenues	1,686,116	1,744,872	1,711,360	1,711,360	1,707,950	1,990,600	279,240	16.3%
Local Grants & Revenues	19,897	20,912	134,910	134,910	134,912	134,912	2	0.0%
Charges for Service	5,435,286	5,688,689	6,223,807	6,395,970	6,404,660	6,395,002	-968	0.0%
Other Revenues	28,392	41,444	24,702	24,702	24,700	24,764	62	0.3%
Interfund Transfers	0	0	0	0	0	0	0	0%
Operating Revenue	7,700,604	7,965,004	8,644,779	8,816,942	8,822,222	9,145,278	328,336	3.7%
% Change	NA	3.4%	8.5%	10.7%	0.1%	3.7%		
Personnel Services	5,889,352	6,465,439	7,877,337	8,102,500	6,566,247	7,587,212	-515,288	-6.4%
Materials & Services	356,412	322,938	437,164	588,223	587,371	437,681	-150,542	-25.6%
Cost Allocation Charges	332,997	362,409	430,599	430,599	434,004	455,407	24,808	5.8%
Capital Outlay	19,417	5,689	20,000	177,000	20,000	20,000	-157,000	0.0%
Operating Expenditure	6,598,178	7,156,475	8,765,100	9,298,322	7,607,622	8,500,300	-798,022	-8.6%
% Change	NA	8.5%	22.5%	29.9%	-18.2%	11.6%		
Special Payments	1,088,152	691,716	901,758	901,758	901,758	1,071,122	169,364	18.8%
Interfund Transfers	0	0	0	0	0	0	0	0%
Reserve for Future Expenditures	0	0	0	119,000	0	1,388,836	1,269,836	1067.1%
Contingency	0	0	203,408	235,408	0	235,408	0	0.0%
Total Expense	7,686,330	7,848,191	9,870,266	10,554,488	8,509,380	11,195,666	641,178	6.1%
Ending Balance (if applicable) (includes Reserve & Contingency)	1,620,732	1,737,545	203,408	0	2,050,388	0	1,269,836	0
General Fund Support (if applicable)	0	0	0	0	0	0	0	0%
Full Time Equiv Positions (FTE) Budgeted	47.0	50.0	53.8	53.8	53.8	53.8	0.0	0%
Full Time Equiv Positions (FTE) Filled at Yr End	40.0	45.0			49.8			
Full Time Equiv Positions (FTE) Vacant at Yr End	7.0	5.0			4.0			





Department of Communications (CCOM)

Department Budget Summary by Fund

<i>Line of Business</i>	FY 20/21	FY 20/21	FY 20/21	FY 20/21
<i>Program</i>	FTE	Emergency Communications Fund	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
Operations				
Call Taking	9.00	791,752	791,752	
* Dispatch	34.00	6,262,600	6,262,600	
Training & Quality Assurance	3.00	492,582	492,582	
			-	
Technical Services			-	
911 Tech Services	5.00	869,034	869,034	
			-	
Administration			-	
Administration	2.75	2,779,698	2,779,698	
TOTAL	53.75	11,195,666	11,195,666	
FY 19/20 Budget	53.75	10,554,488	10,554,488	
\$ Increase (Decrease)	0.00	641,178	641,178	
% Increase (Decrease)	0.00%	6.07%	6.07%	

** 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

* Dispatch FTE of 34 includes Operations Manager

C-COM

Performance Clackamas Strategic Results

BCC Priority	Measure	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY20-21 Target
Ensure Safe, Healthy and Secure Communities	24/7 Call-Taking coverage independent of Dispatch. This met the BCC goal to improve firefighter safety on the radio by separating the 911 call-taking function from fire dispatching to minimize risk of task distraction.	3	8	8	9
Grow a Vibrant Economy	95% of authorized positions filled	87%	95%	94%	95%

C-COM

2019-2020 Major Accomplishments

- **Staffing:** Hired 9 call-taker trainees and 1 EMS Quality Assurance Coordinator, Promoted 4 internal dispatchers to Lead Dispatcher (3) and Quality Assurance Coordinator (1). Upgraded temporary employee into .75 FTE Records Clerk position.
- **Training:** 9 employees completed advanced training certification or leadership training, 6 trainees achieved call-taking certification and are now serving as 911 Call-Takers, 5 trainees achieved dispatch certification and are now serving as Emergency Communications Dispatchers
- **Projects Completed:**
 - Project Retains Study Completed to validate staffing recommendations
 - Employee Satisfaction Survey Completed & Baseline User Satisfaction Survey Completed
 - Operation Inquiry Tracking process established & implemented
 - Technical Help Desk, via ZenDesk, established & implemented
 - Guardian Tracker, software to provide transparent feedback to employees, established & implemented
 - 5-year CJIS & Annual LEDS Audit completed and passed without findings
 - Rapid SOS implemented to enhance location accuracy for cell-phone callers
 - Acquired 10-days food supply for C-COM to enhance agency readiness for emergencies
 - Converted EOC to Fire Dispatch due to COVID-19 CDC social distancing guidelines
 - Quality Improvement Program launched with support from the Denise Amber Lee Foundation (fully functional in FY20-21 fiscal year)
 - US Digital Fire Station Alerting Project initiated (will be completed in FY20-21 fiscal year)
 - Console Replacement Project initiated (will be completed in FY20-21 fiscal year)

C-COM

Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff

Other Issues

Description	Service Level Impact, including citizens & staff
CCSO Annual User Fees	C-COM was able to keep CCSO's User Fees level for FY 2020-2021, thanks to increase in 9-1-1 tax at state level.
Community Corrections, Code Enforcement, Emergency Management, Dept. of Transportation, Dist. Attorney, Dog Services, Juvenile	C-COM was able to keep all Internal County Services FY 2020-2021 annual fees level, with no increase, thanks to increase in 9-1-1 tax at state level

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.

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CLACKAMAS
COUNTY



Department of Communications (9-1-1)

Department Mission

Provide emergency and non-emergency call response, information and dispatch services to the citizens and agencies we serve so they can have reliable 24/7 access to information and critical life safety services.

Department of Communications (CCOM 9-1-1)

Cheryl Bledsoe, Director

FTE 53.75

Total Proposed \$ 11,195,666

General Fund Support \$ -

Operations Tony Collins Total Proposed \$7,546,934
Gen Fund \$ -

Tech Services Toni Sexton Total Proposed \$869,034
Gen Fund \$ -

Administration Cheryl Bledsoe Total Proposed \$2,779,698
Gen Fund \$ -

Call Taking FTE 9 Total Proposed \$791,752
Gen Fund \$ -

911 Tech Services FTE 5 Total Proposed \$869,034
Gen Fund \$ -

C-COM Administration FTE 2.75 Total Proposed \$2,779,698
Gen Fund \$ -

Dispatch FTE 34 Total Proposed \$6,262,600
Gen Fund \$ -

Training & Quality Assurance FTE 3 Total Proposed \$492,582
Gen Fund \$ -



Operations Line of Business

Call Taking Program

Purpose Statement

The purpose of the Call Taking program is to provide professional call processing and referral services to the public, businesses and government agencies so they can have expedited and efficient access to public safety for non-emergency, emergency and life-critical events.

Performance Narrative

The Call Taking position was approved for the 18-19 FY. CCOM ran open continuous recruitments to fill the positions during the 18-19 FY. Since then, we successfully hired 9 external candidates, 4 of which are fully certified Call Takers. The other 5 trainees are progressing nicely through training and we are hopeful that they will all be signed off and fully certified by Q1 20-21 FY. Our goal is to have 9 Call Taker positions filled and certified by the end of FY 20-21.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	24/7 Call Taking coverage independent of Dispatch	3	8	8	9
Result	95% 911 calls answered in 10 seconds or less (with filter)	100%	95%	100%	98%
Output	# In-Bound Calls	269,091	275,000	136,468	280,000

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:

C-COM provides 9-1-1 call-taking services as a local Public Safety Answering Point (PSAP) as established under Oregon Revised Statute 403 which outlines the role & responsibilities for 9-1-1 call-taking services inside the state of Oregon.



Operations Line of Business

Call Taking Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	90,953	245,097	-	-	(245,097)	-100.0% 0%
State Grants & Revenues	-	856,771	837,500	400,000	600,000	(237,500)	-28.4%
Local Grants & Revenues	-	4,082	26,982			(26,982)	-100.0%
Charges for Service	-	1,143,091	1,244,761	243,021	243,252	(1,001,509)	-80.5%
Other Revenues	-	-	4,940	-	-	(4,940)	-100.0%
Operating Revenue	-	2,003,944	2,114,183	643,021	843,252	(1,270,931)	-60.1%
Total Rev - Including Beginning Bal	-	2,094,897	2,359,280	643,021	843,252	(1,516,028)	-64.3%
Personnel Services	-	152,388	692,312	559,800	760,857	68,545	9.9%
Materials & Services	-	44,019	67,940	30,194	30,895	(37,045)	-54.5%
Operating Expenditure	-	196,407	760,252	589,994	791,752	31,500	4.1%
Total Exp - Including Special Categories	-	196,407	760,252	589,994	791,752	31,500	4.1%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	7.00	9.00	9.00	9.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	3.00		8.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	4.00		1.00	-		

Significant Issues and Changes

- The revenue and expenditures will not balance as there is a portion of the 9-1-1 tax that we receive that can only be recorded for the Call Taking position



Operations Line of Business

Dispatch Program

Purpose Statement

The purpose of the Dispatch program is to provide call detail information, administrative call support and life safety tracking services to Public Safety Agencies so they can respond to non-emergency, emergency and life-critical events.

Performance Narrative

During the 19-20 FY, CCOM signed off 2 trainees as fully certified dispatchers. Our coaches are continuing their training program with 3 dispatch trainees and we are hopeful that all 3 will be fully certified by Q2 of FY 20-21.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	90% Priority I (Fire & EMS) calls dispatched in 64 seconds	23%	30%	23.0%	30%
Output	# of total Calls for service dispatched law enforcement (CCOM Initiated)	113,826	115,000	58,783	117,000
Output	# total Calls for Service dispatched (Fire & EMS CCOM Initiated)	35,686	36,000	17,362	36,500

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation



Operations Line of Business

Dispatch Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	978,500	674,018	674,018	-	(674,018)	-100.0% 0%
Federal Grants & Revenues	-	469,087	550,000	550,000	600,000	50,000	9.1%
State Grants & Revenues	-	686,534	670,000	1,286,956	1,375,000	705,000	105.2%
Local Grants & Revenues	-	9,002	74,200			(74,200)	-100.0%
Charges for Service	-	3,098,036	3,423,094	4,764,286	4,759,000	1,335,906	39.0%
Misc Revenue		-	13,587				
Interest Earned		-					
Operating Revenue	-	4,262,659	4,730,881	6,601,242	6,734,000	2,003,119	42.3%
Total Rev - Including Beginning Bal	-	5,241,159	5,404,899	7,275,260	6,734,000	1,329,101	24.6%
Personnel Services	-	5,254,039	5,416,033	4,574,322	5,105,523	(310,510)	-5.7%
Materials & Services	-	126,987	214,467	126,472	85,955	(128,512)	-59.9%
Operating Expenditure	-	5,381,026	5,630,500	4,700,794	5,191,478	(439,022)	-7.8%
Special Payments	-	689,484	901,758	901,758	1,071,122	169,364	18.8%
Total Exp - Including Special Categories	-	6,070,510	6,532,258	5,602,552	6,262,600	(269,658)	-4.1%
General Fund Support (if applicable)	-	-	-	-	-		0%
Full Time Equiv Pos (FTE) Budgeted	-	36.00	34.00	34.00	34.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	34.00	-	33.00	34.00		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	2.00		1.00			

Significant Issues and Changes



Operations Line of Business

Training & Quality Assurance Program

Purpose Statement

The purpose of the Training and Quality Assurance program is to provide innovative industry best practice training and quality assurance services to CCOM Employees so they can meet and exceed state and industry certification requirements, understand current and emerging trends and technology, and provide helpful and accurate services.

Performance Narrative

CCOM was able to recruit and internally promote a second Quality Improvement Coordinator that will now begin working on our QA/QI program of reviewing calls. Our goal is to review and provide feedback on 1% of our calls.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	% call handling compliance (telephone and dispatch) (Strategic Result #3) – TBD determined on establishment of baseline	N/A	N/A	N/A	1%
Result	# of trainees who reach full certification (Call Taking & Dispatch)	0	5	6	8
Output	# Quality Assurance reviews conducted	0	0	0	1% of calls

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



Operations Line of Business

Training & Quality Assurance Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	52,892	122,549	122,549	-	(122,549)	-100.0% 0%
Federal Grants & Revenues	-	173,668	167,500	-		(167,500)	-100.0%
Local Grants & Revenues	-	3,091	13,491			(13,491)	-100.0%
Charges for Service	-	571,273	794,544	619,463	619,124	(175,420)	-22.1%
Other Revenues	-	-	2,470			(2,470)	-100.0%
Operating Revenue	-	748,032	978,005	619,463	619,124	(358,881)	-36.7%
Total Rev - Including Beginning Bal	-	800,924	1,100,554	742,012	619,124	(481,430)	-43.7%
Personnel Services	-	162,780	521,016	241,650	485,882	(35,134)	-6.7%
Materials & Services	-	2,946	6,770	5,650	6,700	(70)	-1.0%
Operating Expenditure	-	165,726	527,786	247,300	492,582	(35,204)	-6.7%
Total Exp - Including Special Categories	-	165,726	527,786	247,300	492,582	(35,204)	-6.7%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	2.00	3.00	3.00	3.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	1.00	-	2.00	-		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	1.00	-		

Significant Issues and Changes

~We have removed the beginning fund balance to more closely align our revenues and expenditures for this org

~Local grants and other revenues have been allocated elsewhere



Tech Services Line of Business

9-1-1 Tech Services Program

Purpose Statement

The purpose of the 911 Tech Services line of business is to provide critical and non-critical systems support, location, statistical and accreditation services to CCOM and User Agencies so they can utilize technology and information to perform their jobs effectively and efficiently.

Performance Narrative

Since fully staffing the Technical Department at CCOM, we have been able to successfully start tracking our statistics on a monthly basis as well as create and implement a help desk with trackable tickets.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/18	FY 20-21 Target
Result	% CCOM service requests that are successfully resolved	67%	75%	97%	95%
Output	# technical responses provided	824	500	2215	1500
Demand	# statistical reports requested	12	12	7	12

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



Technical Services Line of Business

9-1-1 Tech Services Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	173,832	122,549	122,549		(122,549)	-100.0% 0%
State Grants & Revenues	-	27,900	36,360	20,994	15,600	(20,760)	-57.1%
Local Grants & Revenues	-	3,091	13,491	134,912	134,912	121,421	900.0%
Charges for Service	-	590,650	622,381	721,898	720,000	97,619	15.7%
Other Revenues	-	-	2,470			(2,470)	-100.0%
Operating Revenue	-	621,641	674,702	877,804	870,512	195,810	29.0%
Total Rev - Including Beginning Bal	-	795,473	797,251	1,000,353	870,512	73,261	9.2%
Personnel Services	-	524,556	887,239	782,150	801,184	(86,055)	-9.7%
Materials & Services	-	31,644	52,668	62,817	62,850	10,182	19.3%
Capital Outlay	-	1,069	4,000	5,000	5,000	1,000	25.0%
Operating Expenditure	-	557,269	943,907	849,967	869,034	(74,873)	-7.9%
Special Payments	-	2,232	-	-		-	0%
Total Exp - Including Special Categories	-	559,501	943,907	849,967	869,034	(74,873)	-7.9%
General Fund Support (if applicable)	-	-	-	-	-		0%
Full Time Equiv Pos (FTE) Budgeted	-	5.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	5.00	-	5.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

~We have made the decision to put local grants and services into 7804 this year because a large portion of this has to do with mapping and GIS.



Administration Line of Business

CCOM Administration

Purpose Statement

The purpose of the CCOM Administration line of business is to provide leadership, administrations and strategic direction services to employees so they can be supported, be equipped to fulfill their individual roles and deliver services in an effective and efficient manner.

Performance Narrative

CCOM Administration is fully staffed and plans to work on benchmarks and other goals set forth by both our Department as well as Clackamas County. We will strive to keep our vacancies at a minimum with ongoing recruitments to ensure that our staff's work loads are manageable. It is our goal to get our QA program up and running within the next year.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	95% authorized positions filled	87%	95%	88%	95%
Result	90% employee performance evaluations conducted within 2 months of anniversary date	N/A	90%	76%	100%
Output	# Trainees	9	7	9	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



Administration Line of Business

CCOM Administration

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	324,555	573,333	818,430	2,050,388	1,477,055	257.6%
Local Grants & Revenues	-	1,646	6,746			(6,746)	-100.0%
Charges for Service	-	285,639	311,190	55,992	53,626	(257,564)	-82.8%
Other Revenues	-	41,444	1,235	24,700	24,764	23,529	1905.2%
Operating Revenue	-	328,729	319,171	80,692	78,390	(240,781)	-75.4%
Total Rev - Including Beginning Bal	-	653,284	892,504	899,122	2,128,778	1,236,274	138.5%
Personnel Services	-	365,431	585,900	408,325	433,766	(152,134)	-26.0%
Materials & Services	-	128,027	246,378	362,238	251,281	4,903	2.0%
Cost Allocation Charges	-	362,409	430,599	434,004	455,407	24,808	5.8%
Capital Outlay	-	180	173,000	15,000	15,000	(158,000)	-91.3%
Operating Expenditure	-	856,047	1,435,877	1,219,567	1,155,454	(280,423)	-19.5%
Reserve for Future Expenditures	-	-	119,000		1,388,836	1,269,836	1067.1%
Contingency	-	-	235,408	-	235,408	-	0%
Total Exp - Including Special Categories	-	856,047	1,790,285	1,219,567	2,779,698	989,413	55.3%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	2.00	2.00	2.75	2.75	0.75	37.50%
Full Time Equiv Pos (FTE) Filled at Yr End	-	2.00	-	2.75			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

~We have made the decision to put the entire fund balance into 7805 to simplify the accounting process throughout the year.

~Charges for service we more accurately applied to the org's that are actually utilizing those funds

~Other revenues have all been consolidated to 7805 to simplify accounting

~A supplemental budget was done to start a fire protocol project using capital outlay. Our member board has since decided to postpone that project



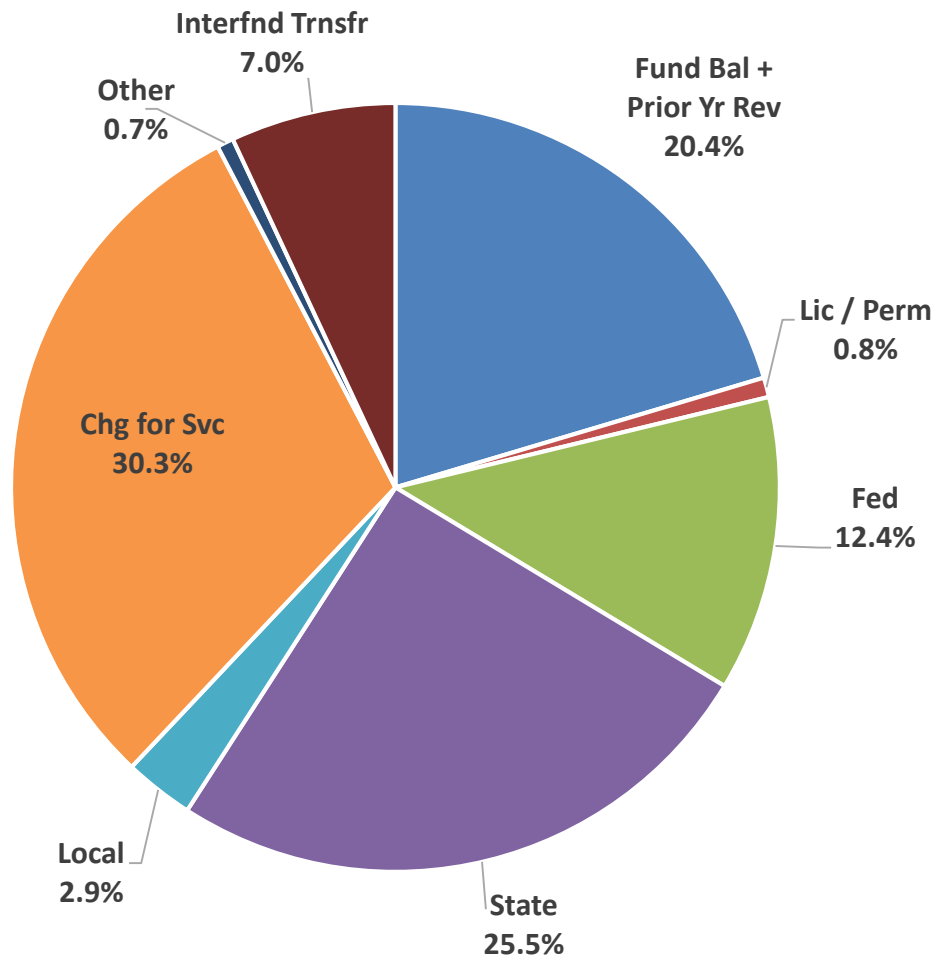
Health, Housing, and Human Services

2020-2021 BUDGET PRESENTATION

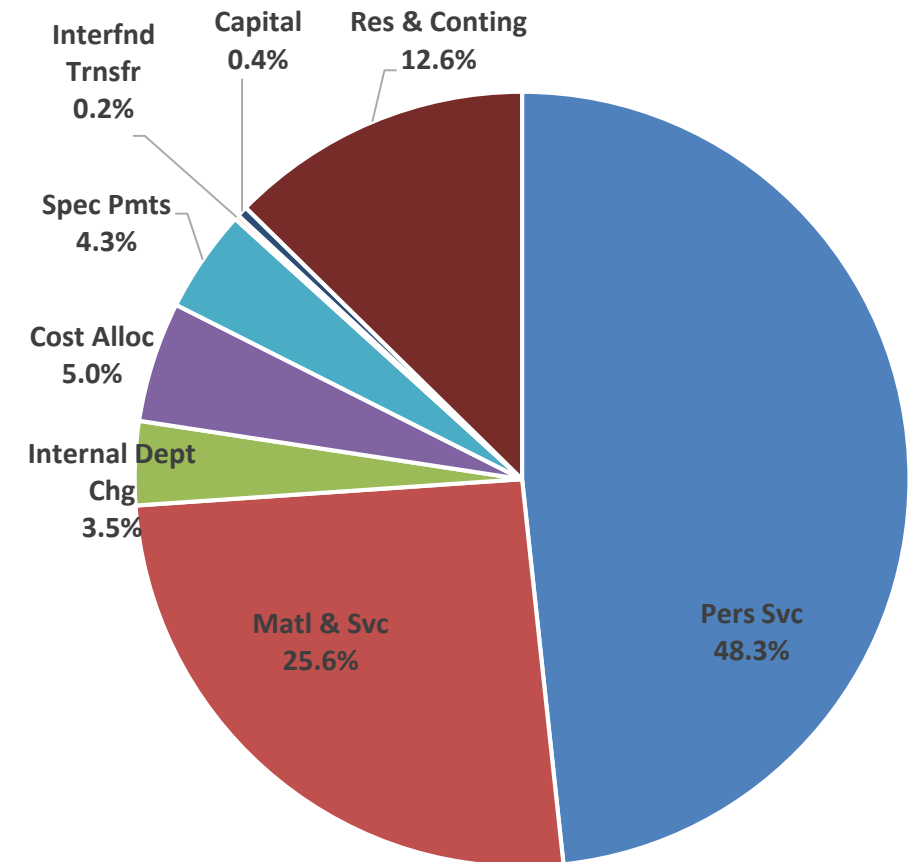


Health, Housing, and Human Services Department 2020/21 Revenue and Expenses

Revenue



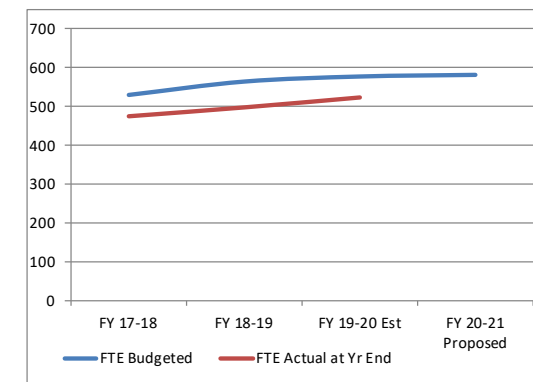
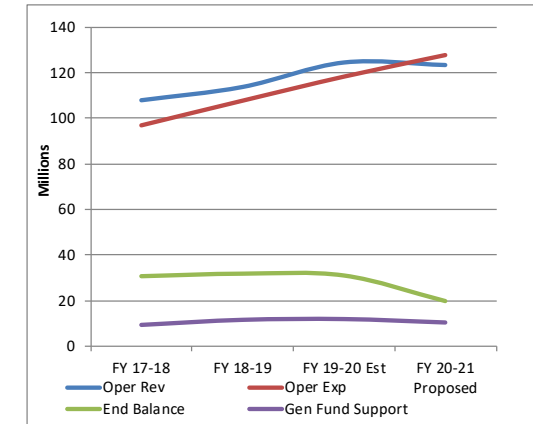
Expenditures



Health, Housing, and Human Services Department

Summary of Revenue & Expenses

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	24,269,906	30,509,366	30,969,301	31,559,824	31,708,002	30,823,710	-736,114	-2.3%
Prior Year Revenue	4,525,517	861,825	25,868	235,272	489,577	606,146	370,874	157.6%
Licenses & Permits	1,091,717	1,096,662	1,382,742	1,382,742	1,312,585	1,273,332	-109,410	-7.9%
Federal Grants & Revenues	14,438,296	16,308,727	17,978,228	19,516,343	18,292,916	19,149,771	-366,572	-1.9%
State Grants & Revenues	37,157,066	40,624,715	41,164,642	45,908,306	45,203,623	39,262,797	-6,645,509	-14.5%
Local Grants & Revenues	2,223,223	2,818,217	2,229,356	5,108,146	4,243,179	4,506,628	-601,518	-11.8%
Charges for Service	37,079,930	37,993,893	44,135,343	45,634,996	41,020,541	46,712,045	1,077,049	2.4%
Other Revenues	1,737,385	1,844,666	1,011,466	992,966	1,322,741	1,075,835	82,869	8.3%
Interfund Transfers	9,770,392	12,246,681	12,166,402	12,570,402	12,520,372	10,719,801	-1,850,601	-14.7%
Operating Revenue	108,023,526	113,795,386	120,094,047	131,349,173	124,405,534	123,306,355	-8,042,818	-6.1%
% Change	NA	5.3%	5.5%	15.4%	9.3%	-1.6%		
Personnel Services	52,782,635	57,763,955	70,341,987	72,677,608	66,705,587	74,436,388	1,758,780	2.4%
Materials & Services	33,002,553	38,710,915	38,639,299	42,135,393	35,327,447	39,489,910	-2,645,483	-6.3%
Indirect Costs (Internal Dept Chgs)	4,005,140	4,211,202	4,682,635	4,821,264	4,497,604	5,382,936	561,672	11.6%
Cost Allocation Charges	6,735,605	6,747,436	7,653,868	7,653,868	7,655,636	7,738,236	84,368	1.1%
Capital Outlay	163,233	160,762	1,232,700	4,416,251	4,027,536	681,600	-3,734,651	-84.6%
Operating Expenditure	96,689,166	107,594,270	122,550,489	131,704,384	118,213,810	127,729,070	-3,975,314	-3.0%
% Change	NA	11.3%	13.9%	22.4%	9.9%	6.1%		
Debt Service	1,031	0	0	0	0		0	0%
Special Payments (other governments & agencies)	4,660,106	4,332,759	3,879,660	7,182,119	6,344,922	6,626,520	-555,599	-7.7%
Interfund Transfers	433,761	743,813	519,367	737,017	731,094	295,213	-441,804	-59.9%
Reserve for Future Expenditures	0	0	9,666,103	9,666,103	0	10,581,790	915,687	9.5%
Contingency	0	0	14,447,729	13,619,374	0	8,897,472	-4,721,902	-34.7%
Total Expenditure	101,783,033	112,670,842	151,063,348	162,908,997	125,289,826	154,130,065	-7,781,529	5.2%
Ending Balance (if applicable) (includes Reserve & Contingency)	30,509,368	31,633,910	24,113,832	23,285,477	30,823,710	19,479,262	-3,806,215	-16.3%
General Fund Support (if applicable)	9,316,631	11,392,226	11,649,385	11,699,385	11,699,356	10,304,801	-1,394,584	-11.9%
Full Time Equiv Positions (FTE) Budgeted	530.3	564.4	575.3	577.3	577.3	581.5	6.2	1.1%
Full Time Equiv Positions (FTE) Filled at Yr End	475.8	498.7			524.4			
Full Time Equiv Positions (FTE) Vacant at Yr End	54.5	65.7			53.0			



Health, Housing, and Human Services Department

Department Summary by Fund



Health, Housing and Human Services Department

Department Budget Summary by Fund

<i>Line of Business</i>	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21
<i>Program</i>	FTE	H3S Administration Fund	Clackamas Behavioral Health Fund	Children, Family & Community Connections Fund	Clackamas Health Centers Fund	Community Development Fund	Public Health Fund	Social Services Fund	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
H3S Administration										
Director's Office	9.00	4,067,567							4,067,567	1,605,345
Behavioral Health Division										
Safety Net Services	29.54		6,651,560						6,651,560	463,024
System of Care	25.50		10,276,096						10,276,096	-
Prevention and Stigma Reduction	2.25		619,735						619,735	-
Peer Delivered	1.25		2,540,091						2,540,091	-
BH Administration	22.00		7,042,088						7,042,088	343,377
Children, Family & Community Connections										
Prevention Services	11.60			6,129,680					6,129,680	1,478,328
Weatherization	9.00			2,101,128					2,101,128	-
Workforce	12.00			2,134,665					2,134,665	859,051
Health Centers										
HC Administration	33.25				18,433,836				18,433,836	518,909
Primary Care	91.62				15,420,300				15,420,300	-
Dental	31.85				6,133,504				6,133,504	-
Behavioral Health Clinics	87.79				15,134,059				15,134,059	-
Housing & Community Development										
Community Development	9.60					8,024,146			8,024,146	40,781



Health, Housing, and Human Services Department

Department Summary by Fund (cont'd)

Health, Housing and Human Services Department

Department Budget Summary by Fund

Line of Business	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21
Program	FTE	H3S Administration Fund	Clackamas Behavioral Health Fund	Children, Family & Community Connections Fund	Clackamas Health Centers Fund	Community Development Fund	Public Health Fund	Social Services Fund	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
Public Health										
PH Administration	4.05						839,631		839,631	26,228
Environmental Health	10.22						1,748,261		1,748,261	6,695
Population Health Strategies	7.50						1,415,590		1,415,590	619,077
Access to Care	17.73						3,564,443		3,564,443	742,528
The Center for Public Health Advancement	6.19						2,943,290		2,943,290	458,377
Infectious Disease Control and Prevention	8.28						1,696,598		1,696,598	269,815
Vital Statistics	2.58						366,517		366,517	-
Social Services										
SS Administration	17.00							6,892,638	6,892,638	509,845
Developmental Disabilities	81.53							13,057,462	13,057,462	-
Volunteer Connection	10.20							1,860,035	1,860,035	107,172
Veterans Service	5.27							829,016	829,016	559,618
Housing Support	15.73							6,167,902	6,167,902	1,696,631
Oregon Project Independence	4.40							665,988	665,988	-
Aging and Disability Resource Connection	5.60							2,605,414	2,605,414	-
Energy Assistance	9.00							4,768,825	4,768,825	-
TOTAL	581.53	4,067,567	27,129,570	10,365,473	55,121,699	8,024,146	12,574,330	36,847,280	154,130,065	10,304,801
FY 19/20 Budget	577.34	4,894,720	29,943,565	11,602,258	58,309,307	8,451,207	11,523,839	38,184,101	162,908,997	11,699,385
\$ Increase (Decrease)	4.19	-827,153	-2,813,995	-1,236,785	-3,187,608	-427,061	1,050,491	-1,336,821	-8,778,932	-1,394,584
% Increase (Decrease)	0.73%	-16.90%	-9.40%	-10.66%	-5.47%	-5.05%	9.12%	-3.50%	-5.39%	-11.92%

** 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

Health, Housing, and Human Services Department

Performance Clackamas Strategic Results

BCC Priority and/or Measure	BCC or H3S Measure(s)	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY20-21 Target
Affordable Housing (revised): By 2025, 1,500 affordable housing units will be developed*. <p>* Included in the overall count are rehabbed units, and units at various construction phases (Viable, Committed, In Development, and Completed).</p>	H3S has been identified as a co-lead (with DTD) in developing units affordable to households earning between 60% and 110% of the Area Median Income (AMI). Details on this revised measure are still in progress. H3S remains the lead for developing units affordable to households earning 60% of AMI and below. The latest data on the associated H3S measures are shown below:				
	# of Affordable units completed and/or rehabilitated.	44	100	128	200
	# of Affordable units under construction.	256	100	212	200
	# of Affordable units in pre-development.	200	100	100	200

Health, Housing, and Human Services Department

Performance Clackamas Strategic Results (cont'd)

BCC Priority and/or Measure	BCC or H3S Measure(s)	FY18-19 Actual	FY19-20 Target	FY19-20 Projected Perform.	FY20-21 Target
Reduce Chronic and Youth Homelessness (new): By 2023, 30% reduction of chronically homeless people and 30% reduction in the homeless children and youth on the Coordinated Housing Access waitlist.	There are approximately 450 individuals currently on the CHA waitlist who are considered chronically homeless. About 90 on the waitlist are under the age of 25. More detailed strategies and targets are currently being developed. H3S has existing measures for the following related housing stability programs:				
	Percent of houseless individuals served by Continuum of Care programs who move to or maintain stable housing.	85%	85%	NA	85%
	Percentage of households who have retained permanent housing six months after (Social Services) program completion.	92%	65%	NA	65%

Health, Housing, and Human Services Department

Performance Clackamas Strategic Results (cont'd)

BCC Priority and/or Measure	BCC or H3S Measure(s)	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY20-21 Target
Reducing Domestic Violence (new): By 2024, 80% of victims of domestic violence will not experience further abuse following their initial report.	H3S is part of a multi-department team (led by the District Attorney's Office) addressing this BCC priority. Details on the new measure are still under development. H3S has tracked a related performance measure: Percent of clients with a domestic violence safety plan and/or increased knowledge of resources.				
		93%	95%	92%	95%

Health, Housing, and Human Services Department

2019 Major Accomplishments

- CFCC Workforce: Helped 254 participants find jobs with a 90-day job retention rate of 75%.
- CFCC Weatherization: Provided weatherization services to 64 low-income households.
- Public Health: Strengthened external partnerships to reduce the burden of infectious diseases through creation of the Clackamas County Sexual & Reproductive Health Taskforce.
- Public Health: Further implementation of the Blueprint for a Healthy Clackamas County initiative, the County's adopted community health improvement plan, including creation of www.blueprintclackamas.com.
- Behavioral Health: Negotiated a contract with Health Share of Oregon for Safety Net and Peer Delivered Services with stable funding.
- Behavioral Health: Negotiated a new contract with CareOregon for Care Coordination services for at risk Medicaid populations.
- Social Services: 1,244 individuals experiencing houselessness were provided housing and comprehensive services; 92% retained housing for six months after program exit.
- Social Services: 2,516 county residents accessed services, support and information through the Aging and Disability Resource Connection.
- Health Centers: Opened Gladstone Dental Clinic; purchased property and began planning for new Sandy Health Center.
- Housing & Community Development: Awarded new grant funding focused on youth homelessness outreach and prevention. Clayton Mohr Veterans 24 New Housing Units partially funded with Community Development Block Grant and HOME Funds.
- Zero Suicide: Universal Screening for Suicide Risk—24,194 primary care patients were asked directly about thoughts of suicide.

Health, Housing, and Human Services Department

Significant Changes from 2019/20

Budget Reductions

\$ Amount	Description	Service Level Impact to the County
\$283,296	General Fund (GF) reduction for the H3S Director's Office, applied to departmental initiatives and the affordable housing and homelessness prevention Policy Level Proposal (PLP).	The homelessness services PLP first passed in FY 18-19 will see most of the reduction. This will impact contracts with service providers and community partners like Do Good Multnomah (which is helping to run the Vet Village and Clayton Mohr), and will result in less outreach and coordination in those critical services.
\$277,185	GF reduction for Children, Family, and Community Connections.	Reduction in contracted services for the Children of Incarcerated Parents program, in Workforce services to populations with significant barriers to employment, and in seven contracts with non-profit agencies that provide drug and alcohol prevention services in the community.
\$230,000	GF reduction for Social Services, which will reduce a contract for forensic accounting, funding to the Bridges to Housing program, and funding for rental assistance.	The forensic accounting contract supports investigations into allegations of financial abuse against vulnerable persons. Bridges to Housing offers intensive case management for high-need families facing homelessness. Short-term rental assistance can be an essential element for preventing homelessness in the county.
\$265,758	GF reduction for Public Health spread across the Center for Public Health Advancement, Women, Infants, and Children, Maternal Child Health and the Blueprint/Community Health Improvement Plan programs.	These funding reductions will be offset by new grant funding, which will lessen their impact on operations and service levels to the community.
\$142,306	GF reduction for Behavioral Health Division.	Reduction in the Crisis Services Program by one full-time position and the elimination of the flexible services program. Both are important components for addressing the varied needs of community members facing a behavioral health crisis. Remaining staff will face greater case loads with a smaller pool of flexible resources.

Health, Housing, and Human Services Department

Significant Changes from 2019/20 (cont'd)

Other Issues

Description	Service Level Impact to the County
COVID-19: current and near-term impacts	Additional funding received through the CARES Act and other federal stimulus programs have helped, but they have been outpaced by additional expenses and demand for services. H3S Divisions are using Fund balance, for which they may not be reimbursed. The County will need an increase of an estimated 70 FTE for contact investigations. Some revenue-generating activity, licensing, and fees (like Environmental Health inspections and billable home visits) have been altered or suspended. Modifications to other grant-funded scopes of work will also have budget impacts.
COVID-19: longer-term impacts	<p>State and Federal funding reductions are coming and they are likely to have a significant impact on vulnerable populations served by County programs and community partners. For example, our Behavioral Health contract with Oregon Health Authority is a risk of a 25% cut in revenue for the last 6 months of 2020. Also, the \$200 million expected this year for the State's early learning system (from the Student Success Act) is in question – just as a large slate of new programming was set to launch.</p> <p>Physical distancing requirements may curtail behavioral health services and groups, which generate a significant amount of revenue for the Clackamas Health Centers. We are also anticipating an increase in uninsured patients and clients due to the economy and possible cuts in Oregon Health Plan funding.</p>
Metro Measure 26-210 (Here Together)	If the homeless services Measure passes as expected, H3S will need funding to plan for implementation and expand capacity – before dollars from the Measure begin flowing into the County.
Houselessness and Mental Health	<ul style="list-style-type: none"> • There is no permanent sheltering and limited capacity to offer case management. • Ongoing challenges with access and capacity within the behavioral health provider system. • Challenges with accessing the State Hospital for individuals under civil commitment. • Increase in the Aid and Assist population both at the jail and the State Hospital.



Health, Housing and Human Services Department

Department Mission

The mission of the Health, Housing, and Human Services Department is to provide access, coordination, healthcare, housing, and prevention services to individuals, families, and communities so they can experience inclusion, prosperity, and an improved quality of life.

Health, Housing and Human Services Department

Richard Swift - Director
Rodney Cook - Deputy Director
FTE 581.53
Total Proposed \$ 154,130,065

General Fund Support \$ 10,304,801

H3S Administration Richard Swift - Department Director Total Proposed \$4,067,567 Gen Fund \$ 1,605,345	Behavioral Health Division Mary Rumbaugh - Division Director Total Proposed \$27,129,570 Gen Fund \$ 806,401	Children, Family & Community Connections Adam Freer - Division Director Total Proposed \$10,365,473 Gen Fund \$ 2,337,379	Health Centers Deborah Cockrell - Division Director Total Proposed \$55,121,699 Gen Fund \$ 518,909
Director's Office FTE 9 Total Proposed \$4,067,567 Gen Fund \$ 1,605,345	Safety Net Services FTE 29.54 Total Proposed \$6,651,560 Gen Fund \$ 463,024	Prevention Services FTE 11.6 Total Proposed \$6,129,680 Gen Fund \$ 1,478,328	Primary Care FTE 91.62 Total Proposed \$15,420,300 Gen Fund \$ -
	Behavioral Health System of Care FTE 25.5 Total Proposed \$10,276,096 Gen Fund \$ -	Weatherization FTE 9 Total Proposed \$2,101,128 Gen Fund \$ -	Dental FTE 31.85 Total Proposed \$6,133,504 Gen Fund \$ -
	Prevention and Stigma Reduction FTE 2.25 Total Proposed \$619,735 Gen Fund \$ -	Workforce FTE 12 Total Proposed \$2,134,665 Gen Fund \$ 859,051	Behavioral Health Clinics FTE 87.79 Total Proposed \$15,134,059 Gen Fund \$ -
	Peer Delivered FTE 1.25 Total Proposed \$2,540,091 Gen Fund \$ -		HC Administration FTE 33.25 Total Proposed \$18,433,836 Gen Fund \$ 518,909
	BH Administration FTE 22 Total Proposed \$7,042,088 Gen Fund \$ 343,377		



Health, Housing and Human Services Department

Department Mission

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Health, Housing and Human Services Department

Richard Swift - Director
Rodney Cook - Deputy Director
FTE 581.53

Total Proposed \$ 154,130,065

General Fund Support \$ 10,304,801

Housing & Community Development

Mark Sirios & Pamela Anderson - Community Development Managers

Total Proposed
\$8,024,146

Gen Fund \$ 40,781

Public Health

Vacant¹ -
Division Director

Total Proposed
\$12,574,330

Gen Fund \$ 2,122,720

Social Services

Brenda Durbin -
Division Director

Total Proposed
\$36,847,280

Gen Fund \$ 2,873,266

Community Development

FTE 9.6
Total Proposed
\$8,024,146

Gen Fund \$ 40,781

PH Administration

FTE 4.05
Total Proposed
\$839,631

Gen Fund \$ 26,228

The Center for Public Health Advancement

FTE 6.19
Total Proposed
\$2,943,290

Gen Fund \$ 458,377

SS Administration

FTE 17
Total Proposed
\$6,892,638

Gen Fund \$ 509,845

Housing Support

FTE 15.73
Total Proposed
\$6,167,902

Gen Fund \$ 1,696,631

Environmental Health

FTE 10.22
Total Proposed
\$1,748,261

Gen Fund \$ 6,695

Infectious Disease Control and Prevention

FTE 8.28
Total Proposed
\$1,696,598

Gen Fund \$ 269,815

Developmental Disabilities

FTE 81.53
Total Proposed
\$13,057,462

Gen Fund \$ -

Oregon Project Independence

FTE 4.4
Total Proposed
\$665,988

Gen Fund \$ -

Population Health Strategies

FTE 7.5
Total Proposed
\$1,415,590

Gen Fund \$ 619,077

Vital Statistics

FTE 2.58
Total Proposed
\$366,517

Gen Fund \$ -

Volunteer Connection

FTE 10.2
Total Proposed
\$1,860,035

Gen Fund \$ 107,172

Aging and Disability Resource Connection

FTE 5.6
Total Proposed
\$2,605,414

Gen Fund \$ -

Access to Care

FTE 17.73
Total Proposed
\$3,564,443

Gen Fund \$ 742,528

Veterans Services

FTE 5.27
Total Proposed
\$829,016

Gen Fund \$ 559,618

Energy Assistance

FTE 9
Total Proposed
\$4,768,825

Gen Fund \$ -

¹ Department Director, Richard Swift is currently serving as Acting Public Health Director



H3S Administration

Director's Office

Purpose Statement

The purpose of the Director's Office Team is to provide coordination, direction, research, alignment, instruction, budget, contracting, and support services to H3S staff so they can meet service and program goals at a high level.

Performance Narrative

The H3S Director's Office proposed a budget of \$4,350,863. The Office serves as the central administration for all of H3S, and tracks several measures across divisions. The office is staffed with expertise in Housing Policy, LEAN/Process Improvement, Contracting, Data Analysis, Performance Measurement, BCC Processes, Project Management, Budgeting, and Suicide Prevention.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of (12/31/19)	FY 20-21 Target
RESULT	Percentage of results in H3S Performance Clackamas plan that are met by H3S divisions. ¹	New	76% ¹	70%	70% ¹	70%
STRATEGIC RESULT	By 2024, 90% of H3S Employee Satisfaction Surveys will indicate that employees are showing each other respect and support.	82.2%	90.3%	90%	NA ²	90%

¹ Measurement and definitions around several H3S results are still being developed. The figure shown above is a proxy measure. It is the percentage of key performance measures presented in this budget that are on target.

² H3S did not survey employees in FY19-20, deferring instead to the county-wide survey effort conducted by Human Resources and TalentMap™

Program includes:

Mandated Services

Shared Services

Grant Funding



Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Rodney Cook - Deputy Director							
Beginning Balance	801,016	503,087	1,463,778	1,463,778	1,012,390	(451,388)	-30.8%
							0%
State Revenue	4,700	-	32,582	-	-	(32,582)	-100.0%
Charges for Services	906,442	1,427,897	1,262,335	1,378,114	1,330,832	68,497	5.4%
Miscellaneous Revenue	14,494	21,702	-	16,900	-	-	0%
I/F Transfer from General Fund	613,522	1,898,632	2,136,025	2,086,025	1,724,345	(411,680)	-19.3%
Operating Revenue	1,539,158	3,348,231	3,430,942	3,481,039	3,055,177	(375,765)	-11.0%
							0%
Total Rev - Including Beginning Bal	2,340,174	3,851,318	4,894,720	4,944,817	4,067,567	(827,153)	-16.9%
Personnel Services	1,042,616	1,227,464	1,601,700	1,472,245	1,661,371	59,671	3.7%
Materials & Services	277,789	985,337	1,370,513	1,216,940	1,128,192	(242,321)	-17.7%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	82,921	88,591	100,856	100,856	119,731	18,875	18.7%
Operating Expenditure	1,403,326	2,301,392	3,073,069	2,790,041	2,909,294	(163,775)	-5.3%
Special Payments	-	-	-	659,226	793,060	793,060	0%
Interfund Transfers	433,761	86,149	543,160	483,160	245,213	(297,947)	-54.9%
Contingency	-	-	1,278,491	-	120,000	-	0%
Total Exp - Including Special Categories	1,837,087	2,387,541	4,894,720	3,932,427	4,067,567	331,338	-16.9%
General Fund Support (if applicable)	613,522	1,818,632	1,855,025	1,855,025	1,605,345	(249,680)	-13.5%
Full Time Equiv Pos (FTE) Budgeted	8.00	9.00	9.00	9.00	9.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	7.00	7.00	-	8.00	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	2.00	-	1.00	-	-	0%

Significant Issues and Changes

There are limited year over year changes in Administration in terms of staffing and ongoing funding levels. The reduction in Beginning Balance is largely in the program associated with the affordable housing and homelessness prevention Policy Level Proposal that was issued to the department in FY 18-19. Funding for that program was made available as of July 1, 2018, but it took a number of months to develop programming and service delivery. This lag resulted in a fund balance that will be drawn down over the next two fiscal years as programming is planned to exceed the \$1.2 million allocation.

The affordable housing and homelessness prevention Policy Level Proposal is allocated for planning, supported housing, housing development, countywide houseless services, veteran housing services, public housing resident services, and various utility and maintenance payments for the Veterans' Village. Examples of key outcomes and/or deliverables include:

- A research product that identifies frequent users of emergency services, quantifies their systemic costs to the public, and targets housing interventions. This report was completed early in FY 19 - 20.
- Case management for our largest CoC program (Shelter + Care, approximately \$450,000 annually), of which a significant percentage would be at risk of turn-back without this case management. The funding levels of this Federally-funded program are based on utilization, so this program risked having a decrease in funding in coming years without this investment from the General Fund.
- Case management, Residents Services and Peer Support Services to extremely vulnerable Public Housing residents, of which a significant percentage would be at risk of losing their housing without the additional capacity on the Resident Services team. The additional capacity allows for staff to connect residents to important community resources like food, workforce, credit building, health care etc.
- Emergency housing services for 85 high-risk households fleeing domestic violence with the goal of transitioning 80% to permanent housing.
- Gap funding to help low-income residents access available housing (e.g., assistance with first and last months' rent, security deposits).
- 24 units of emergency shelter beds and ongoing case management in partnership with Providence and faith community partners.



Behavioral Health Division Line of Business

Safety Net Services Program

Purpose 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.

Performance Narrative

The Safety Net Services program has an proposed budget of \$6,651,560. This is a maintenance level budget. Funding allows for FTE to provide discharge planning from the county jail, an intensive treatment team to provide discharge planning from an inpatient hospital, a community outreach team to address individuals in the community coming to the attention of law enforcement prior to arrest and the urgent mental health walk-in clinic as a way to avoid arrest or unnecessary hospitalization. In addition, this funding addresses contractually required elements including the requirement to provide 24-7 mobile crisis to individuals experiencing a mental health crisis in the community within one hour of the request and 24-7 crisis line response to any member of the community.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (3/31/20)	FY 20-21 Target
RESULT	Percent of safety net clients, receiving jail diversion services, that do not get re-arrested in Clackamas County within 90 days.	70%	72%	70%	54% ¹	70%
RESULT	Percent of Medicaid or uninsured patients that do not get readmitted to a hospital within 30 days.	85%	89%	85%	87%	85%

¹ Actual as of 12/31/2019. We anticipate that this will be a one-time dip in performance. Changes at the state level caused us to divert program resources to focus heavily on Aid & Assist. We recently made staffing adjustments to supplement jail diversion efforts and expect performance to climb back toward previous levels.

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

Explanation The Safety Net program are partially funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement. The CFAA indicates which services are mandated: * 24-7 crisis line, 24-7 mobile crisis response, and Involuntary Commitment Program.



Behavioral Health Division Line of Business

Safety Net Services Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	562,307	1,212,345	1,581,985	1,581,985	1,473,439	(108,546)	30.5%
Prior Year Revenue	190,083	-	-	-	-	-	0%
State Grants & Revenues	5,011,566	5,002,866	4,379,252	4,581,759	4,494,627	115,375	-8.4%
Local Grants & Revenues	24,117	-	-	-	-	-	0%
Charges for Service	232,390	203,281	224,593	221,320	219,870	(4,723)	8.9%
Other Revenues	2,394	730	720	600	600	(120)	-17.8%
Interfund Transfers	824,482	824,482	605,330	605,300	463,024	(142,306)	-26.6%
Operating Revenue	6,285,032	6,031,359	5,209,895	5,408,979	5,178,121	(140,320)	-10.3%
Total Rev - Including Beginning Bal	6,847,339	7,243,704	6,791,880	6,990,964	6,651,560	(172,094)	-3.5%
Personnel Services	3,972,477	3,532,887	4,201,224	3,726,105	4,144,158	(57,066)	5.5%
Materials & Services	707,120	713,303	999,801	577,337	851,294	(148,507)	-19.1%
Indirect Costs (Internal Dept Chgs)	594,308	461,239	545,648	391,257	511,359	(34,289)	-15.2%
Cost Allocation Charges	479,652	377,489	387,563	401,274	384,256	(3,307)	6.3%
Operating Expenditure	5,753,557	5,084,918	6,134,236	5,095,973	5,891,067	(243,169)	0.2%
Contingency	-	-	657,644	-	760,493	(102,849)	0%
Total Exp - Including Special Categories	5,753,557	5,084,918	6,791,880	5,095,973	6,651,560	(532,121)	0.2%
General Fund Support (if applicable)	824,482	824,482	605,330	605,300	463,024	142,306	-26.6%
Full Time Equiv Pos (FTE) Budgeted	34.54	30.54	31.54	30.54	29.54		0.0%
Full Time Equiv Pos (FTE) Filled at Yr End	34.54	30.54		26.54			0%
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00		4.00			0%

Significant Issues and Changes

The Safety Net Service programs budget reflects a slight reduction in funding due to the way we access flexible funding for client supports. The new process involves requesting approval for purchases and submitting expenditure for reimbursement.

1.0 FTE reduction of due to reduction in County General Fund



Behavioral Health Division Line of Business

Behavioral Health System of Care Program

Purpose Statement

The purpose of the Behavioral Health System of Care Program is to provide coordination, support, assessment, and referral services to Clackamas County Residents so they can access behavioral health resources that match their needs.

Performance Narrative

The Behavioral Health System of Care has an proposed budget of \$10,276,096. This represents a decrease due from previous years due to changes in how the State pays Residential Treatment providers and our relationship with Health Share of Oregon (Medicaid). We continue to have a high response rate to individuals calling the customer service line seeking assistance with most individuals receiving assistance when they call. We have cross-trained staff at two locations to help assist with call volume during higher periods of calls to ensure a high response rate.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (3/31/20)	FY 20-21 Target
RESULT	By 2025, 95% of all residents seeking Behavioral Health services will receive a response within one business day of expressing need.	85%	87%	95%	87%	90% ¹

¹ While the long-term target for this measure is 95%, a reasonable stretch goal for the next fiscal year is 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 The System of Care programs are funded by revenues received from the Oregon Health Authority Community Addictions and Mental Health Agreement.



Behavioral Health Division Line of Business

Behavioral Health System of Care Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	2,096,158	4,666,393	2,870,662	2,870,662	3,028,090	157,428	5.5%
Prior Year Revenue	1,974,811	-	-	-	-	-	0%
Federal Grants & Revenues	929,448	326,719	795,999	721,227	1,034,675	238,676	30.0%
State Grants & Revenues	10,836,503	8,697,942	11,227,101	7,258,714	6,213,331	(5,013,770)	-44.7%
Local Grants & Revenues	-	-	16,757	-	-	(16,757)	-100.0%
Other Revenues	363,326	258,314	-	4,330	-	-	0%
Operating Revenue	14,104,089	9,282,975	12,039,857	7,984,271	7,248,006	(4,791,851)	-39.8%
Total Rev - Including Beginning Bal	16,200,247	13,949,368	14,910,519	10,854,933	10,276,096	(4,634,423)	-31.1%
Personnel Services	2,132,937	2,536,553	3,415,950	3,100,652	3,262,730	(153,220)	-4.5%
Materials & Services	7,677,858	7,490,817	8,500,490	3,042,629	4,763,712	(3,736,778)	-44.0%
Indirect Costs (Internal Dept Chgs)	317,647	331,412	437,234	321,367	408,024	(29,210)	-6.7%
Cost Allocation Charges	256,640	255,205	319,556	328,853	323,344	3,788	1.2%
Operating Expenditure	10,385,082	10,613,987	12,673,230	6,793,501	8,757,810	(3,915,420)	-30.9%
Special Payments	568,767	259,908	193,700	162,000	586,200	392,500	202.6%
Contingency	-	-	2,043,589	-	932,086	(1,111,503)	-54.4%
Total Exp - Including Special Categories	10,941,391	10,873,895	14,910,519	6,955,501	10,276,096	(4,634,423)	-31.1%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	24.00	24.00	25.20	25.70	25.50	0.30	1.2%
Full Time Equiv Pos (FTE) Filled at Yr End	24.00	24.00		24.70		0.00	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00		1.00		0.00	0%

Significant Issues and Changes

Oregon Health Authority change in how residential treatment providers access funding for clients has resulted in a reduction of funds for this program. In past years these funds were passed through the County. Now they are distributed directly by the State to providers. A Supplemental Budget Adjustment will be processed to reduce the FY 19-20 Budget to reflect this change.

As of January 1, 2020, Clackamas County is no longer a Risk Accepting Entity for HealthShare, this has resulted in a reduction of funding. This budget reflects a reduction in the following;

- 0.20 FTE from Management team
- Reduction in service contracts
- Reduction in funding for none contractual activities



Behavioral Health Division Line of Business

Prevention and Stigma Reduction Program

Purpose Statement

The purpose of the Prevention and Stigma Reduction Program is to provide consultation and education services to Clackamas County residents so they can promote and support behavioral health in their lives and community.

Performance Narrative

The Prevention and Stigma Reduction Program has a budget of \$619,735. This represents a decrease in budget due to change in our relationship with Health Share of Oregon (Medicaid). This program continues to focus on community-based training to help address mental health stigma and provide community members basic tools to help an individual who may be experiencing mental health distress.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (3/31/20)	FY 20-21 Target
RESULT	Percent of Get Trained to Help participants report taking action(s) they could not otherwise taken.	-	76%	70%	77%	70%

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. 30-60 days after taking a GTTH class, each participant receives a survey through Get Trained to Help.



Behavioral Health Division Line of Business

Prevention and Stigma Reduction Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	25,242	210,266	135,739	135,739	248,437	112,698	83.0%
Prior Year Revenue	274,790	-	-	-	-	-	0%
Federal Grants & Revenues	-	4,738	-	-	-	-	0%
State Grants & Revenues	445,991	963,542	763,672	701,752	371,298	(392,374)	-51.4%
Local Grants & Revenues	-	6,100	-	-	-	-	0%
Other Revenues	2,500	1,000	-	299	-	-	0%
Operating Revenue	723,281	975,380	763,672	702,051	371,298	(392,374)	-51.4%
Total Rev - Including Beginning Bal	748,523	1,185,646	899,411	837,790	619,735	(279,676)	-31.1%
Personnel Services	324,429	335,620	317,402	376,225	279,342	(38,060)	-12.0%
Materials & Services	237,665	237,050	406,485	191,278	187,373	(219,112)	-53.9%
Indirect Costs (Internal Dept Chgs)	48,587	43,838	42,406	36,161	39,349	(3,057)	-7.2%
Cost Allocation Charges	39,882	36,353	30,446	37,693	33,345	2,899	9.5%
Operating Expenditure	650,563	652,861	796,739	641,357	539,409	(257,330)	-32.3%
Interfund Transfers	-	-	50,000	50,000	50,000	-	0%
Contingency	-	-	52,672	-	30,326	(22,346)	-42.4%
Total Exp - Including Special Categories	650,563	652,861	899,411	691,357	619,735	(279,676)	-31.1%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	2.00	2.00	2.40	2.65	2.25	-0.15	-6.3%
Full Time Equiv Pos (FTE) Filled at Yr End	2.00	2.00		2.65		0.00	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00		0.00		0.00	0%

Significant Issues and Changes

Reduction in Medicaid funding from Health Share for these programs has resulted in reduction of 0.40 FTE from Management team



Behavioral Health Division Line of Business

Peer Delivered Services Program

Purpose 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 similar life experiences to advocate for themselves and define and achieve their own recovery goals that lead to an increase in quality of life.

Performance Narrative

The Peer Delivered Services Program has a budget of \$2,540,091. This is a maintenance level budget for this program area. Contracted peer organizations assist individuals with mental health and substance use challenges move through and to recovery. These individuals are positively impacted by the role of peer support specialists and peer recovery mentors.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Percent of customers feel their quality of life has improved as measured by self-reported survey	-	-	80%	84%	80%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation The Peer program is partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement and the remainder from Health Share of Oregon (Medicaid)



Behavioral Health Division Line of Business

Peer Delivered Services Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	77,672	430,943	98,263	98,263	374,583	276,320	281.2%
Prior Year Revenue	300,001					-	0%
Federal Grants & Revenues	523,390	824,904	776,129	756,507	496,910	(279,219)	-36.0%
State Grants & Revenues	1,187,015	1,119,494	1,787,909	1,817,890	1,668,598	(119,311)	-6.7%
Operating Revenue	2,010,406	1,944,398	2,564,038	2,574,397	2,165,508	(398,530)	-15.5%
Total Rev - Including Beginning Bal	2,088,078	2,375,341	2,662,301	2,672,660	2,540,091	(122,210)	-4.6%
Personnel Services	124,671	160,234	190,286	195,859	174,203	(16,083)	-8.5%
Materials & Services	706,553	1,511,255	1,944,666	1,460,261	1,625,279	(319,387)	-16.4%
Indirect Costs (Internal Dept Chgs)	18,673	20,937	40,661	19,095	28,545	(12,116)	-29.8%
Cost Allocation Charges	14,958	15,744	30,440	19,694	20,766	(9,674)	-31.8%
Operating Expenditure	864,855	1,708,170	2,206,053	1,694,909	1,848,793	(357,260)	-16.2%
Special Payments	1,091,686	594,588	456,248	603,164	643,942	187,694	41.1%
Contingency	-	-	-	-	47,356	47,356	0%
Total Exp - Including Special Categories	1,956,541	2,302,758	2,662,301	2,298,073	2,540,091	(122,210)	-4.6%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	1.00	1.00	1.40	1.65	1.25	-0.15	-10.7%
Full Time Equiv Pos (FTE) Filled at Yr End	1.00	1.00		1.65		0.00	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00		0.00		0.00	0%

Significant Issues and Changes

Reduction in Medicaid funding from HealthShare for these programs has resulted in reduction of 0.40 FTE from Management team

Reduction in funding for Contracted Peer Services



Behavioral Health Division Line of Business

Behavioral Health Administration Program

Purpose 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 so they can provide continual access to behavioral health care that matches the needs of Clackamas County residents.

Performance Narrative

The Behavioral Health Administration Program has a budget of \$7,042,088. This is an increased budget for this program area due to the transfer of 1.0 FTE from System of Care and a change in the way we distribute the Divisions fund balance. Administrative services is focused on high quality customer service, both internally and externally. By meeting results, they ensure that critical mental health and substance services are not disrupted due to lapse in contract and ensure providers can continue to provide services because of timely revenue.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (3/31/20)	FY 20-21 Target
RESULT	Percent of contracts (new and renewal) processed within 45 days of request. ¹	71%	-	65%	66%	Discontinue ¹
RESULT	Percent of vouchers/invoices processed within 15 days. ²	-	93%	90%	91%	90%
RESULT	Percent of customers reporting satisfied or highly satisfied with the service(s) they receive from Administration Program	-	New	90%	88%	90%

¹ Measure discontinued as part of the H3S 2020 Performance Clackamas update.

² Behavioral Health Division processes roughly 2,000 vouchers/invoices per year.

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

Explanation The Administration programs are partially funded by revenues from the Oregon Health Authority Community Addictions and Mental Health Services Agreement. Maintaining a grievance system and a compliance program is mandated by rule and contract.



Behavioral Health Division Line of Business

Behavioral Health Administration Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance		1,967,278	2,803,234	2,803,234	3,455,970	652,736	23.3%
Prior Year Revenue	839,054	-	-	-	-	-	0%
Federal Grants & Revenues	-	-	130,889	-	-	(130,889)	-100.0%
State Grants & Revenues	2,068,131	2,191,471	2,072,055	2,060,487	2,190,578	118,523	5.7%
Charges for Service	959,599	902,693	1,144,927	802,578	1,052,163	(92,764)	-8.1%
Other Revenues	206,874	6,512	-	231,144	-	-	0%
Interfund Transfers	150,000	129,955	328,349	328,349	343,377	15,028	4.6%
Operating Revenue	4,223,658	3,230,631	3,676,220	3,422,558	3,586,118	(90,102)	-2.5%
Total Rev - Including Beginning Bal	4,223,658	5,197,909	6,479,454	6,225,792	7,042,088	562,634	8.7%
Personnel Services	1,311,297	2,063,403	2,611,292	2,184,037	2,665,670	54,378	2.1%
Materials & Services	749,787	1,076,383	2,270,392	1,388,390	1,010,699	(1,259,693)	-55.5%
Interfund Transfer	-	-	5,923	-	-	(5,923)	-100.0%
Indirect Costs (Internal Dept Chgs)	100,701	189,573	236,797	147,318	236,267	(530)	-0.2%
Cost Allocation Charges	156,780	218,295	260,474	240,969	276,805	16,331	6.3%
Operating Expenditure	2,318,565	3,547,654	5,384,878	3,960,714	4,189,441	(1,195,437)	-22.2%
Contingency	-	-	1,094,576	-	2,852,647	1,758,071	160.6%
Total Exp - Including Special Categories	2,318,565	3,547,654	6,479,454	3,960,714	7,042,088	562,634	8.7%
General Fund Support (if applicable)	150,000	129,955	328,349	328,349	343,377	15,028	4.6%
Full Time Equiv Pos (FTE) Budgeted	13.50	13.50	22.00	22.00	22.00	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	13.50	13.50		19.00			0%
Full Time Equiv Pos (FTE) Vacant at Yr End	0.00	0.00		3.00			0%

Significant Issues and Changes

The County General funds were increased in this program due to the reallocation of funds associated with Safety Net support services being transferred to Administration.

Limited Term Administrative position funded by OHP Incentive funds was transferred to this program for the from System of Care as a result of the relationship with Health Share.



Children, Family and Community Connections Line of Business

Prevention Services Program

Purpose Statement

The purpose of the Prevention Services Program 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.

Performance Narrative

The Prevention Services Program has a FY 19-20 budget of \$7,129,752, which was a 10% increase from last fiscal year. For the first two quarters of FY 19-20, the program served 305 vulnerable families with children 0-6 years old to connect them to needed services and resources to facilitate stable home environments, healthy parent/child relationships, and age-appropriate child development. During the same period, the program served 322 domestic violence survivors, helping them prepare a safety plan and/or giving them resources for how to stay safe. For FY 20-21, the proposed budget is \$6,129,680.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Percent of families that are healthy, stable & attached	92%	95%	85%	93%	85%
RESULT	Percent of clients with a domestic violence safety plan	93%	93%	95%	92%	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

Grant Funds:

Oregon Department of Education (ODE) Early Learning Division - July 1st, 2020 to June 30th, 2021 (No match requirement)

Oregon Youth Development Division (YDD) - October 1st, 2020 to September 30th, 2021 (No match requirement)

Department of Health & Human Services - Substance Abuse and Mental Health Services Administration (SAMHSA)

Strategic Prevention Framework - Partnership for Success (SPF-PFS)

October 1st, 2020 - September 30th, 2021 (No match requirement)

Department of Justice - Office of Juvenile Justice & Delinquency Prevention (OJJDP) - Opioid Prevention Grant

October 1st, 2020 - September 30th, 2021 (No match requirement)

Department of Justice - Office on Violence Against Women (OVW) - Criminal Justice Response Grant

October 1st, 2020 - September 30th, 2021 (No match requirement)



Children, Family and Community Connections Line of Business

Prevention Services Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	959,232	917,076	1,386,059	1,386,059	835,390	(550,669)	-39.7%
Prior Year Revenue	215,025	284,386	-	-	-	-	0%
Federal Grants & Revenues	617,692	924,786	1,371,338	1,316,030	1,621,713	250,375	18.3%
State Grants & Revenues	1,944,385	2,073,159	2,251,723	2,015,201	1,848,749	(402,974)	-17.9%
Local Grants & Revenues	90,492	34,749	190,150	185,150	127,500	(62,650)	-32.9%
Charges for Service	199,713	459,818	165,000	180,999	155,000	(10,000)	-6.1%
Other Revenues	8,541	13,031	-	12,024	30,000	30,000	0.0%
Interfund Transfers	1,547,599	1,715,482	1,765,482	1,765,482	1,511,328	(254,154)	-14.4%
Operating Revenue	4,623,447	5,505,411	5,743,693	5,474,886	5,294,290	(449,403)	-7.8%
Total Rev - Including Beginning Bal	5,582,679	6,422,487	7,129,752	6,860,945	6,129,680	(1,000,072)	-14.03%
Personnel Services	1,008,124	939,055	1,410,225	1,028,890	1,385,152	(25,073)	-1.78%
Materials & Services	1,951,124	2,131,019	1,995,006	1,682,088	1,929,233	(65,773)	-3.30%
Special Payments	1,400,556	1,719,445	3,361,365	2,923,421	2,615,985	(745,380)	-22.17%
Indirect Costs (Internal Dept Chgs)	15,837	51,546	20,000	48,000	20,000	-	0%
Cost Allocation Charges	289,961	195,364	240,712	240,712	179,310	(61,402)	-25.51%
Operating Expenditure	4,665,602	5,036,429	7,027,308	5,923,111	6,129,680	(897,628)	-12.77%
Interfund Transfers	-	-	102,444	102,444	-	(102,444)	-100.00%
Total Exp - Including Special Categories	4,665,602	5,036,429	7,129,752	6,025,555	6,129,680	(1,000,072)	-14.03%
General Fund Support (if applicable)	1,278,438	1,682,482	1,732,482	1,732,482	1,478,328	(254,154)	-14.7%
Full Time Equiv Pos (FTE) Budgeted	9.60	10.60	10.60	11.60	11.60	1.00	9.4%
Full Time Equiv Pos (FTE) Filled at Yr End	9.60	10.60		9.60			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		2.00			

Significant Issues and Changes

REVENUE

The FY 20-21 budget reflects a decrease (\$549,620) in overall fund balance. This is due to one-time Youth Substance Abuse Prevention (YSAP) funding that was received in FY18-19 but not able to be contracted out to providers until FY19-20. Also, approximately \$102,444 of fund balance was transferred back to H3S Admin to reimburse for assistance received in FY16-17. Fund balance is also being used to cover expenses in a relocation plan to move Prevention staff from the Development Services Building to the Willamette Building with the other Children, Family & Community Connections programs.

The FY 20-21 budget reflects an increase of \$250,375 in federal grant revenue. This is due to the addition of a grant from the Department of Justice, Office on Violence Against Women (OVW) for the Criminal Justice Response program.

The FY 20-21 budget reflects a decrease of (\$402,974) in state grant revenue. This is due to the Preschool Promise program from the State of Oregon Department of Education ending on June 30th, 2020.

The FY 20-21 budget reflects a decrease of (\$204,154) in Interfund Transfers. This is due to a 15% cut to the maintenance level County General Fund allocation.

EXPENSES

Personal Services reflects a minor decrease of (\$25,073) as a 1.0 FTE allocated position was added to the budget to staff a grant funded position while a 1.0 FTE vacant allocated position was removed from the budget.

Materials & Service decreased (\$65,773) as contracted services were reduced with the reduction in carry forward YSAP revenue.

Special payments decreased (\$745,380) as contracted services were reduced with the reduction in carry forward YSAP revenue and the ending of the Preschool Promise program.

Cost allocation charges decreased (\$61,402) as allocated costs decreased with the relocation plan noted above.



Children, Family and Community Connections Line of Business

Weatherization Services Program

Purpose 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.

Performance Narrative

The Weatherization Program proposed an amended FY 19-20 budget of \$2,108,729, which was an 8.9% decrease from last fiscal year. For the first two quarters of FY 19-20, the Weatherization Program served 32 dwellings and residents had a projected first year energy savings of approximately \$707 on average. Beyond weatherization, the program focuses efforts on improving the overall health of the home; such as installing carbon monoxide monitors and addressing mold issues. Approximately 196 residents received energy education services from program staff during the first two quarters of FY 19-20. Customer feedback for the first two quarters of FY 19-20 gave the program a 93% rating for Satisfaction with Service and 95% for Staff Interaction. For FY 20-21, the proposed budget is \$2,101,128.

Key Performance Measure

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Decreased energy costs by an average of 25% or more	28%	28%	25%	27%	25%

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, 2020 to September 30th, 2021 (No Match Requirement)

Department of Energy (DOE) - July 1st, 2020 to June 30th, 2021 (No Match Requirement)

Energy Conservation Helping Oregonians (ECHO) - July 1st, 2020 to June 30th, 2021 (No Match Requirement)

Low-Income Home Energy Assistance Program (LIHEAP) - October 1st, 2020 to December 31, 2021 (No Match Requirement)

Children, Family and Community Connections Line of Business



Weatherization Services Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	373,841	256,453	253,103	253,103	190,523	(62,580)	-24.7%
						-	0%
Federal Grants & Revenues	524,141	575,578	531,490	470,419	503,923	(27,567)	-5.2%
State Grants & Revenues	1,610,614	1,244,240	974,696	957,410	1,056,682	81,986	8.4%
Local Grants & Revenues	122,164	157,593	259,440	285,000	255,000	(4,440)	-1.7%
Charges for Service	134,619	80,992	90,000	70,000	95,000	5,000	5.6%
Interfund Transfers	-	256,453	-	-	-	-	0%
Operating Revenue	2,391,538	2,314,856	1,855,626	1,782,829	1,910,605	54,979	3.0%
Total Rev - Including Beginning Bal	2,765,379	2,571,309	2,108,729	2,035,932	2,101,128	(7,601)	-0.4%
Personnel Services	1,014,966	1,028,061	1,164,939	922,173	973,713	(191,226)	-16.4%
Materials & Services	1,335,003	979,809	943,790	870,938	1,127,415	183,625	19.5%
Cost Allocation Charges	158,956	168,612	-	115,431	-	-	0%
Operating Expenditure	2,508,925	2,176,482	2,108,729	1,908,542	2,101,128	(7,601)	-0.4%
Interfund Transfers	-	256,453	-	-	-	-	0%
Total Exp - Including Special Categories	2,508,925	2,432,935	2,108,729	1,908,542	2,101,128	(7,601)	-0.4%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	12.00	12.00	11.00	11.00	9.00	(2.00)	-18.2%
Full Time Equiv Pos (FTE) Filled at Yr End	10.00	10.00		9.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	2.00		2.00			

Significant Issues and Changes

REVENUE

The FY20-21 budget is basically flat overall, with only a very minor decrease of (\$7601)

EXPENSES

Personal Services reflects a decrease (\$191,226) as 2.0 FTE vacant allocated positions were removed from the budget

Materials and Services reflects an increase of \$183,265 as more funds will be allocated to hiring contractors to weatherize low income homes



Children, Family and Community Connections Line of Business

Workforce Program

Purpose Statement

The purpose of the Workforce Program is to provide highly customized and client-centered employment services to vulnerable residents of Clackamas County so they can experience fewer barriers in obtaining and retaining meaningful employment.¹

Performance Narrative

The Workforce Program proposed a FY 19-20 budget of \$2,363,777, which was a 5.7% increase from last fiscal year. For the first two quarters of FY 19-20, 193 participants have received employment and training services through County-funded programs, with 124 (64%) receiving employment and 90 (73%) of those retaining employment after 90 days. These retention figures include 21 participants in the Corrections Advancement program where the average hourly wage was \$16.20, 9 participants in the Veterans Workforce program where the average hourly wage was \$16.00, and 21 participants in the Employment Investment program where the average hourly wage was \$15.28. A robust local economy and record breaking low unemployment rates have created excellent opportunities for job seekers with barriers to employment. Employers are looking to expand their pool of applicants as they frequently have more job openings than qualified applicants. Outreach to these hiring managers results in a clear understanding of their needs as well as the opportunity to educate businesses about workforce programs and individuals with barriers to employment. Retention rates have risen significantly during this time. For FY 20-21, the proposed budget is \$2,134,665.

Key Performance Measure

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Percent of jobseekers in County-funded programs who retain employment for 90 days (out of the number who obtained employment).	80%	75%	55%	73%	55%
OUTPUT	Number of jobseekers in County-funded programs who obtained employment. ²	242	254	-	193	-

¹ The program also works closely with local business partners to connect job seekers with meaningful employment opportunities and foster successful long-term job placement.

² Most MFR Output, Demand, and Efficiency measures do not have specific targets.

Program includes:

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

Explanation

Grant Funds:

Oregon Department of Human Services - Job Opportunity & Basic Skills (JOBS) - July 1st, 2020 to June 30th, 2021

Oregon Department of Human Services - Supplemental Nutrition Assistance Program (SNAP) - October 1st, 2020 to September 30th, 2021



Children, Family and Community Connections Line of Business

Workforce Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	244,295	401,212	604,305	604,305	483,622	(120,683)	-20.0%
Prior Year Revenue	-	29,507	-	465	-	-	0%
State Grants & Revenues	662,141	594,620	585,431	534,815	638,992	53,561	9.1%
Charges for Service	179,848	174,640	180,990	167,392	90,000	(90,990)	-50.3%
Other Revenues	1,242	6,478	-	2,740	-	-	0%
Interfund Transfers	1,029,946	1,431,158	993,051	993,051	922,051	(71,000)	-7.1%
Operating Revenue	1,873,177	2,236,403	1,759,472	1,698,463	1,651,043	(108,429)	-6.2%
Total Rev - Including Beginning Bal	2,117,472	2,637,615	2,363,777	2,302,768	2,134,665	(229,112)	-9.7%
Personnel Services	1,263,663	1,118,680	1,521,027	1,137,011	1,311,680	(209,347)	-13.8%
Materials & Services	193,839	192,395	361,658	295,341	388,541	26,883	7.4%
Indirect Costs (Internal Dept Chgs)	34,314	-	42,000	-	45,000	3,000	0%
Cost Allocation Charges	224,444	206,294	384,246	268,815	389,444	5,198	1.4%
Operating Expenditure	1,716,260	1,517,369	2,308,931	1,701,167	2,134,665	(174,266)	-7.5%
Interfund Transfers	-	401,212	54,846	54,846	-	(54,846)	-100.0%
Total Exp - Including Special Categories	1,716,260	1,918,581	2,363,777	1,756,013	2,134,665	(229,112)	-9.7%
General Fund Support (if applicable)	966,946	966,946	930,051	930,051	859,051	(71,000)	-7.6%
Full Time Equiv Pos (FTE) Budgeted	18.00	14.00	14.00	14.00	12.00	-2.00	-14.3%
Full Time Equiv Pos (FTE) Filled at Yr End	12.00	10.00		11.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	6.00	4.00		3.00			

Significant Issues and Changes

REVENUE

The FY20-21 budget has a total decrease in revenue of (\$229,112), which includes a reduction of carry forward fund balance of (\$120,683), the reduction of a contract with Community Corrections (\$100,990) to provide employment services to individuals on parole and probation, and a reduction (\$71,000) in maintenance level County General Fund support

EXPENSES

Personal Services reflects a decrease (\$209,347) as 2.0 FTE vacant allocated positions were removed from the budget due to reduction in revenue

Materials and Services reflects a slight increase of \$26,883 as we are projecting additional FY20-21 participant support services expenditures, to assist those recently unemployed to obtain employment, and potential additional costs to complete the CFCC staff relocation plan.

Interfund Transfers decrease of (\$54,846) was due to a one time transfer of funds to H3S Admin during FY19-20



Health Centers Line of Business

Health Centers Administration Program

Purpose Statement

The purpose of the Health Centers Administration Program is to provide leadership and direction, policy development, contract and grant coordination, quality management, budget control, fiscal oversight, medical billing, medical records management, and personnel support services to Health Center's management and staff so they can provide high quality and affordable health care to the County's most vulnerable residents.

Performance Narrative

The Administration Program proposed a budget of \$18,433,836. These resources allow us to provide centralized administrative management services across all service areas of the Health Centers Division and to support operations and future projects through a reserve and contingency fund.

The Administration Program has surveyed Health Center's patients regularly to gauge their overall satisfaction. Patient satisfaction is a major component of our business and measuring it gives us the opportunity to continuously improve our services. Satisfied patients are also more likely to keep appointments and seek follow up care which result in better patient outcomes. Overall Satisfaction is a single survey question rather than a composite of multiple questions. Respondents have four options to choose from to rate their overall satisfaction during their most recent visit. The response options are "Poor", "Fair", "Good", and "Excellent". The percentage of respondents rating their overall satisfaction as "Excellent" was 71% for 2019.

Key Performance Measure

		CY 2016 Actual	CY 2017 Actual	CY 2018 Actual	CY 2019 Target	CY2019 Actuals as of 12/31/19	CY 2020 Target
RESULT	Percent of contracts/amendments processed within 45 days. ^{1,2}	54%	71%	80%	82%	85%	Discontinue ¹
RESULT	% of Patients who report overall satisfaction when surveyed.	Unavailable	88%	91%	90%	91%	90%

¹ Measure discontinued as part of the 2020 H3S Performance Clackamas update.

² Health Centers completed 88 contracts in FY 18-19 and 57 through the first half of FY 19-20.

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-GY19: 05/01/2020-04/30/2021 = \$2,303,650 (Health Resources and Service Administration)

SAMHSA: Zero Suicide: 09/30/2020-09/29/2021 = \$187,112 (Substance Abuse and Mental Health Services Administration)



Health Centers Line of Business

Health Centers Administration Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	14,247,329	16,552,142	16,662,487	16,662,487	12,215,719	(4,446,768)	-26.7%
Federal Grants & Revenues	1,822,186	2,306,023	2,403,985	2,364,145	2,490,762	86,777	3.6%
Local Grants & Revenues	399,000	416,219	-	743,186	-	-	0%
Charges for Service	1,596,280	1,971,615	2,055,818	2,986,071	3,250,783	1,194,965	58.1%
Other Revenues	150,599	245,931	176,000	212,458	208,240	32,240	18.3%
Interfund Transfers	543,188	567,643	587,523	587,523	518,909	(68,614)	-11.7%
Operating Revenue	4,511,253	5,507,431	5,223,326	6,893,383	6,468,694	1,245,368	23.8%
Total Rev - Including Beginning Bal	18,758,582	22,059,573	21,885,813	23,555,870	18,684,413	(3,201,400)	-14.6%
Personnel Services	3,628,170	3,774,018	4,265,114	4,097,746	4,127,632	(137,482)	-3.2%
Materials & Services	1,845,616	1,659,381	1,159,043	2,356,336	1,878,690	719,647	62.1%
Indirect Costs (Internal Dept Chgs)	59,541	67,951	71,677	62,744	69,349	(2,328)	-3.2%
Cost Allocation Charges	146,030	59,891	142,446	142,446	142,446	-	0%
Capital Outlay	-	25,000	2,281,906	2,760,840	-	(2,281,906)	-100.0%
Operating Expenditure	5,679,357	5,586,241	7,920,186	9,420,112	6,218,117	(1,702,069)	-21.5%
Interfund Transfers	-	-	29,541	29,541	-	(29,541)	-100.0%
Reserve for Future Expenditures	-	-	9,666,103	-	10,581,790	915,687	9.5%
Contingency	-	-	4,714,478	-	1,633,929	(3,080,549)	-65.3%
Total Exp - Including Special Categories	5,679,357	5,586,241	22,330,308	9,449,653	18,433,836	(3,896,472)	-17.4%
General Fund Support (if applicable)	543,188	567,643	587,523	587,523	518,909	(68,614)	-11.7%
Full Time Equiv Pos (FTE) Budgeted	34.25	35.25	35.25	35.25	33.25	(2.00)	-5.7%
Full Time Equiv Pos (FTE) Filled at Yr End	32.25	1.00		32.25			
Full Time Equiv Pos (FTE) Vacant at Yr End	2.00	34.25		3.00			

Significant Issues and Changes

In FY 19-20 Health Centers Administrative Service Program realized an increase in revenue from Federal Grants and the 340b Pharmacy Program. As a result, Health Centers increased the budgeted revenue for FY 20-21.



Health Centers Line of Business

Primary Care Program

Purpose 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.

Performance Narrative

The Primary Care Program proposed a budget of \$15,420,300. The Primary Care Program provides comprehensive health services at four primary care clinics and three school based health centers. These resources allow us to provide comprehensive health services to our patients focusing on the treatment and improvement of the physical and mental health of each patient.

As the seventh leading cause of death in the U.S., diabetes kills approximately 79,500 people a year. According to the American Diabetes Association (2017), a reasonable A1C goal for many non-pregnant adults is <7%. This measure calculates the percentage of patients 18-75 years of age seen at Clackamas Health Centers with a diagnosis of diabetes who had hemoglobin A1c > 9.0% during the measurement period. To improve this measure in the coming year, Clackamas Health Centers is revising our patient outreach and engagement processes, to encourage people to receive the care they need.

Key Performance Measure

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	CY 2019 Target	FY 19-20 Actuals as of 12/31/19	CY 2020 Target
RESULT	Percent of patients with Diabetes with blood sugar levels under control. ¹	71%	65%	71%	78%	71%	76.6%
OUTPUT	Number of primary care visits. ²	35,699	33,958	31,844	-	32,405	-

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

² Calendar Year ('17, '18, and '19) actuals are shown.

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: Zero Suicide: 09/30/2020-09/29/2021 = \$237,888 (Substance Abuse and Mental Health Services Administration)



Health Centers Line of Business

Primary Care Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	300,000	-	-	-	-	-	0%
Federal Grants & Revenues	70,268	309,861	195,880	541,638	237,888	42,008	21.4%
State Grants & Revenues	1,416,992	1,403,726	292,474	1,281,310	285,091	(7,383)	-2.5%
Local Grants & Revenues	326,750	-	-	125	1,350,000	1,350,000	0%
Charges for Service	9,541,404	9,983,750	12,723,688	9,365,291	11,209,416	(1,514,272)	-11.9%
Other Revenues	20,786	15,466	4,755	13,534	9,640	4,885	102.7%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	11,376,200	11,712,803	13,216,797	11,201,898	13,092,035	(124,762)	-0.9%
Total Rev - Including Beginning Bal	11,676,200	11,712,803	13,216,797	11,201,898	13,092,035	(124,762)	-0.9%
Personnel Services	8,976,559	10,251,279	12,445,342	11,719,051	12,516,675	71,333	0.6%
Materials & Services	1,969,080	1,914,701	1,633,158	1,925,399	1,433,544	(199,614)	-12.2%
Indirect Costs (Internal Dept Chgs)	141,305	168,782	189,204	179,686	210,070	20,866	11.0%
Cost Allocation Charges	1,135,919	1,197,719	1,343,877	1,343,877	1,260,011	(83,866)	-6.2%
Capital Outlay	1,129	15,707	-	107,877	-	-	0%
Operating Expenditure	12,223,992	13,548,188	15,611,581	15,275,890	15,420,300	(191,281)	-1.2%
Special Payments	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	12,223,992	13,548,188	15,611,581	15,275,890	15,420,300	(191,281)	-1.2%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	85.55	93.30	91.67	91.67	91.62	-0.05	-0.1%
Full Time Equiv Pos (FTE) Filled at Yr End	79.15	86.10		83.57		0.00	
Full Time Equiv Pos (FTE) Vacant at Yr End	6.40	7.20		8.10		0.00	

Significant Issues and Changes

Increase in FY 20-21 charges for services budget is due to operational efficiencies to increase access to care for the community, resulting in additional reimbursable visits. Reduction of the no show rate will allow additional support for patients to keep appointments after they are made.

The number of vacancies for the Primary Care Program are not outside the average for the industry.



Health Centers Line of Business

Dental Program

Purpose 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.

Performance Narrative

The Dental Program proposed a budget of \$6,133,504. These resources allow us to provide comprehensive dental services at three dental clinics with the focus of treating and improving the oral health of each patient. In FY 20-21, the Dental Program will be expanding to provide dental services to clients in Sandy.

Preventative dental services include regular oral exams, teeth cleanings, fluoride treatments, routine X-rays, and teach-back methods that empower patients to improve their oral self-care habits. The goal of preventive dental care is to identify and fix small problems before they become big and potentially costly issues. Reporting specifications include any preventive dental service D1000–D1999 code provided by a dentist or hygienist.

Key Performance Measures

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	CY 2019 Target	FY 19-20 Actuals as of 12/31/19	CY 2020 Target
RESULT	Percent of children (age 1-14) seen at Dental Health Centers receiving preventative dental services. ¹		18.0%	21.0%	26.0%	64.0%	46.0%
OUTPUT	Number of dental visits. ²	13,698	13,973	15,638	-	17,084	-

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

² Calendar Year ('17, '18, and '19) actuals are shown.

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



Health Centers Line of Business

Dental Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	353,024	44,551	-	-	-	-	0%
Federal Grants & Revenues	307,083	-	-	17,000	-	-	0%
State Grants & Revenues	104,784	3,000	-	24,515	-	-	0%
Local Grants & Revenues	112,517	-	417,336	350,000	(417,336)	-100.0%	
Charges for Service	3,149,782	3,554,749	4,714,496	3,894,258	5,405,172	690,676	14.7%
Other Revenues	90	-	-	-	-	-	0%
Operating Revenue	3,674,256	3,557,749	5,131,832	4,285,773	5,405,172	273,340	5.3%
Total Rev - Including Beginning Bal	4,027,280	3,602,300	5,131,832	4,285,773	5,405,172	273,340	5.3%
Personnel Services	2,503,255	3,120,017	4,297,930	3,770,845	4,747,276	449,346	10.5%
Materials & Services	908,936	700,863	734,674	905,918	876,953	142,279	19.4%
Indirect Costs (Internal Dept Chgs)	33,273	48,321	60,259	57,903	79,911	19,652	32.6%
Cost Allocation Charges	265,741	362,122	386,540	386,540	429,364	42,824	11.1%
Capital Outlay	162,104	20,939	301,645	280,151	-	(301,645)	-100.0%
Operating Expenditure	3,873,309	4,252,262	5,781,048	5,401,357	6,133,504	352,456	6.1%
Total Exp - Including Special Categories	3,873,309	4,252,262	5,781,048	5,401,357	6,133,504	352,456	6.1%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	23.75	25.75	31.85	31.85	31.85	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	23.75	23.75		27.85			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	2.00		4.00			

Significant Issues and Changes

The increase in FY 20-21 charges for services budget is due to operational efficiencies to increase access to care for the community, resulting in additional reimbursable visits. Reduction of the no show rate will allow additional support for patients to keep appointments after they are made.



Health Centers Line of Business

Behavioral Health Clinic Program

Purpose 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.

Performance Narrative

The Behavioral Health Clinic Program proposed a budget of \$15,134,059. The Behavioral Health Program provides comprehensive health services at three behavioral health clinics. These resources allow the program to provide a variety of mental health and addition treatment services to children, adolescents, adults, and their families.

Having a standardized screening tool that "asks the question" allows Health Centers to provide care and treatment to clients to reduce risk and provide support. Data shows the percentage of clients that were screened during an assessment or an annual re-assessment. Suicide is one of the leading causes of death in Oregon. There were 844 deaths in 2018 in the state of Oregon, and 60 in Clackamas county. Current data shows that as of 11/1/19, for 2019, there were 699 deaths in Oregon, and 57 in Clackamas County. This data is from OHA Oregon Death Data records.

Key Performance Measure

		FY 16-17 Actual	FY 17-18 Actual	FY 18-19 Actual	CY 2019 Target	FY 19-20 Actuals as of 12/31/19	CY 2020 Target
RESULT	Percent of clients 12 and older screened for suicide risk at their initial and/or annual assessment and as clinically needed. ¹	Unavailable	Unavailable	90%	85%	95%	90%
OUTPUT	Number of client visits. ²	71,225	57,555	46,167	-	50,071	-

¹ Actual targets are set by Oregon Health Authority on a calendar year basis.

² Calendar Year ('17, '18, and '19) actuals are shown.

Program includes:

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ Y

Explain all "Yes" boxes below

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

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

Explanation

CJC: Mental Health Court Grant: 07/01/2020-06/30/2021 = \$127,384 (Criminal Justice Commission)

CJC: Adult Drug Court Grant: 07/01/2020-06/30/2021 = \$121,242 (Criminal Justice Commission)



Health Centers Line of Business

Behavioral Health Clinic Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	33,509	45,233	-	-	-	-	0%
Federal Grants & Revenues	348,337	69,278	131,161	56,003	-	(131,161)	-100.0%
State Grants & Revenues	310,220	514,646	291,042	323,626	323,626	32,584	11.2%
Local Grants & Revenues	15,743	31,348	100,000	370,462	-	(100,000)	-100.0%
Charges for Service	15,124,622	14,101,663	17,545,522	16,318,502	17,611,698	66,176	0.4%
Other Revenues	19,498	5,292	7,140	7,755	4,755	(2,385)	-33.4%
Operating Revenue	15,818,420	14,722,227	18,074,865	17,076,348	17,940,079	(134,786)	-0.7%
Total Rev - Including Beginning Bal	15,851,929	14,767,460	18,074,865	17,076,348	17,940,079	(134,786)	-0.7%
Personnel Services	9,077,973	9,362,586	11,893,774	10,724,759	12,260,245	366,471	3.1%
Materials & Services	1,425,036	1,281,577	1,090,030	1,453,980	1,168,647	78,617	7.2%
Indirect Costs (Internal Dept Chgs)	136,770	158,070	168,345	164,310	205,972	37,627	22.4%
Cost Allocation Charges	1,255,627	1,290,734	1,434,221	1,434,221	1,499,195	64,974	4.5%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	11,895,406	12,092,967	14,586,370	13,777,270	15,134,059	547,689	3.8%
Special Payments	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	11,895,406	12,092,967	14,586,370	13,777,270	15,134,059	547,689	3.8%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	77.54	82.79	91.17	91.17	87.79	(3.38)	-3.7%
Full Time Equiv Pos (FTE) Filled at Yr End	68.26	76.79		80.77			
Full Time Equiv Pos (FTE) Vacant at Yr End	9.28	6.00		10.40			

Significant Issues and Changes

The increase in FY 20-21 charges for services budget is due to operational efficiencies to increase access to care for the community, resulting in additional reimbursable visits. Reduction of the no show rate will allow additional support for patients to keep appointments after they are made.



Housing & Community Development Line of Business

Community Development Program

Purpose Statement

The purpose of the Community Development Program 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.

Performance Narrative

Utilizing funds primarily from the U.S. Department of Housing and Urban Development (HUD), Community Development undertakes a variety of affordable housing, housing rehabilitation, neighborhood improvement, community facility, public works, public services and historic preservation projects. Community Development (CD) has three general functions: Grant Planning and Administration, Housing Development and Rehabilitation, and CD Projects. The program is proposing a total budget of \$8,024,146. The measures below are related to the work the CD performs in the areas of public services, homeless prevention and affordable housing.

The Continuum of Care (CoC) is a group of individuals and organizations which strives to prevent and end homelessness in Clackamas County by strategically planning and implementing housing programs and services for families and individuals that are homeless or at risk of becoming homeless. With funds provided by HUD the CoC supports: four Rapid Rehousing programs that provide short-term housing subsidy and case management for homeless families with children; two transitional housing programs that work with homeless youth; seven Permanent Supportive Housing programs that provide on-going housing subsidy and case management for individuals and families with long homeless histories and disabilities; and three grants for data collection, program planning and operation of the HUD-required Coordinated Housing Access system.

There are generally two types of Affordable Housing Developments: Construction of new units; and Rehabilitation of existing units to ensure their continued affordability. Both activities take a significant amount of time and resources to complete. Additionally, from start to finish either of these development can take 3-5 years to complete. The new measure combines both types of development and reports data for each step: 1) Predevelopment – This includes all the agreements, design and financing documents necessary to close on a development deal. This can take 2-3 years to complete; 2) Construction – depending on the size of the development this can take 12-24 months; and 3) Completion – this occurs after an occupancy permit is issued by the local jurisdiction. Projects included in FY19-20 year-to-date actuals include: Pre-development – preservation of 100 units of Public Housing at Hillside Manor; Under Construction – 212 new units at Rosewood Terrace; and Completed – 20 new units at the Northwest Housing Alternatives Campus (Walsh Commons), 24 new units for veterans at Pleasant Avenue (Clayton Moore), 44 rehabilitated units at River Glen Apartments, and 40 additional units overhauled by the Housing Rehab Program.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actuals	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
RESULT	Percent of houseless individuals served by CoC programs who move to or maintain stable housing.	89%	85%	85%	NA	85%
OUTPUT	Number of affordable housing units retained or in development (subtotals below). ¹	296	500	300	440	600
	# of Affordable units in pre-development.	256	200	100	100	200
	# of Affordable units under construction.	0	256	100	212	200
	# of Affordable units completed and/or rehabilitated.	40	44	100	128	200

¹ Community Development and H3S will continue to refine these unit development measures. They currently are 'Line of Business' measures, and include HACC production (and the Metro bond). Additional partners are contributing to the County's affordable housing production in various ways (e.g. DTD with zoning changes, and BCS with new land banking authority) inside and outside of the Metro boundaries and with affordability at various income levels. More nuanced reporting and data availability is in the works.

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 These measures are funded from the following sources: (1) Houseless Programs - Continuum of Care funding from the U.S. Department of Housing and Urban Development (HUD). These are renewable funds. There is a 25% match requirement. CD uses Emergency Solutions Grant funds as match; (2) Affordable Housing - Primarily from a combination of HUD HOME and Community Development Block Grant funds, and Low Income Housing Tax Credit (LIHTC) funds. The HOME and CDBG funds are part of an annual allocation the County receives from HUD. The HOME program has a 25% match requirement. The match is provided by the housing developer that has applied to the County for these funds. LIHTC funds are granted by the State for a specific housing development. There is no match requirement.



Housing & Community Development Line of Business

Community Development Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	644,914	1,171,010	665,039	813,217	557,528	(107,511)	-16.2%
Prior Year Revenue	677,506	-	-	86,070	606,146	606,146	0%
Federal Grants & Revenues	2,696,701	3,736,402	4,508,538	3,574,854	4,882,191	373,653	8.3%
Local Grants & Revenues	206,139	1,147,340	2,450,000	914,000	940,000	(1,510,000)	-61.6%
Charges for Service	272,095	365,043	110,000	163,500	342,500	232,500	211.4%
Other Revenues	724,086	946,470	619,351	650,000	655,000	35,649	5.8%
Interfund Transfers	49,640	77,905	98,279	98,279	40,781	(57,498)	-58.5%
Operating Revenue	4,626,167	6,277,668	7,786,168	5,486,703	7,466,618	(319,550)	-4.1%
Total Rev - Including Beginning Bal	5,271,081	7,448,678	8,451,207	6,299,920	8,024,146	(427,061)	-5.1%
Personnel Services	1,151,240	1,217,632	1,352,694	1,245,308	1,386,645	33,951	2.5%
Materials & Services	2,445,431	5,105,319	5,861,034	3,872,234	5,514,154	(346,880)	-5.9%
Indirect Costs (Internal Dept Chgs)	17,721	20,447	19,721	18,783	20,568	847	4.3%
Cost Allocation Charges	207,146	245,107	234,319	236,067	225,251	(9,068)	-3.9%
Capital Outlay	-	-	100,000	-	-	(100,000)	-100.0%
Operating Expenditure	3,821,538	6,588,505	7,567,768	5,372,392	7,146,618	(421,150)	-5.6%
Debt Service	1,031	-	-	-	-	-	0%
Special Payments	277,501	121,046	400,000	370,000	320,000	(80,000)	-20.0%
Contingency	-	-	483,439	-	557,528	74,089	15.3%
Total Exp - Including Special Categories	4,100,070	6,709,551	8,451,207	5,742,392	8,024,146	(427,061)	-5.1%
General Fund Support (if applicable)	49,640	77,905	48,279	48,279	40,781	(7,498)	-47.7%
Full Time Equiv Pos (FTE) Budgeted		9.53	9.60	9.60	9.60	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End		9.53		9.60			0%
Full Time Equiv Pos (FTE) Vacant at Yr Enc	-	-		-			0%

Significant Issues and Changes

The most significant issue continues to be the national debate and uncertainty surrounding Community Development Block Grant (CDBG) and HOME funding levels. This budget was based on an estimated 5% reduction in our allocation. The current federal administration has approved increases in the CDBG, HOME ESG and Continuum of Care budgets. Since the amounts cannot be confirmed the budget remains unchanged. However, CD anticipates the following increases: (1) CDBG - 6%; (2) HOME - 9%; (3) Continuum of Care - 5%; and a 1% decrease in ESG.



Public Health Line of Business

Public Health Administration Program

Purpose 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 so they can experience continued and predictable funding to carry out Public Health initiatives.

Performance Narrative

FY 19-20 has had its challenges for the Public Health's Administration Program and team due to additional workload and imposed deadlines associated to Public Health Re-Accreditation, Triennial Review, and the COVID-19 response.

Our Fiscal and Budget Unit brought in a contracted Financial Analyst to bring Public Health's accounting policies and procedures up-to-date and to building an environmental health fee-for-service revenue tool to assist to revenue projections and budgeting.

Our Contracting Unit is on track to exceed our target of 85% of direct and intermediate contracts being processed within 60 days, by 6% = 91%. For FY 20-21, our target for this performance measure will remain at 85%.

Our Human Resources Unit continues to hold implementation of the CCPHD specific Individual Development Plan (IDP) template and plan. We are waiting for H3S to complete testing on their H3S Performance Feedback template and reviewer form. We anticipate implementing the IDPs in FY 20-21 for 100% of Public Health staff.

Our Grants Unit applied for 39 grants and has been awarded 37. The most recent grant award was from Health Share of Oregon for \$695,000. The two grants that we were not awarded were the Assessment Coalition Grant with the EPA, which Metro will be reapplying for in FY 21, and the Comprehensive Opioid Abuse Program Grant with DOJ because other Clackamas County Divisions/Departments have been funded through this grant in previous years.

New in FY 20-21, is the inclusion of the Occupational Health Unit, which used to reside in the Infectious Disease Program, to the Public Health Administrative Program. The Occupational Health Unit is responsible for the administrative practices and coordination of employee immunization and training to protect our employees from occupational health hazards.

FY 20-21 Public Health Administration budget is \$839,631 and consists of 4.05 FTE. The revenue is comprised of \$655,380 of Public Health Division Indirect; \$158,023 of Internal County Reimbursement from the Health Center's for .50 FTE for the Public Health Medical Director/Health Officer, for clinic hours; and \$26,228 of County General Fund for our Occupational Health Program.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
RESULT	Percent of contracts (new and renewals) processed within 60 days.	77%	89%	85%	91%	85%
RESULT	Percent of all current staff members will receive an Individual Development Plan	New	On Hold	100%	On Hold	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 **Shared Services:**

FY20-21 Public Health Administration houses shared Accounts Payable (AP)/ Billing services and Public Health Medical Director/Health Officer services with the Health Centers. The AP/Billing shared services are reflected in the internal labor and internal fringe expense lines of the Public Health budget. The Public Health Medical Director/Health Officer shared services are reflected in the Internal County Reimbursement revenue line of the Public Health budget.

Grants:

Internal County Grant:
\$82,000 - H3S grant for Needle Exchange Program



Public Health Line of Business

Public Health Administration Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
State Grants & Revenues	13,096	-	-	-	-	-	0%
Charges for Service	726,837	657,631	412,902	602,803	813,403	400,501	97.0%
Other Revenues	293	5,098	-	-	-	-	0%
Interfund Transfers	209,169	266,959	395,837	244,472	26,228	(369,609)	-93.4%
Operating Revenue	949,395	929,688	808,739	847,275	839,631	30,892	3.8%
Total Rev - Including Beginning Bal	949,395	929,688	808,739	847,275	839,631	30,892	3.8%
Personnel Services	833,566	819,132	767,478	488,250	668,333	(99,145)	-12.9%
Materials & Services	102,911	96,166	112,539	112,279	155,957	43,418	38.6%
Indirect Costs (Internal Dept Chgs)	12,724	13,626	10,133	9,283	13,350	3,217	31.7%
Cost Allocation Charges	-	-	-	-	1,991	1,991	0%
Operating Expenditure	949,201	928,924	890,150	609,812	839,631	(50,519)	-5.7%
Total Exp - Including Special Categories	949,201	928,924	890,150	609,812	839,631	(50,519)	-5.7%
General Fund Support (if applicable)	209,169	266,959	201,820	50,455	26,228	(175,592)	-87.0%
Full Time Equiv Pos (FTE) Budgeted	8.00	7.10	4.05	4.05	4.05	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	8.00	6.10	-	3.05	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	1.00	-	-	0%

Significant Issues and Changes

FY 20-21 budget includes the Occupational Health Program that used to reside in the Infectious Disease Control and Prevention Program.



Public Health Line of Business

Vital Statistics Program

Purpose 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.

Performance Narrative

In FY 19-20, the Vital Statistics Program exceeded our performance measure target of 95% of death certificates processed same day received (within 24 hours) in Q1 and Q2. However, we predict that in Q3 we will fall below our 95% target due to the activation of the DOC and EOC for the COVID-19 response efforts.

FY 20-21 Vital Statistics budget is \$366,517 and consists of 2.58 FTE. The revenue is comprised of \$169,434 in Assigned Fund Balance; \$197,083 Death and Birth Certificate Fee Revenue (excluding \$287,759 budgeted in the Environmental Health Program to offset increased program costs that will not be covered by a FY 20-21 "full cost recovery" fee increase and a 20% reduction in overall restaurant/facilities due to COVID-19 restaurant/business closures in FY 19-20). During this budget year we will be conducting a thorough needs assessment for administrative and fiscal support services for all Public Health programs.

Key Performance Measure

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
RESULT	Percent of death certificates processed same day received (within 24 hours).	89%	97%	95%	98%	95%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation **Mandated Services:**

Our Vital Statistics Program offers Birth & Death Certificates, which is a mandated services for Local Public Health in Oregon.



Public Health Line of Business

Vital Statistics Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	53,853	53,853	169,434	115,581	214.6% 0%
Charges for Service	436,989	410,597	368,954	447,692	197,083	(171,871)	-46.6%
Other Revenues	-	-	-	(30)	-	-	0%
Operating Revenue	436,989	410,597	368,954	447,662	197,083	(171,871)	-46.6%
Total Rev - Including Beginning Bal	436,989	410,597	422,807	501,515	366,517	(56,290)	-13.3%
Personnel Services	254,241	243,012	298,164	221,764	264,977	(33,187)	-11.1%
Materials & Services	85,461	36,483	53,404	39,161	26,154	(27,250)	-51.0%
Indirect Costs (Internal Dept Chgs)	40,093	28,732	20,096	25,691	31,267	11,171	55.6%
Cost Allocation Charges	52,539	49,332	47,142	43,033	41,019	(6,123)	-13.0%
Operating Expenditure	432,334	357,559	418,806	329,649	363,417	(55,389)	-13.2%
Special Payments	2,954	3,390	4,000	2,432	3,100	(900)	-22.5%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	435,288	360,949	422,806	332,081	366,517	(56,289)	-13.3%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	3.05	2.75	2.75	2.75	2.58	(0.17)	-6.2%
Full Time Equiv Pos (FTE) Filled at Yr End	2.05	2.75		2.75			0%
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	-		-			0%

Significant Issues and Changes

In FY 20-21, \$287,759 of Death Certificate Revenue has been moved into the Environmental Health Program budget to offset increasing program costs and loss of revenue due to COVID-19. Revenue loss is due to two factor:

- (1) We did not increase fees to a "full cost recovery" level due to the COVID-19 restaurant/business hardships
- (2) 20% reduction in restaurant business due to closures in FY 19-20 for COVID-19



Public Health Line of Business

Infectious Disease Control and Prevention Program

Purpose Statement

The purpose of the Infectious Disease Control & 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.

Performance Narrative

The Public Health Division is taking a lead role in Clackamas County's emergency response to the COVID-19 outbreak. In FY 19-20, Public Health's Emergency Preparedness Program (PHEP) has activated the H3S Department Operations Center (DOC) and is currently co-leading the County's Emergency Operations Center (EOC). Public Health's Infectious Disease Control and Prevention Program is leading the County's COVID-19 case investigation, provider and health department triage, and COVID-19 testing.

The Public Health Division does not have sufficient funds to continue our COVID-19 outbreak response. Funding for the COVID-19 emergency response effort comes from our Local Public Health Authority (LPHA) contract with the Oregon Health Authority, PE12 PHEP grant and our PE01-1 State Support grant for Communicable Disease; however, the funds are inadequate to cover all of the Public Health Division's emergency response activities.

Even though the Public Health Division expects additional federal and state funding, it will not be enough to cover the magnitude of the COVID-19 outbreak and our local emergency response. At this time, the Oregon Health Authority has amended the Communicable Disease contract (PE01-1), allocating \$250,307 for the COVID-19 response. Additionally, we anticipate federal funding from the Centers for Disease Control and Prevention for the PHEP Program (PE12). However, in order to counteract decades of reductions in funding for emergency preparedness and communicable disease, the Public Health Division needs consistent local funding to respond to the COVID-19 outbreak and be prepared for future public health

In addition to our COVID-19 response, our tuberculosis, syphilis, and gonorrhea metrics, Public Health has a statutory responsibility to investigate and control over 50 reportable infectious diseases. In FY 19-20 we have had 37 confirmed and suspect pertussis cases, twice the number reported in the same time period last year, 6 measles cases and multiple measles contact (Oregon has seen the highest number of cases since 1991). The rate of gonorrhea incidence increased from 81.8 per 100,000 to 103.7 per 100,000 between 2017 and 2018, which is also modeled across the state. There has been a steady increase in Clackamas County since 2013 (26.8 per 100,000). As of 12/31/2019, we do not have the rate of gonorrhea incidence per 100,000 for calendar year 2019; we expect to see this by the end of Q3 of fiscal year 2020. Also, in FY 19-20 the percentage of syphilis cases with investigative files that contain risk factor information is as follows: gender of patient's sex partners meets 85% benchmark set by state standards; obtaining HIV test status has increased to 94% and exceeded the benchmark in calendar year 2019; and 100% of pregnancy status for females of childbearing have been assessed. As of 12/31/2019, we do not have the % syphilis investigative cases that contain risk factor information for calendar year 2019. We expect to see this by the end of Q3 of fiscal year 2020.

FY 20-21 budget is \$1,696,598 and consists of 8.28 FTE. The revenue is comprised of \$79,256 of Federal Revenue including PE07 HIV Prevention funding; \$560,652 State Revenue including PE01 State Support for CD and TB services; \$682,275 Local Government & Other Agencies including the HIV Early Intervention and Outreach funding coming through Multnomah County; \$ 82,000 H3S Admin funding for needle exchange, \$22,600 of reimbursements from OHA for TB chest x-rays and medical supplies; and \$269,815 County general Fund.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
RESULT	Percent of gonorrhea cases treated with appropriate antibiotics (per Centers for Disease Control and Prevention guidelines). ¹	77%	-	70%	-	Discontinue ¹
RESULT	Rate of gonorrhea incidence per 100,000 ²	82	104	-	N/A	-
RESULT	Percent syphilis cases with investigative files that contain risk factor information: [a) gender of patient's sex partners, b) HIV status or date of most recent HIV test, and c) pregnancy status for females of childbearing age]	-	New	85%	88%	85%

¹ Discontinued during the H3S 2020 MFR plan update and replaced with tracking the rate of incidence per 100,000.

² New measure: Number of gonorrhea cases per 100,000 people annually in Clackamas County (calendar year basis). This result does not have a target, it is only meant to show the changes per year.

Program includes:

Mandated Services ☒ Y

Shared Services ☐ N

Grant Funding ☒ Y

Explain all "Yes" boxes below

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

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

Explanation

Mandates Services:

1. Infectious/Communicable Disease Investigation, Prevention, & Control
2. Tuberculosis Case Management

Grant Funding:

Federal Funding:

\$79,256 PE07 HIV Prevention Services

State Funding:

\$511,062 – PE01 State Support for Public Health CD/IDCP Services

\$49,590 – PE07 HIV Prevention Services

Other Funding:

\$36,171 – PE03 TB Case Management (State Reimbursement Model)

Local Gov't Other Agencies:

\$682,275 – Early Intervention and Outreach HIV funding coming through Multnomah County from the State



Public Health Line of Business

Infectious Disease Prevention and Control Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Federal Grants & Revenues	52,986	86,942	118,543	109,789	79,256	(39,287)	-33.1%
State Grants & Revenues	480,637	578,473	556,545	797,964	560,652	4,107	0.7%
Local Grants & Revenues	133,941	452,361	668,599	505,001	682,275	13,676	2.0%
Charges for Service	4,784	-	72,706	37,546	82,000	9,294	12.8%
Other Revenues	13,766	8,973	50,000	15,682	22,600	(27,400)	-54.8%
Interfund Transfers	334,207	143,762	291,112	244,163	269,815	(21,297)	-7.3%
Operating Revenue	1,020,321	1,270,511	1,757,505	1,710,145	1,696,598	(60,907)	-3.5%
Total Rev - Including Beginning Bal	1,020,321	1,270,511	1,757,505	1,710,145	1,696,598	(60,907)	-3.5%
Personnel Services	631,285	786,750	1,113,691	916,789	1,087,290	(26,401)	-2.4%
Materials & Services	212,634	149,459	209,507	408,297	225,278	15,771	7.5%
Indirect Costs (Internal Dept Chgs)	100,137	93,499	84,482	106,608	128,605	44,123	52.2%
Cost Allocation Charges	86,287	107,173	151,861	131,037	131,821	(20,040)	-13.2%
Operating Expenditure	1,030,343	1,136,881	1,559,541	1,562,731	1,572,994	13,453	0.9%
Special Payments	93,410	99,001	123,603	147,414	123,604	1	0.0%
Total Exp - Including Special Categories	1,123,753	1,235,882	1,683,144	1,710,145	1,696,598	13,454	0.8%
General Fund Support (if applicable)	334,207	143,762	291,112	244,163	269,815	-21,297	-7.3%
Full Time Equiv Pos (FTE) Budgeted	7.75	6.57	8.28	8.28	8.28	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	7.75	6.57		8.28			0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			0%

Significant Issues and Changes

The increase in State funding reflected in FY 19-20 yearend projections is due to funding we received in March 2020 of \$250,307, through our LPHA OHA contract, PE01-02 State Support, for the COVID-19 response. However, in FY 20-21 we will continue to see an increase in the use of Public Health's allocated County General Fund, due to inadequate funding and reserves to prevent and respond to the County's disease burden, like COVID-19, and other emerging diseases of public health significance (i.e. Ebola, Zika). We also moved the Occupational Health Program, #08190, to the Public Health Administration Program.



Public Health Line of Business

Access to Care Program

Purpose 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.

Performance Narrative

Clackamas County Public Health has a statutory responsibility to ensure access to family planning and immunizations (OAR 333-014-0550).

The Access to Care Program prioritizes the following goals:

Increasing the percentage of Medicaid-eligible pregnant women enrolled in WIC. Participating in WIC supports the long-term health of women, infants, children, and families. Ensuring the provision of immunizations, especially during peak time periods such as School Exclusion, and addressing barriers to immunizations such as vaccine hesitancy. Immunizations are one of the most effective means available for protecting the health of children and the health of Clackamas County.

Identifying service gaps for sexual and reproductive health services and coordinating policy and systems change strategies to address gaps. Access to family planning and contraceptive services alters social and economic opportunities for women and impacts women's health across the lifespan.

Regional Perinatal Continuum of Care, Integrated Referral Systems, and capacity to serve families with safety net services for early childhood health

Medicaid pregnancies in CCPH WIC has decreased from 57% in the first six months of 2017 to 50% in the first six months of 2019. This is significantly below the statewide rate of 64% in 2017 and 62% in 2019. OHP adjunct eligibility enables WIC applicants to be automatically income-eligible for WIC if they have OHP. This means that 100% of Medicaid pregnancies should be enrolled in WIC. Enrolling all Clackamas Medicaid pregnancies in WIC continues to be a challenge and it is not known why the Clackamas rate is so much lower than the statewide average.

FY 20-21 budget is \$3,564,443 and consists of 17.73 FTE. \$181,362 in restricted fund balance due to the Health Share of Oregon (HSO) funding coming through in January 2020 for a Senior Community Health Nurse and a Senior Public Health Program Planner that are still in recruitment and unlikely to be onboard until June 2020. \$1,050,360 Federal Grants Revenue including WIC funding; \$871,262 State Grant Revenue including SBHC funding; \$406,516 Local Grants, including new funding from Health Share of Oregon for Regional Perinatal Continuum of Care, Integrated Referral Systems, and capacity to serve families with safety net services for early childhood health; \$312,469 Charges for Services, including Targeted Case Management, Maternity Case Management, Babies First, and CaCoon fee-for-services; \$742,528 in County General Funds mainly back filling our Immunization program and WIC programs. Also, due to the new Health Share of Oregon funding, the Access to Care programs can incur a portion of cuts to Public Health's County General Fund allocation.

Key Performance Measure

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
RESULT	Percentage of WIC-eligible pregnant women enrolled in the WIC Program during the first trimester of pregnancy. ¹	40%	-	40%	-	Discontinue ¹
RESULT	60% Medicaid eligible pregnant women enrolled in WIC ²	-	50%	60%	50%	60%

¹ Discontinued during H3S 2020 MFR plan update.

² New measure. This measure is tracked by the Oregon Health Authority.

Program includes:

Mandated Services ☒ Y

Shared Services ☐ N

Grant Funding ☒ Y

Explain all "Yes" boxes below

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

Explanation

Mandates Services:

1. Immunization Services
2. Maternal and Child Health Services
3. Reproductive Health
4. Women Infant and Children Services

Grant Funding:

Federal Funding:

\$73,507 CaCoon through Oregon Health Science University
\$103,671 PE42 Maternity Child Health (MCH)
\$1,638 – PE41 Reproductive Health
\$825,259 – PE40 Women, Infants, and Children (WIC)
\$46,231 - PE43 Immunization Services

State Funding:

\$100,234 - PE42 Maternity Child Health (MCH)
\$676,500 – School Based Health Centers (SBHC) Operation & Mental Health Funding
\$49,936 – PE 43 Immunization Services
\$41,893 – PE41 Reproductive Health
\$2,699 – PE40 Women, Infants, and Children (WIC)

Local Government & Other Agencies:

\$406,516 - Health Share of Oregon



Public Health Line of Business

Access to Care Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	181,362	181,362	0%
Federal Grants & Revenues	1,140,148	1,070,307	1,071,702	1,025,361	1,050,306	(21,396)	-2.0%
State Grants & Revenues	550,451	855,890	816,672	917,493	871,262	54,590	6.7%
Local Grants & Revenues	-	16,277	232,944	217,026	406,516	173,572	74.5%
Charges for Service	205,520	141,229	198,305	78,691	312,469	114,164	57.6%
Other Revenues	30	5,456	-	470	-	-	0%
Interfund Transfers	977,842	680,104	903,851	1,082,618	742,528	(161,323)	-17.8%
Operating Revenue	2,873,991	2,769,263	3,223,474	3,321,659	3,383,081	159,607	5.0%
Total Rev - Including Beginning Bal	2,873,991	2,769,263	3,223,474	3,321,659	3,564,443	340,969	10.6%
Personnel Services	1,790,563	1,527,570	2,021,930	1,852,957	2,147,288	125,358	6.2%
Materials & Services	710,193	884,748	810,101	794,644	883,141	73,040	9.0%
Indirect Costs (Internal Dept Chgs)	283,597	180,541	124,208	215,365	251,659	127,451	102.6%
Cost Allocation Charges	288,335	242,246	260,183	277,331	282,355	22,172	8.5%
Operating Expenditure	3,072,688	2,835,105	3,216,422	3,140,297	3,564,443	348,021	10.8%
Total Exp - Including Special Categories	3,072,688	2,835,105	3,216,422	3,140,297	3,564,443	348,021	10.8%
General Fund Support (if applicable)	977,842	680,104	903,851	1,082,618	742,528	(161,323)	-17.8%
Full Time Equiv Pos (FTE) Budgeted	15.65	16.34	17.08	17.08	17.73	(0.65)	3.8%
Full Time Equiv Pos (FTE) Filled at Yr End	15.65	14.34		14.08		14.08	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	2.00		3.00		3.00	0%

Significant Issues and Changes

\$181,362 in restricted fund balance due to the Health Share of Oregon (HSO) funding coming through in January 2020 for a Senior Community Health Nurse and a Senior Public Health Program Planner that are still in recruitment and unlikely to be onboarded until June 2020. \$1,050,360 Federal Grants Revenue including WIC funding; \$871,262 State Grant Revenue including SBHC funding; \$406,516 Local Grants, including new funding from Health Share of Oregon for Regional Perinatal Continuum of Care, Integrated Referral Systems, and capacity to serve families with safety net services for early childhood health; \$312,469 Charges for Services, including Targeted Case Management, Maternity Case Management, Babies First, and CaCoon fee-for-services; \$742,528 in County General Funds mainly back filling our Immunization program and WIC programs.

Due to the new Health Share of Oregon funding, the Access to Care programs can incur a portion of the \$115,000 cut in Public Health's County General Fund.



Public Health Line of Business

The Center for Public Health Advancement

Purpose 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.

Performance Narrative

The CPHA serves as centralized resource for staff across the Health, Housing and Human Services Department, Public Health Division, and external partners.

In FY 18-19, CPHA achieved the following outcomes related to its performance measures:

- Board of Health adopted Blueprint for a Healthy Clackamas County (community health improvement plan; first LPHA in Oregon)
 - Submitted application for national public health reaccreditation (recognition program that assures implementation of best practices)
 - Awarded increased funding to support implementation of Public Health Modernization initiative
 - Awarded funding to develop BlueprintClackamas.com, Public Health's online community engagement tool
 - Published two Public Health Impact reports, detailing sexually transmitted infection rates and vaccines (communication regarding emerging public health issues is a requirement of Public Health Modernization)
 - Approval of five-year extension of ambulance services franchise agreement Conducted several drills and exercises with emergency response partners.
- CPHA's performance metric, to achieve a 90% or higher response time every month for emergency medical services providers, is evaluated through 3 call-types and 4 geographic zones based on the definitions provided below.

Call-types

- Priority 1 calls: life threatening medical emergencies
- Priority 2 calls: non-life threatening medical emergencies
- Priority 3 calls: non-emergency medical need requiring medical transport

Geographic zones

- Urban: incorporated cities with populations > 9,000 and population density >2,000 per sq. mile
- Suburban: non-urban areas that are contiguous to urban areas and population density >1,000 per sq. mile
- Rural: incorporated cities with populations <9,000 or census tracts with population density <1,000 per sq. mile
- Frontier: inaccessible or road-less areas of National Forest where rural response times cannot be met

For the first quarter of FY 19-20 all participating agencies have met greater than 90% compliance for all priority calls and each month. Participating agencies include: American Medical Response (AMR) Northwest, Clackamas Fire District #1, Lake Oswego Fire Department and Tualatin Valley Fire & Rescue. The remaining 6 fire agencies submit response time data upon request to the County and actively participate in ongoing subcommittees and workgroups through the EMS Council. Area dispatch centers (911) and hospitals also participate.

The Public Health Division is taking a lead role in Clackamas County's emergency response to the COVID-19 outbreak. In FY 19-20, Public Health's Emergency Preparedness Program (PHEP) has activated the H3S Department Operations Center (DOC) and is currently co-leading the County's Emergency Operations Center (EOC). Public Health's Infectious Disease Control and Prevention Program is leading the County's COVID-19 case investigation, provider and health department triage, and COVID-19 testing. Funding for the COVID-19 emergency response effort comes from our Local Public Health Authority (LPHA) contract with the Oregon Health Authority. At this time, the Oregon Health Authority has pushed funding through the LPHA contract under Communicable Disease (PE01-4), allocating \$250,307, and under the Public Health Emergency Preparedness Program (PHEP) (PE12-02) allocating \$217,535 for the COVID-19 response. However, we anticipate the funding for COVID-19 will not be enough to cover the magnitude of the local emergency response and recovery. We have also submitted a budget request to FEMA to assist with another \$145,000 in costs, but have not received confirmation on funding. In FY 20-21, we budgeted a large portion of the "reduce" allocated general fund to the Center's programs to offset the COVID-19 response effort costs.

FY 20-21 budget is \$2,943,290 and consists of 6.19 FTE. CPHA's restricted fund balance of \$907,912 that is comprised of Franchise Fees, Health Share of Oregon funding for the CHIP community grants and program coordination, Public Health Emergency Preparedness- COVID-19 response funding (PE12-02), and the Ambulance Cost Savings/Enhancement funding. The contingency of \$384,085 is budgeted to offset that restricted fund balance in the Ambulance Cost Savings/Enhancement Program and is for emergency medical services enhancement product(s)/project(s).

Key Performance Measure

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
RESULT	Percent response time compliance achieved every month, measured separately for Priority 1, Priority 2 and Priority 3 calls for ambulance service providers ¹	92%	96%	90%	95%	90%

¹ This measure is mandated by Oregon Health Authority

Program includes:

Mandated Services ☒ Y

Shared Services ☐ N

Grant Funding ☒ Y

Explain all "Yes" boxes below

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

Explanation

Mandates for Local Public Health in Oregon:

1. Emergency Preparedness
2. Public Health Modernization

Shared Services:

EMS Coordinator with CCOM

Grant Funding:

Federal Funding:

\$171,924 - PE12 Public Health Emergency Preparedness

\$37,499 - City Readiness Initiative funding from Washington County

Local Gov't Other Agencies:

\$15,330 - City of Lake Oswego for Medical Direction

\$287,001 - Public Health Modernization funding coming through OHA



Public Health Line of Business

The Center for Public Health Advancement

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	466,322	67,834	439,039	439,039	907,912	468,873	106.8%
Prior Year Revenue	-	465,510	235,272	235,272	-	(235,272)	-100.0%
Federal Grants & Revenues	151,871	173,207	209,423	463,445	209,423	-	0%
State Grants & Revenues	-	-	-	215,498	287,001	287,001	0%
Local Grants & Revenues	137,332	89,755	202,392	138,350	215,330	12,938	6.4%
Charges for Service	719,405	649,696	910,177	841,712	865,247	(44,930)	-4.9%
Other Revenues	16,042	7,000	-	-	-	-	0%
Interfund Transfers	315,446	822,317	499,375	617,177	458,377	(40,998)	-8.2%
Operating Revenue	1,340,096	2,207,485	2,056,639	2,511,454	2,035,378	(21,261)	-1.0%
Total Rev - Including Beginning Bal	1,806,418	2,275,319	2,495,678	2,950,493	2,943,290	447,612	17.9%
Personnel Services	535,500	640,493	702,834	808,437	879,352	176,518	25.1%
Materials & Services	421,078	520,603	625,724	657,917	1,108,401	482,677	77.1%
Indirect Costs (Internal Dept Chgs)	84,830	75,998	46,454	94,161	85,862	39,408	84.8%
Cost Allocation Charges	84,851	101,412	97,647	97,564	98,524	877	0.9%
Operating Expenditure	1,126,259	1,338,506	1,472,659	1,658,079	2,172,139	699,480	47.5%
Special Payments	218,244	336,806	484,506	384,503	387,066	(97,440)	-20.1%
Contingency	-	-	538,516	-	384,085	(154,431)	-28.7%
Total Exp - Including Special Categories	1,344,503	1,675,312	2,495,681	2,042,582	2,943,290	447,609	17.9%
General Fund Support (if applicable)	315,446	822,317	499,375	617,177	458,377	40,998	-8.2%
Full Time Equiv Pos (FTE) Budgeted	6.58	6.67	6.67	6.67	6.19	(0.48)	-7.2%
Full Time Equiv Pos (FTE) Filled at Yr End	6.58	5.67		6.67			0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00		-			0%

Significant Issues and Changes

At this time, the Oregon Health Authority has pushed funding through the LPHA contract under Communicable Disease (PE01-4), allocating \$250,307, and under the Public Health Emergency Preparedness Program (PHEP) (PE12-02) allocating \$217,535 for the COVID-19 response. However, we anticipate the funding for COVID-19 will not be enough to cover the magnitude of the local emergency response and recovery. We have also submitted a budget request to FEMA to assist with another \$145,000 in costs, but have not received confirmation on funding. In FY 20-21, we budgeted a large portion of our reduced allocated general fund to the Center's programs to offset the COVID-19 response effort



Public Health Line of Business

Population Health Strategies

Purpose Statement

The purpose of the Population Health Strategies 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.

Performance Narrative

In FY 19-20 the Opioid Prevention Misuse and Prevention Program progress has been seen in per capita prescription fills which indicates that the collective efforts of community education, changes in provider practices and various community-level treatment projects have been associated with reduced opioid availability/use, an observed decrease in overdoses, and ultimately reduced mortality.

Our Opioid budget metric continues to show trends of per capita opioid prescription fill data continues to show decreases on a quarter by quarter basis. The graph below depicts the rate of decline over the past several years as well as the recent quarter by quarter declines. Although there has been a steady decline in prescription fills for Clackamas County, the rate is still noticeably higher than the state rate per 1000 residents.

We are also making observable progress in reducing youth tobacco, however use has been challenged by the rapid increase in vaping behavior and the widespread availability of vaping products, specifically flavored vaping products which are appealing to youth between the ages of 11 and 18.

- One in four Oregon 11th-graders reported vaping a nicotine product, with youth use of e-cigarettes like Juul increasing nearly 80 percent between 2017 and 2019.
- Nicotine vaping products are most popular among children and young adults: 23 percent of 11th-grade students and 13 percent of young adults, ages 18 to 24, use e-cigarettes versus 3 percent of adults age 25 and older.
- Roughly half of all youth who currently use conventional tobacco products started with vape products.

Clackamas County youth tobacco rates are consistent with statewide trends and demonstrate higher rates of youth tobacco use which is largely driven by increases in vaping.

Finally, a new effort to influence the built environment through policy change has been introduced into the public health division by utilizing unique tools such as the Health Impact Assessment (HIA). The Population Health Strategies team will introduce a new measure to assess the degree to which efforts to influence the built environment has been successful.

FY 20-21 budget is \$ 1,415,590 and consists of 7.50 FTE. \$297,462 of restricted fund balance from the Health Share funding coming through in January 2020 to support tobacco cessation work that was already covered through the remainder of FY 19-20 with PE 13 TPEP funding through the LPHA; and salary savings from the Public Director position. \$120,000 in Local Grants is comprised of this "new" and ongoing annual Health Share funding to support tobacco cessation.

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
RESULT	Number of tobacco-free property policies passed in Clackamas County by 2022 (an increase in two policies per year) ¹	-	New	2	NA	Discontinue ¹
RESULT	Smoking rates (past 30 days) among 11th grade youth ¹	25.0%	-	20%	24.8%	20%
RESULT	Opioid prescriptions per 1,000 residents	173.0	162.8	155	160.6	155

¹ Number of policies was dropped as a measure during the H3S 202 MFR update. Especially with the passage of Tobacco 21, priorities in PHS programming efforts have shifted from tobacco-free properties toward decreasing youth smoking rates (which are measured every other year).

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 **Mandates for Local Public Health in Oregon:**
1. Tobacco use prevention and education

Shared Services:

Assessment and Epidemiology services for Children, Family, and Community Connections Division
Program Planner FTE with DTD for Health Impact Assessment work

Grant Funding:

State Funding:

\$275,286- PE13 Tobacco Prevention & Education

Local & Other Agency Funding:

\$120,000 - Health Share of Oregon for Tobacco Cessation Closed Loop Referral work



Public Health Line of Business

Population Health Strategies

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	297,462	297,462	0%
Federal Grants & Revenues	108,972	90,206	139,651	177,023	-	(139,651)	-100.0%
State Grants & Revenues	189,827	395,885	292,768	292,768	275,286	(17,482)	-6.0%
Local Grants & Revenues	106,082	17,387	60,000	63,292	120,000	60,000	100.0%
Charges for Service	9,839	43,968	67,245	126,403	103,765	36,520	54.3%
Other Revenues	-	-	-	8,049	-	-	0%
Interfund Transfers	206,347	297,281	618,590	289,246	619,077	487	0.1%
Operating Revenue	621,067	844,727	1,178,254	956,781	1,118,128	(60,126)	-5.1%
Total Rev - Including Beginning Bal	621,067	844,727	1,178,254	956,781	1,415,590	237,336	20.1%
Personnel Services	460,274	588,504	875,562	641,868	956,211	80,649	9.2%
Materials & Services	78,003	208,513	122,861	87,491	223,739	100,878	82.1%
Indirect Costs (Internal Dept Chgs)	72,293	69,630	54,402	74,630	113,432	59,030	108.5%
Cost Allocation Charges	64,193	89,325	125,429	92,792	119,394	(6,035)	-4.8%
Operating Expenditure	674,763	955,972	1,178,254	896,781	1,412,776	234,522	19.9%
Special Payments	24,000	14,950	-	-	2,814	2,814	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	698,763	970,922	1,178,254	896,781	1,415,590	237,336	20.1%
General Fund Support (if applicable)	206,347	297,281	618,590	289,246	619,077	487	0.1%
Full Time Equiv Pos (FTE) Budgeted	5.42	5.66	7.50	7.50	7.50	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.42	4.66		6.50			0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00		1.00			0%

Significant Issues and Changes

The \$103,765 under Charges for Services, is comprised of internal reimbursement funding from the Children, Family, and Community Connections Division for assessment and epidemiology work done by the Population Health Strategy team, and shared Health Impact Assessment services with DTD. The \$619,077 of County General Funding has been allocated to the following: \$134,734 in marijuana money assigned to our Opioid program from the BCC in a previously approved policy level package; and leverage funding for our Tobacco Prevention and Education program, shared services with DTD, opioid prevention coordination, and the continued exploration with other projects like built environments. The new Health Share Funding allocated to the Tobacco Program has help offset the cut to Public Health's County General Fund allocation.



Public Health Line of Business

Environmental Health Program

Purpose 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.

Performance Narrative

The Oregon Legislature has set the license types, inspection frequency, and regulations used by the program. These ORSs and OARs require Local Public Health Authorities to administer the Environmental Health (EH) program under the oversight of the Oregon Health Authority. The State requires Counties complete at least 90% of the required routine inspections each calendar year in each license category, as well as minimum standards on how inspections are completed. Audits of the EH program by the State are conducted every 3 years as a triennial review. Staffing is a critical resource of the program in order to complete the growing required number of inspections each year, while at the same time maintaining high-quality inspection work. Having enough staff is vital in order to fully assess and educate business with rules that also continue to grow in both volume and complexity. Environmental Health program staff are required by State law to be Registered Environmental Health Specialists in Oregon. Once "Trainees" have completed their required on the job training hours (2 years) and passed a rigorous national board exam. To maintain licensing, 20 hours of CEUs must be completed every 2 years. There are not a lot of Registered Environmental Health Specialists in Oregon; training is a big investment that takes years, and is disruptive to the rest of the staff's workflow.

The EH performance measure, to achieve 90% of routine licensed facility inspections completed within a calendar year, has been affected by 3 factors; 1) increase in the number of licensed facilities; 2) EHS field staff turned over (due to retirements), and rule complexity and inspection requirements of the State has increased. The impact is reflected in more program inspection rates falling near or below the 90% target level. Another EH inspector was added to the program in August 2019 due to need and in theory, if EH stays fully staffed, the % of routine inspections rates will increase above 90% target for 2020. However, due to the COVID-19 event, the closure of all restaurants and bars in Clackamas County, unless providing delivery and/or pick-up services, will greatly affect this measure. We are developing a system to track and project revenue loss due to COVID-19. In FY 19-20 our Oregon Health Authority Triennial Review for the Food, Pool, and Lodging Health and Safety program (Environmental Health) was in compliance with all program requirements. The Drinking Water Service Program had one compliance finding because we were not sending a "failure to take corrective action letter when a public water system does not correct a deficiency by the due date assigned", however this was resolved in February 2020.

FY 20-21 EH budget is \$1,748,261 and consists of 10.22 FTE. Due to the potential revenue loss from the COVID-19 restaurant and bar closures, we are projecting a 20% business/facility reduction. Also, we do not feel it is prudent to increase fees to meet the, "full cost recovery" model, when fees were significantly increased in FY 20-21 and facilities are struggling because of the closures in FY 19-20. We are offsetting this revenue loss with \$287,759 in Death Certificate Revenue from Public Health's Vital Statistics Program.

Key Performance Measure

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
RESULT	Percent of routine licensed facility inspections completed within the year.	90%	92%	90%	N/A	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 **Mandated Services:**
Environmental Health Services
Regulation of Public Water Systems

Grant Funding:

Federal Funding:

\$3,000 - Association of Food and Drug Officials (AFDO) Training Grant
\$77,192 – PE50 Safe Drinking Water Program

State Funding:

\$100,283 – PE50 Safe Drinking Water Program



Public Health Line of Business

Environmental Health Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Licenses & Permits	1,091,717	1,096,662	1,382,742	1,312,585	1,273,332	(109,410)	-7.9%
Federal Grants & Revenues	90,762	104,216	103,283	103,283	103,283	-	0%
State Grants & Revenues	47,192	43,259	47,192	47,192	77,192	30,000	63.6%
Local Grants & Revenues	-	2,927	-	-	-	-	0%
Charges for Service	30,083	59,190	104,165	126,292	287,759	183,594	176.3%
Other Revenues	2,011	140	-	20	-	-	0%
Interfund Transfers	62,153	58,274	-	131,195	6,695	6,695	0%
Operating Revenue	1,323,918	1,364,668	1,637,382	1,720,567	1,748,261	110,879	6.8%
Total Rev - Including Beginning Bal	1,323,918	1,364,668	1,637,382	1,720,567	1,748,261	110,879	6.8%
Personnel Services	848,661	929,464	1,128,324	1,200,674	1,247,803	119,479	10.6%
Materials & Services	139,784	127,594	100,301	105,868	104,414	4,113	4.1%
Indirect Costs (Internal Dept Chgs)	134,186	110,369	207,380	139,443	151,095	(56,285)	-27.1%
Cost Allocation Charges	152,783	135,253	151,906	192,427	162,793	10,887	7.2%
Operating Expenditure	1,275,414	1,302,680	1,587,911	1,638,412	1,666,105	78,194	4.9%
Special Payments	64,653	62,106	49,471	82,155	82,156	32,685	66.1%
Total Exp - Including Special Categories	1,340,067	1,364,786	1,637,382	1,720,567	1,748,261	110,879	6.8%
General Fund Support (if applicable)	62,153	58,274	-	231,089	6,695	6,695	0%
Full Time Equiv Pos (FTE) Budgeted	9.60	8.55	10.22	10.22	10.22	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	9.60	8.55		10.22			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

Due to the potential revenue loss from the COVID-19 restaurant and bar closures, we are projecting a 20% business/facility reduction. Also, we do not feel it is prudent to increase fees to meet the, "full cost recovery" model, when fees were significantly increased in FY 20-21 and facilities are struggling because of the closures in FY 19-20. We are offsetting this revenue loss with \$287,759 in Death Certificate Revenue from Public Health's Vital Statistics Program.



Social Services Line of Business

Social Services Administration Program

Purpose Statement

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 so they can provide high quality services to the County's vulnerable residents.

Performance Narrative

The Social Services Administration Program is responsible for managing a \$37 million dollar budget comprised of 80 different funding sources. The program oversees over 130 contracts, processes over 7,400 invoices and payments, and assists over 10 thousand clients in the reception area each year. The program provides the essential infrastructure required for the programs and for our community partners to be able to provide direct client services. Many Social Services programs are subject to regular program audits. These audits often include an element of fiscal review, including checks and balances. Program audits with no fiscal findings show that we are successfully administering public funds in a responsible and transparent way. During FY 18-19 the division had no fiscal findings.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19) ¹	FY 20-21 Target
RESULT	Percentage of vouchers/invoices processed within 30 days.	100%	100%	100%	-	100%
RESULT	Percentage of audits that result in zero fiscal findings.	100%	100%	100%	-	100%
OUTPUT	Number of contracts processed.	102	130	-	-	-
OUTPUT	Number of walk-ins and appointments seen at reception.	11,098	12,821	-	-	-
OUTPUT	Number of rides provided by Mt. Hood Express.	67,074	67,044	-	-	-

¹ Many measures are only reported once per fiscal year without mid-year actuals or projections available.

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 also included in this program area. Social Services has received funds to support the Mt. Hood Express for ten years. The required match for these funds is \$85,133, which is met with County General Fund and private donations.
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Social Services Line of Business

Social Services Administration Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,160,628	1,252,191	1,605,947	1,605,947	2,001,076	395,129	24.6%
Federal Grants & Revenues	301,249	378,436	1,097,971	1,097,971	574,956	(523,015)	-47.6%
State Grants & Revenues	13,227	35,710	1,406,615	1,406,615	1,400,276	(6,339)	-0.5%
Charges for Service	1,716,766	1,892,257	2,073,340	2,073,340	2,241,485	168,145	8.1%
Other Revenues	197,946	319,653	179,999	189,834	165,000	(14,999)	-8.3%
Interfund Transfers	576,469	457,285	579,294	579,294	509,845	(69,449)	-12.0%
Operating Revenue	2,805,657	3,083,341	5,337,219	5,347,054	4,891,562	(445,657)	-8.3%
Total Rev - Including Beginning Bal	3,966,285	4,335,532	6,943,166	6,953,001	6,892,638	(50,528)	-0.7%
Personnel Services	1,418,379	1,475,847	1,751,414	1,752,989	1,931,225	179,811	10.3%
Materials & Services	980,203	1,029,423	2,879,213	1,855,183	3,259,680	380,467	13.2%
Indirect Costs (Internal Dept Chgs)	210,256	252,820	317,484	285,349	235,380	(82,104)	-25.9%
Cost Allocation Charges	164,692	168,190	175,554	175,554	171,530	(4,024)	-2.3%
Capital Outlay	-	82,316	1,132,700	878,668	581,600	(551,100)	-48.7%
Operating Expenditure	2,773,530	3,008,596	6,256,365	4,947,743	6,179,415	(76,950)	-1.2%
Interfund Transfers	-	-	11,103	11,103	-	(11,103)	-100.0%
Contingency	-	-	686,801	-	713,223	26,422	3.8%
Total Exp - Including Special Categories	2,773,530	3,008,596	6,954,269	4,958,846	6,892,638	(61,631)	-0.9%
General Fund Support (if applicable)	576,469	457,285	579,294	579,294	509,845	(69,449)	-12.0%
Full Time Equiv Pos (FTE) Budgeted	13.00	13.00	15.00	15.00	17.00	2.00	13.3%
Full Time Equiv Pos (FTE) Filled at Yr End	13.00	13.00		15.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

Additional funding and more contracts with community partners continue to strain the capacity of the Social Services Administration Program. The number of contracts and amendments processed increased from 22 in FY 17/18 to 71 in FY 18/19. The FY 20/21 budget includes the addition of two FTE to address the increased workload in the contracts and budgeting units.



Social Services Line of Business

Developmental Disabilities Program

Purpose Statement

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.

Performance Narrative

In FY 18/19, the Developmental Disabilities Program fully met its requirements for the number of qualifying encounters conducted, which ensured full allocation of its funding from the state.

The program continued to experience an upward trend in requests for eligibility determinations, the first step in accessing program services, indicating a growing need for its services in the county. The number of clients served also continued its upward trend, increasing by 7% from FY 2018/19 Quarter 1 to FY 2019/20 Quarter 1.

In FY 18-19, the program implemented a new customer satisfaction survey distribution and collection process that is increasing its ability to assess program participant satisfaction. 87% of survey respondents in FY 18/19 reported that they feel they have control and choice over their lives.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Percentage of program participants who say they achieve their goals.	New	76%	70%	80%	70%
OUTPUT	Number of individuals served	1,879	1,995	-	2,041	-
RESULT	Percentage of abuse allegations that are reported within 24 hours of first knowledge	93%	75%	100%	-	100%
EFFICIENCY	Percentage of state-contracted qualifying encounters conducted	102%	114%	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 Clackamas County operates the program for people with Developmental and Intellectual Disabilities in partnership with the State of Oregon.



Social Services Line of Business

Developmental Disabilities Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,073,399	-			2,914,772	2,914,772	0%
State Grants & Revenues	5,070,334	7,357,524	12,999,609	13,018,409	10,142,690	(2,856,919)	-22.0%
Other Revenues	970	-	-	-	-	-	0%
Operating Revenue	5,071,304	7,357,524	12,999,609	13,018,409	10,142,690	(2,856,919)	-22.0%
Total Rev - Including Beginning Bal	6,144,703	7,357,524	12,999,609	13,018,409	13,057,462	57,853	0.4%
Personnel Services	4,214,973	5,159,427	7,034,736	7,069,800	8,492,346	1,457,610	20.7%
Materials & Services	499,803	527,408	982,709	960,584	1,035,826	53,117	5.4%
Indirect Costs (Internal Dept Chgs)	864,099	1,051,524	1,298,692	1,298,692	1,667,167	368,475	28.4%
Cost Allocation Charges	565,828	602,365	774,561	774,561	896,324	121,763	15.7%
Capital Outlay	-	16,800	-	-	100,000	100,000	0%
Operating Expenditure	6,144,703	7,357,524	10,090,698	10,103,637	12,191,663	2,100,965	20.8%
Contingency	-	-	2,908,911	-	865,799	(2,043,112)	-70.2%
Total Exp - Including Special Categories	6,144,703	7,357,524	12,999,609	10,103,637	13,057,462	57,853	0.4%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	59.50	65.40	68.56	68.56	81.53	12.97	18.9%
Full Time Equiv Pos (FTE) Filled at Yr End	59.50			62.06			
Full Time Equiv Pos (FTE) Vacant at Yr End	-			6.50	-		

Significant Issues and Changes

The Developmental Disabilities Program continues to add new clients at a rapid rate. New positions have been added to manage the workload, but a lack of qualified applicants is hindering the program's ability to fill these new positions. As newly created positions with higher classification are added to the program, most have been filled with current employees. This results in strong promotional paths for employees, and also creates additional vacancies that need to be filled. In FY 20-21 will be adding 14.47 additional positions.



Social Services Line of Business

Volunteer Connection Program

Purpose Statement

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 so they can increase or maintain their livelihood and independence.

Performance Narrative

The Volunteer Connection Program offers meaningful volunteer opportunities that increase the county's capacity to provide independent living supports to older adults and persons with disabilities, increasing or maintaining their livelihood and independence. This program benefits both the residents who are seeking meaningful ways to contribute to the health of their community and to the residents who are in need of the multiple services the program provides.

Volunteer Connection is comprised of seven distinct sub-programs: Evidence-Based Health Programming, Family Caregiver Support Program, Money Management Program, Retired Seniors Volunteer Program, Senior Companions Program, Senior Health Insurance Benefits Assistance, and Transportation Reaching People.

The program has been highly successful in delivering services using the cost effective model of volunteer service supported by a dedicated small staff. Volunteers logged more than 53,000 hours of donated work in FY 18-19 - the equivalent of 27 FTE in paid staff. Social Services relies on this dedicated cadre of skilled volunteers to deliver services to some of the county's most vulnerable residents. Keeping these volunteers interested and engaged in their work ensures that the division maintains a skilled volunteer corps ready to deliver quality services. Nearly 98% of volunteers surveyed responded that they felt their volunteer service is meaningful.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Percentage of volunteers who feel their service is meaningful.	99%	98%	95%	-	95%
OUTPUT	Number of volunteer hours worked	55,051	53,202	-	-	-
EFFICIENCY	Number of volunteer hours per Volunteer Connection FTE	5,345	5,024	-	-	-

Program includes:

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

Explain all "Yes" boxes below

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

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

Explanation	Grant	Length	Match & Source
	RSVP	Over 20 years	\$37,808 County General Fund
	Senior Medicare Patrol	Over 10 years	
	SHIBA	Over 10 years	
	Money Management/MHS	7 years	
	Oregon Money Management Program	5 years	
	Senior Companion Program	Over 20 years	\$62,470 (\$32,470 County General Fund; \$30,000 in kind)
	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.	
	Community Services Block Grant	Over 25 years	\$3,000 TriMet



Social Services Line of Business

Volunteer Connection Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	262,460	234,004	297,366	429,588	199,182	(98,184)	-33.0%
Federal Grants & Revenues	373,535	376,675	396,557	394,714	384,856	(11,701)	-3.0%
State Grants & Revenues	609,792	892,183	936,481	931,412	906,860	(29,621)	-3.2%
Local Grants & Revenues	284,769	213,983	206,669	180,150	200,509	(6,160)	-3.0%
Charges for Service	63,528	15,500	15,500	15,500	15,500	-	0%
Other Revenues	31,632	18,075	55,156	41,018	45,956	(9,200)	-16.7%
Interfund Transfers	107,394	132,117	108,323	108,323	107,172	(1,151)	-1.1%
Operating Revenue	1,470,650	1,648,533	1,718,686	1,671,117	1,660,853	(57,833)	-3.4%
Total Rev - Including Beginning Bal	1,733,110	1,882,537	2,016,052	2,100,705	1,860,035	(156,017)	-7.7%
Personnel Services	811,312	910,526	966,520	939,203	1,019,962	53,442	5.5%
Materials & Services	384,021	444,468	491,921	581,161	428,962	(62,959)	-12.8%
Indirect Costs (Internal Dept Chgs)	38,994	42,186	24,472	24,472	45,063	20,591	84.1%
Cost Allocation Charges	-	28,253	26,929	26,929	35,427	8,498	31.6%
Operating Expenditure	1,234,327	1,425,433	1,509,842	1,571,765	1,529,414	19,572	1.3%
Special Payments	273,673	295,289	333,940	333,940	330,621	(3,319)	-1.0%
Contingency	-	-	172,270	-	-	(172,270)	-100.0%
Total Exp - Including Special Categories	1,508,000	1,720,722	2,016,052	1,905,705	1,860,035	(156,017)	-7.7%
General Fund Support (if applicable)	107,394	132,117	108,323	108,323	107,172	(1,151)	-1.1%
Full Time Equiv Pos (FTE) Budgeted	10.80	9.60	9.60	9.60	10.20	0.60	6.3%
Full Time Equiv Pos (FTE) Filled at Yr End	10.80	9.60		9.60			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

Recruiting new volunteers to ensure that the current programs can continue to operate is one of the key issues facing the Volunteer Connection. Most of the volunteer opportunities offered by the Volunteer Connection require significant training and time commitment. As older volunteers age out of volunteer service, identifying replacements continues to be a challenge. Social Services will add .80 FTE to the Money Management program to reduce reliance on part time staff. Social Services will reduce the RSVP FTE program by -.20 due to a decrease in revenue.



Social Services Line of Business

Veterans Service Program

Purpose Statement

The purpose of the Veterans Service Program is to provide Veterans Affairs 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.

Performance Narrative

Clackamas County accredited Veterans Service Officers expedite access to needed benefits and increase the positive outcome of benefit claims, appeals and application for veterans. In FY 17-18 the office filed 814 claims totaling \$9,277,891. The measure tracking the dollar amount of new claims is reported on a two-year lag to allow as many claims as possible to move through the long initial review and, if needed, appeal process. This delay provides a more accurate outcome of the office's work. Clackamas County provides significant financial support to the Veterans Service Program. Those investments result in a \$13.86 return for every \$1 of county funding.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Amount of new claim dollars granted to Clackamas County Veterans.	\$9,277,891	TBD ¹	\$10,000,000	-	\$10,000,000
OUTPUT	Number of claims filed.	814	1043	-	-	-
EFFICIENCY	Return on Investment: Claim dollars generated for every dollar spent on the Veterans Service Program.	\$13.86	TBD ¹	-	-	-

¹ Claim dollars are reported on a two-year lag.

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 32% of the cost of the service. County General Fund supplies 68% of the funds required to operate the service. The program has a \$45,844 maintenance of effort requirement, which is included in the County General Fund allocation.



Social Services Line of Business

Veterans Service Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	89,000	76,938	76,938	-	(76,938)	-100.0% 0%
State Grants & Revenues	281,680	285,191	269,398	269,398	269,398	-	0%
Interfund Transfers	477,363	498,086	521,184	521,184	559,618	38,434	7.4%
Operating Revenue	759,043	783,277	790,582	790,582	829,016	38,434	4.9%
Total Rev - Including Beginning Bal	759,043	872,277	867,520	867,520	829,016	(38,504)	-4.4%
Personnel Services	470,041	557,218	653,640	653,116	607,484	(46,156)	-7.1%
Materials & Services	46,415	68,805	49,610	50,134	51,760	2,150	4.3%
Indirect Costs (Internal Dept Chgs)	89,148	105,400	99,214	99,214	106,950	7,736	7.8%
Cost Allocation Charges	63,888	64,280	65,056	65,056	62,822	(2,234)	-3.4%
Operating Expenditure	669,492	795,703	867,520	867,520	829,016	(38,504)	-4.4%
Total Exp - Including Special Categories	669,492	795,703	867,520	867,520	829,016	(38,504)	-4.4%
General Fund Support (if applicable)	477,363	498,086	521,184	521,184	559,618	38,434	7.4%
Full Time Equiv Pos (FTE) Budgeted	4.20	4.20	5.27	5.27	5.27	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	4.20	4.20		5.27			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

Temporary staffing was added to the Veterans Service Program in FY 18-19 and FY 19-20 to increase outreach efforts and to accomplish one-time administrative tasks.



Social Services Line of Business

Housing Support Program

Purpose Statement

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.

Performance Narrative

The housing crisis in Clackamas County is real, and the demand for services far outpaces availability. The Social Services housing programs are operating at capacity, serving more than 650 households and 1,224 people in FY 18-19. An additional 1,155 households are awaiting services.

Those served are achieving positive outcomes, with 92% of participants exiting our permanent supportive housing, rapid rehousing and transitional housing programs retaining their housing six months post program completion.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Percentage of households who have retained permanent housing six months after program completion.	84%	92%	65%	-	65%
OUTPUT	Number of households served.	639	659	-	-	-
DEMAND	Number of households on the CHA (Coordinated Housing Access) waitlist.	1,172	1,155	-	-	-

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	Four years	
	Coordinated Housing Access	Five years	\$7,982 CDBG Housing Rights & Resources
	Housing our Hero's	Four years	\$82,862 (\$31,439 County General Fund; \$51,423 EHA Vets Document Recording Fee revenue)
	Housing Vets First	Five years	
	Public Housing Case Management	Four years	
	Hope 2	7 years	\$18,242 CSBG
	Hope 1	Over 10 years	\$69,357 EHA
	Housing our Families	Four years	\$42,364 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	Over 10 years	
	Rent Well	Over 10 years	\$30,812 EHA
	Housing Stabilization Program	Over 15 years	
	Housing Rights & Responsibilities	Over 15 years	\$28,000 EHA



Social Services Line of Business

Housing Support Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	467,062	458,566	442,983	471,098	230,255	(212,728)	-48.0%
Federal Grants & Revenues	1,098,297	1,290,925	1,459,867	1,459,867	1,458,618	(1,249)	-0.1%
State Grants & Revenues	806,164	2,714,840	2,247,646	1,941,410	1,616,498	(631,148)	-28.1%
Local Grants & Revenues	7,575	9,660	-	250	-	-	0%
Charges for Service	869,387	869,585	1,043,904	1,103,904	965,900	(78,004)	-7.5%
Other Revenues	21,789	49	-	-	-	-	0%
Interfund Transfers	1,745,626	1,988,788	2,198,797	2,138,797	1,896,631	(302,166)	-13.7%
Operating Revenue	4,548,838	6,873,847	6,950,214	6,644,228	5,937,647	(1,012,567)	-14.6%
Total Rev - Including Beginning Bal	5,015,900	7,332,413	7,393,197	7,115,326	6,167,902	(1,225,295)	-16.6%
Personnel Services	1,373,396	1,672,598	2,326,415	2,194,356	1,877,899	(448,516)	-19.3%
Materials & Services	2,328,215	4,029,655	4,147,342	3,794,945	3,422,955	(724,387)	-17.5%
Indirect Costs (Internal Dept Chgs)	340,656	296,707	423,949	444,294	401,071	(22,878)	-5.4%
Cost Allocation Charges	412,446	356,088	318,942	318,942	341,661	22,719	7.1%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	4,454,713	6,355,048	7,216,648	6,752,537	6,043,586	(1,173,062)	-16.3%
Special Payments	116,879	118,546	147,474	121,431	124,316	(23,158)	-15.7%
Contingency	-	-	17,972	-	-	(17,972)	-100.0%
Total Exp - Including Special Categories	4,571,592	6,473,594	7,382,094	6,873,968	6,167,902	(1,214,192)	-16.4%
General Fund Support (if applicable)	1,624,026	1,967,997	1,888,797	1,888,797	1,696,631	(192,166)	-10.2%
Full Time Equiv Pos (FTE) Budgeted	12.80	13.30	15.73	15.73	15.73	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	12.80	13.30		15.73			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

In FY 18-19 we had received an increase in one time funds for HSP expansion and EHA Expansion dollars. In 19-20 we had a small rollover of EHA expansion dollars. In FY 20-21 we will not be continuing the Jackson Place Transitional Housing Program.



Social Services Line of Business

Oregon Project Independence Program

Purpose Statement

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.

Performance Narrative

In FY 18-19, OPI successfully provided 292 older adults with the supports they needed to live independently and remain safe for as long as possible. Demand for OPI services in the community remains high, with a total 618 unduplicated people listed on the program waitlist at some point during the fiscal year.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Percentage of clients who did not transition to Medicaid services when exiting the program.	76%	76%	65%	71%	65%
OUTPUT	Number of clients served	250	292	-	287	-
DEMAND	Number of potential clients on waitlist	618	624	-		-

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 Oregon Project Independence is funded by State General Funds. These funds have been received for over 30 years.



Social Services Line of Business

Oregon Project Independence Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	50,130	42,493	55,564	56,473	71,564	16,000	28.8%
State Grants & Revenues	467,158	703,814	665,695	664,786	594,424	(71,271)	-10.7%
Other Revenues	8,715	13,071	-	-	-	-	0%
Operating Revenue	475,873	716,885	665,695	664,786	594,424	(71,271)	-10.7%
Total Rev - Including Beginning Bal	526,003	759,378	721,259	721,259	665,988	(55,271)	-7.7%
Personnel Services	310,806	323,019	426,742	386,947	437,981	11,239	2.6%
Materials & Services	172,705	237,320	257,764	225,995	190,200	(67,564)	-26.2%
Indirect Costs (Internal Dept Chgs)	-	60,623	36,753	36,753	37,807	1,054	2.9%
Operating Expenditure	483,511	620,962	721,259	649,695	665,988	(55,271)	-7.7%
Special Payments	-	83,761	-	-	-	-	0%
Total Exp - Including Special Categories	483,511	704,723	721,259	649,695	665,988	(55,271)	-7.7%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	3.00	3.50	4.40	4.40	4.40	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.00	3.50		4.40			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

A number of factors are impacting the length of time clients benefit from the services provided by the OPI Program. The high needs with which people enter the program means that many clients fairly quickly transition to Medicaid or pass away. The lack of a sufficient homecare worker work force delays the start of support services as qualified care providers are difficult to identify. The low number of hours that each OPI client receives makes recruiting homecare workers difficult. All of these factors result in more staff time being spent on the administrative functions of the job, and less time ensuring clients receive the care they require. Social Services is analyzing the situation and will be making recommendations on programmatic changes that would benefit program participants.



Social Services Line of Business

Aging and Disability Resource Connection Program

Purpose Statement

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 the support they need to achieve their desired outcomes.

Performance Narrative

The Aging and Disability Resource Connection Program is a valuable information and referral resource for older adults, family members and caregivers who reside in Clackamas County. The program experienced a slight decrease in consumer use in FY 18-19. This is due in part to the lack of dedicated staff and resources to conduct community outreach to ensure residents are aware of the programming available and how to access it.

In the three sub-programs that involve multiple contacts with clients, over 85% of participants achieved their goals in FY 18-19, exceeding targets for all three.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Percentage of people whose goals have been met.	84%	85%	75%	-	75%
OUTPUT	Number of contacts fielded by ADRC Information & Referral.	2,387	2,058	-		-
OUTPUT	Number of people served.	2,973	2,516	-	-	-

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 \$276,071, \$211,671 of which is in kind and \$64,400 is County General Fund. Other component programs of the ADRC are more recent, and are detailed below.

Grant	Length
Care Transitions	Five years
Options Counseling	Six years
Older Americans Act	Over 25 years
Community Services Block Grant	Over 25 years



Social Services Line of Business

Aging and Disability Resource Connection Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	112,756	69,352	63,480	63,480	-	(63,480)	-100.0% 0%
Federal Grants & Revenues	1,573,320	1,838,511	2,007,968	2,007,968	2,273,186	265,218	13.2%
State Grants & Revenues	224,477	251,336	215,309	215,309	187,564	(27,745)	-12.9%
Local Grants & Revenues	62,500	119,335	169,942	169,942	79,664	(90,278)	-53.1%
Charges for Service	-	28,098	118,527	118,527	65,000	(53,527)	-45.2%
Operating Revenue	1,860,297	2,237,280	2,511,746	2,511,746	2,605,414	93,668	3.7%
Total Rev - Including Beginning Bal	1,973,053	2,306,632	2,575,226	2,575,226	2,605,414	30,188	1.2%
Personnel Services	565,190	661,445	905,661	909,408	888,275	(17,386)	-1.9%
Materials & Services	734,380	844,345	1,000,530	996,783	1,017,948	17,418	1.7%
Indirect Costs (Internal Dept Chgs)	82,820	113,705	40,911	40,911	75,341	34,430	84.2%
Cost Allocation Charges	-	6,036	68,238	68,238	19,269	(48,969)	-71.8%
Operating Expenditure	1,382,390	1,625,531	2,015,340	2,015,340	2,000,833	(14,507)	-0.7%
Special Payments	521,313	617,620	559,886	559,886	604,581	44,695	8.0%
Total Exp - Including Special Categories	1,903,703	2,243,151	2,575,226	2,575,226	2,605,414	30,188	1.2%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.60	5.60	5.60	0.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00		5.60			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

In FY 18-19 Social Services entered into a contract to offer the Veterans Directed Home and Community Based Services program. The program provides in-home supports that allow older veterans to access the services they need to remain living independently and safely in their own home. Funding for the program originates at the Veterans Administration, is made available to Social Services via a contract with Multnomah County, and is reflected in the Local Grants revenue line item.



Social Services Line of Business

Energy Assistance Program

Purpose Statement

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.

Performance Narrative

The Energy Assistance Program continues to implement creative strategies to ensure that as many households as possible benefit from the program. Through extensive outreach, effective education and mobile enrollment, the program continues to achieve significant outcomes, including:

Increased use of the program prior to utility shutoff (which saves money);
 Increased number of households served; and
 Increased use of the program by users who are seniors and/or people living with a disability.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 18-19 Actual as of (12/31/19)	FY 20-21 Target
RESULT	Percentage of households who receive assistance prior to energy shutoff.	96%	96%	90%	-	90%
RESULT	Percentage of households that are first-time assistance recipients.	6%	9%	-	-	-
OUTPUT	Dollars paid to alleviate energy costs.	\$3,925,794	\$3,727,840	-	-	-
OUTPUT	Number of payments made to restore service. ¹	454	264	-	-	-

¹ Fewer payments to restore service is also a gauge of program efficiency because restoring service requires more program financial resources.

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
	Oregon Low Income Gas Assistance Program (OLGA)	Over 15 years



Social Services Line of Business

Energy Assistance Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	12,859	360	-	-	-	-	0%
Federal Grants & Revenues	1,707,907	1,821,012	1,649,022	1,649,022	1,747,825	98,803	6.0%
State Grants & Revenues	2,881,321	2,701,904	2,981,891	2,927,891	2,982,122	231	0.0%
Local Grants & Revenues	42,535	44,900	37,159	37,159	38,878	1,719	4.6%
Operating Revenue	4,631,763	4,567,816	4,668,072	4,614,072	4,768,825	100,753	2.2%
Total Rev - Including Beginning Bal	4,644,622	4,568,176	4,668,072	4,614,072	4,768,825	100,753	2.2%
Personnel Services	732,069	801,461	1,015,598	961,598	1,033,470	17,872	1.8%
Materials & Services	3,688,371	3,526,718	3,390,368	3,392,936	3,471,769	81,401	2.4%
Indirect Costs (Internal Dept Chgs)	132,634	153,726	158,682	156,114	164,473	5,791	3.6%
Cost Allocation Charges	85,102	79,973	94,724	94,724	90,038	(4,686)	-4.9%
Operating Expenditure	4,638,176	4,561,878	4,659,372	4,605,372	4,759,750	100,378	2.2%
Special Payments	6,469	6,300	8,700	8,700	9,075	375	4.3%
Total Exp - Including Special Categories	4,644,645	4,568,178	4,668,072	4,614,072	4,768,825	100,753	2.2%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	7.00	6.00	9.00	9.00	9.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	7.00	6.00		9.00		-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

Changes to the payment schedule made by the State will increase the dollar amount provided to each participating household, and will decrease the total number of households served in FY 19/20.



EMPLOYEE BENEFITS



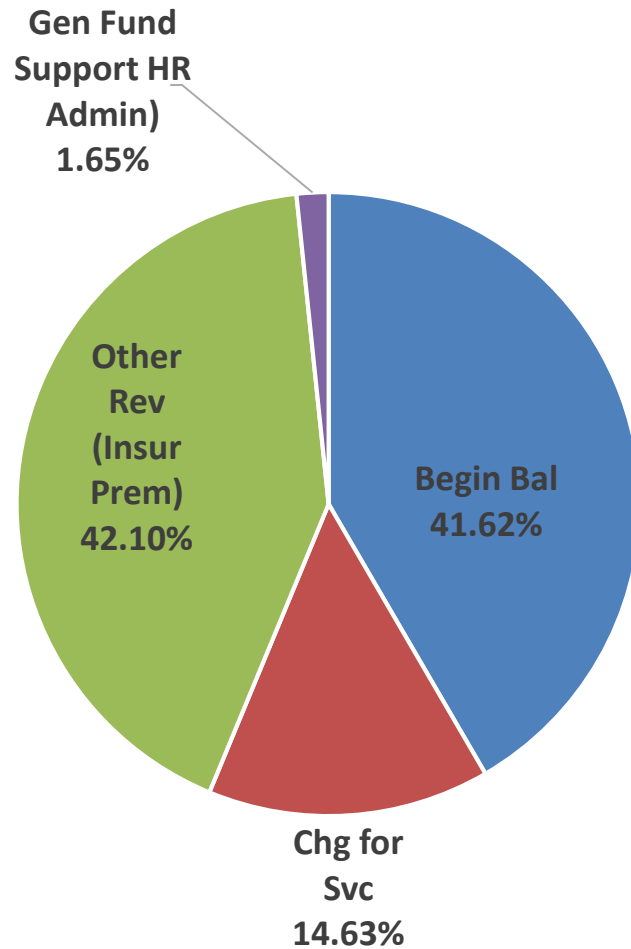
Human Resources

2020-2021 BUDGET PRESENTATION

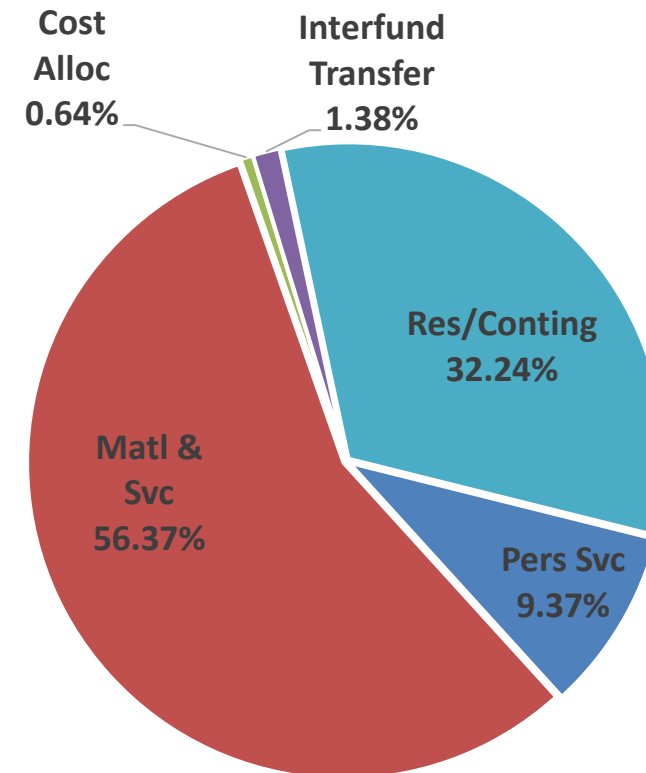
Human Resources

2020/21 Revenue and Expenses

Revenue



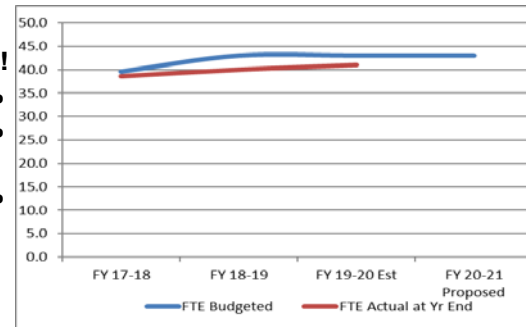
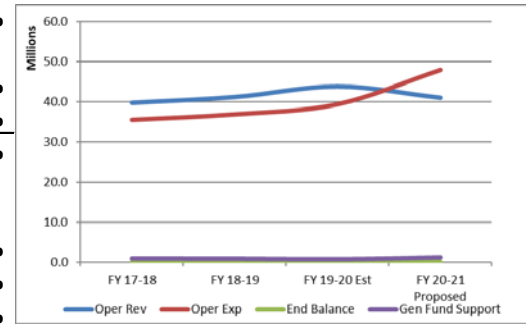
Expenditures



Human Resources

Summary of Revenue & Expenses

	FY 17-18	FY 18-19	FY 19-20 Adopted Budgeted	FY 19-20 Amended Budgeted	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	14,465,757	19,701,536	23,001,328	24,929,389	24,929,389	30,072,717	5,143,328	20.6%
Charges for Service	10,712,847	11,498,428	12,249,008	12,249,008	12,754,136	10,570,948	-1,678,060	-13.7%
Other Revenues (insurance Premiums)	29,036,057	29,682,966	29,605,810	29,605,810	31,039,020	30,426,320	820,510	2.8%
Operating Revenue	39,748,904	41,181,394	41,854,818	41,854,818	43,793,156	40,997,268	-857,550	-2.0%
% Change	NA	3.6%	5.3%	1.6%	4.6%	-3.8%		
Personnel Services	5,385,261	5,754,728	6,657,042	6,657,042	6,321,536	6,772,088	115,046	1.7%
Materials & Services	29,603,753	30,637,543	37,689,137	37,704,137	32,576,125	40,733,230	3,029,093	8.0%
Cost Allocation Charges	426,013	422,973	459,184	459,184	459,184	463,084	3,900	0.8%
Capital Outlay	0	293				0	0	0%
Operating Expenditure	35,415,027	36,815,537	44,805,363	44,820,363	39,356,845	47,968,402	3,148,039	7.0%
% Change	NA	4.0%	26.5%	21.7%	-12.2%	18.4%		
**FY21 Interfund Transfer from Risk Admin to General Fund								
Interfund Transfers **	0	0	0	0	0	1,000,000	1,000,000	#DIV/0!
Reserve for Future Expenditures	0	0	5,720,681	5,880,654	0	5,555,858	-324,796	-5.5%
Contingency	0	0	15,622,432	17,390,520	0	17,738,711	348,191	2.0%
Total Expenditure	35,415,027	36,815,537	66,148,476	68,091,537	39,356,845	72,262,971	4,171,434	6.1%
Ending Balance (if applicable) (includes Reserve & Contingency)								
General Fund Support (if applicable)	901,904	861,996	1,307,330	1,307,330	707,017	1,192,986	-114,344	-8.7%
Full Time Equiv Positions (FTE) Budgeted	39.6	43.0	43.0	43.0	43.0	43.0	0.0	0%
Full Time Equiv Positions (FTE) Filled at Yr E	38.6	40.0			41.0			
Full Time Equiv Positions (FTE) Vacant at Yr	1.0	3.0			2.0			





Human Resources

Department Budget Summary by Fund

Line of Business	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21
Program	FTE	General Fund	Self -Insurance Fund	Risk Management Claims Fund	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
Administration						
Director's Office/Administrative Services	4.00	906,120			906,120	217,904
Workforce Data Management	4.50	697,140			697,140	63,171
Employee and Labor Relations						
Employee and Labor Relations	2.50	673,462			673,462	236,211
Workforce Design						
Classification and Compensation	4.00	966,610			966,610	319,901
Recruitment and Selection	6.00	1,087,225			1,087,225	136,821
Workforce Development and Planning	2.00	609,891			609,891	218,978
Benefits and Wellness						
Benefits and Wellness	11.25		49,015,767		49,015,767	
Risk Administration						
Risk Management	8.75			18,306,755	18,306,755	
TOTAL	43.00	4,940,449	49,015,767	18,306,755	72,262,970	1,192,986
FY 19/20 Budget	43.00	5,054,793	44,921,791	18,114,953	68,091,537	1,307,330
\$ Increase (Decrease)	0.00	-114,344	4,093,976	191,802	4,171,433	-114,344
% Increase (Decrease)	0.00%	-2.26%	9.11%	1.06%	6.13%	-8.75%

Human Resources

2019 Major Accomplishments

Human Resources

- **Equal Pay Audit** – Surveyed all County employees regarding their individual jobs and classifications; next phase includes recommendations to modify County compensation structures, systems, policies and to individual compensation to eliminate any unlawful wage disparities.
- **ERP Strategic Planning** – Partnered with Finance, Technology Services and County Administration on the business analysis review for Finance; next steps are to develop a cost benefits analysis of the recommended paths forward.
- **Employee Engagement** – Completed a County-wide employee engagement survey; next steps include sharing the results of the survey County-wide and determining best practices for responding to the results.
- **Employee & Labor Relations** – negotiated 30 labor agreements and 51 memorandum of agreements implemented.

Benefits

- Accomplished two multi-year goals – benefit reserves have been collected and fully stated within fund 760 for 20/21 budget, and benefit claims margins are fully funded. Attained milestones in business process analysis, internal analytics, and benchmarking.

Risk

- Implemented an updated RMIS system in the fall of 2019, replacing the County's existing legacy system. Countless efficiency improvements are emerging, thereby reducing administrative burden and allowing more time-toward analysis and management of program.

Human Resources

Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff
\$55,000	Reduced Office Furniture & Equipment (437260)	Internal to Human Resources only
\$22,000	Reduced Professional Services – Arbitrations (431000)	Internal to Human Resources; potentially departments
\$20,000	Reduced Training (439200)	Internal to County departments
\$15,000	Reduced A- Team (439211)	Internal to County employees
\$10,000	Reduced Advertising (432400)	Internal to Human Resources; potentially departments
\$10,000	Reduced Computers Non-Capital (421210) and Computer Equipment & Repair (437210)	Internal to Human Resources only
\$5,000	Reduced Printing & Duplicating Services (434100)	Internal to Human Resources only
\$2,000	Reduced Travel and Per Diem line (433100)	Internal to Human Resources only

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

Department Mission

The mission of the Department of Human Resources (HR) is to provide employment, benefits and wellness, risk management and workforce planning services to County Departments so they can have the resources they need to provide high quality services and achieve their strategic results.

Human Resources Department

Evelyn Minor-Lawrence, Director

FTE 43

Total Proposed \$72,262,970

General Fund Support \$ 1,192,986

Administration Evelyn Minor-Lawrence, Director Total Proposed \$1,603,260 Gen Fund \$ 281,075	Employee & Labor Relations Eric Sarha, Deputy Director/ Chief Negotiator Total Proposed \$673,462 Gen Fund \$ 236,211	Workforce Design Evelyn Minor-Lawrence, Director Total Proposed \$2,663,726 Gen Fund \$ 675,700	Benefits Administration Kristi Durham, Benefits Manager Total Proposed \$49,015,767 Gen Fund \$ -	Risk Administration Eric Machado, Risk Manager Total Proposed \$18,306,755 Gen Fund \$ -
Office of the Director/ Administrative Svc Evelyn Minor-Lawrence, Director FTE 4.0 (Total Staff 6.0)* Total Proposed \$906,120 Gen Fund \$ 217,904	Employee & Labor Relations Eric Sarha, Assistant Director/ Chief Negotiator FTE 2.5 (Total Staff 3.0)* Total Proposed \$673,462 Gen Fund \$ 236,211	Classification & Compensation Heather Pedersen, Class & Comp Manager FTE 4.0 Total Proposed \$966,610 Gen Fund \$ 319,901	Benefits & Wellness Kristi Durham, Benefits Manager FTE 11.25 (Total Staff 11.0)* (Plus temporary FTE) Total Proposed \$49,015,767 Gen Fund \$ -	Risk & Safety Management Eric Machado, Risk Manager FTE 8.75 (Total Staff 6.0)* Total Proposed \$18,306,755 Gen Fund \$ -
Workforce Data Management Krista Weatherford, HR Business Systems Manager FTE 4.5 (Total Staff 5.0)* Total Proposed \$697,140 Gen Fund \$ 63,171	Recruitment and Selection JJ Peters, Recruitment Manager FTE 6.0 Total Proposed \$1,087,225 Gen Fund \$ 136,821		Workforce Development & Planning Jeri Oswalt, Learning & Development Manager FTE 2.0 Total Proposed \$609,891 Gen Fund \$ 218,978	

* Certain positions in the Director's Office, Administrative Services, Workforce Data Management, and Employee and Labor Relations are budgeted in both Human Resources (General Fund) as well as Benefits and Wellness Administration (Fund 760) and Risk Administration (Fund 761). The Total Staff figure reflects the number of employees performing the work organizationally, rather than how they are accounted for budgetarily within the department.



Office of the Director/Administrative Services

Purpose Statement

The purpose of the Human Resources Director's Office program is to provide HR direction, executive consultation and policy decision services to the Board of County Commissioners, County Administrator, County Departments and employees so they can have a strategic partner to achieve their strategic and operational goals.

Performance Narrative Statement

The Office of the Director and Administrative Services programs proposes a \$906,120 budget, reflecting a continuation of current funding and service levels. In addition to our strategic efforts to partner with our customers, the two main initiatives for the Director's Office have been addressing the County's Internal Complaints Process and updating County employment policies.

Our efforts to provide excellent customer service and strategic partner consultative services have continued to be well received from internal County customers. We will continue to incorporate feedback to ensure this strong trend continues and evolves with the needs of the County.

Internal Complaint Process

In response to a comprehensive audit of the County's practices related to internal complaints by the County's Internal Auditor, we have continued to evaluate our processes and apply the recommendations presented in the audit report. Our efforts to date include development of a County intranet page, an expanded complaint packet, expansion of investigator resources, and continued evaluation of our record-keeping practices. We will continue to make progress on the specific actions that will address the recommendations during FY 20/21.

Employee Policy and Practices (EPP)/County Code Integration

After conducting analysis of existing policies and human resources related language in the County Code, this project is transitioning to actual policy development. We retained the expertise of an external consultant to focus on policy revisions, and to date have significant edits to five key County policies. Three of these policies are in the final stages of approval and implementation. We anticipate employing additional resources so this critical project continues to move forward.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	By 2021, 90% of Clackamas County managers agree or strongly agree that Human Resources is a strategic business partner.	92%	90%	90%	93%	90%
Result	80% of HR Lines of Business managers who report they "strongly agree" or "agree" that Administrative Services helps their line of business to achieve results, is efficient and timely in response, and is proactive in solving problems.	n/a	80%	80%	100%	80%
Output	Number of revised Employee Policies and Procedures and County Code.	0	8	10	3	10

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 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Charges for Service	502,019	545,456	651,249	650,863	687,132	35,883	5.5%
Other Revenues	2,915	1,808	870	870	1,087	217	24.9%
Operating Revenue	504,934	547,264	651,733	651,733	688,219	140,955	25.8%
Total Rev - Including Beginning Bal	504,934	547,264	651,733	651,733	688,219	140,955	5.6%
Personnel Services	642,592	698,662	620,144	613,871	580,172	(39,972)	-6.4%
Materials & Services	114,042	100,467	222,415	128,994	277,561	55,146	24.8%
Cost Allocation Charges	46,787	46,845	48,997	48,997	48,387	(610)	-1.2%
Operating Expenditure	803,421	845,974	891,556	791,862	906,120	14,564	1.6%
Total Exp - Including Special Categories	803,421	845,974	891,556	791,862	906,120	14,564	1.6%
General Fund Support (if applicable)	196,066	187,390	284,202	153,699	217,901	(66,301)	-23.3%
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	4.00	4.00	4.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00	-	4.00	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes



Administration

Workforce Data Management

Purpose Statement

The purpose of the Workforce Data Management program is to provide systems management, reports and analysis, education services to HR and county departments so they can understand and use HR systems and data to make informed decisions and achieve their strategic results.

Performance Narrative Statement

The Workforce Data Management program proposes a budget of \$697,140 for fiscal year 20/21, and has two major initiatives in addition to the day-to-day transaction processing, system maintenance, and data quality work.

ERP Strategic Planning

In the FY 20/21 budget year, the WDM will work with executives from Human Resources, Finance, Information Services as well as County Administration to finish the business analysis review for Finance. The completion of the business and technical gap review for Finance will put both departments on the same playing field for a cost benefits analysis of the recommended paths. With the completion of cost benefit analysis, the ERP Strategy team will provide the Board of Clackamas County with the data and cost of the options available to the county for our ERP system. This final piece of data will help make decisions in moving the county forward in the selection of a path for this critical system tool.

Data Analytics

In the FY20/21 budget year, the WDM unit completed training in the area of Data Analytics specifically use of Microsoft Power BI tool. The training helped provided better analytics to answer questions such the cost of employment claims and the demographic of employee discipline.

For the FY 20/21 budget year, the WDM unit plans to be part of an establishment of a data analytics community of practice. The group can help guide the county in selection of the best tools to fit our needs as well as advise county in data analytics practices as the county grows into their goal of being a data driven agency.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	95% of departments submitting Personnel Actions not needing material corrections.	81%	85%	95%	85%	95%
Output	Number of data transactions provided	9,448	9,000	9,000	12,378	9,900
Output	Number of Managers and staff trained (removed)	62	60	Discontinue	n/a	n/a

Explanation of measures

The WDM unit processes between 9000-11,000 transactions annually for our employee workforce. This process is highly manual and requires analysis of the transaction against the variety of work rule documents to ensure data quality.

The numbers of transactions fluctuate from year to year based on the implementation of collective bargaining agreements and other large-scale initiatives that influence employee data. Examples include creation of new infrastructure for MFR or the implementation or upgrade of systems impacted by Peoplesoft HCM.

Because the county has many sources for work rules between ordinances, policies, collective bargaining contracts, and other work rules, we find that departments struggle to apply our county work rules consistently. Our current data collection method of Personnel Action review shows that only 85% of transactions submitted to Human Resources is correct. One way to address the 15% of transactions that are incorrect is to provide training for all the tools available to aid this process. We created a specific series of training courses for PA Processors and managers that we have delivered since fiscal year 16/17. The new training improved transaction quality approximately 20%, but has plateaued. Our goal for the FY 20/21 year is to add specific training for the PA Processors to continue to educate them in the accurate processing of employee transactions. We hope to improve our numbers of PA's not needing material corrections to 95% for the fiscal year 20/21.

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

Explanation



Administration

Workforce Data Management

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Charges for Service	564,771	613,638	732,221	732,221	633,208	(99,013)	-13.5%
Other Revenues	2,040	1,265	978	978	761	(217)	-22.2%
Operating Revenue	566,811	614,903	733,199	733,199	633,969	(99,230)	-13.5%
Total Rev - Including Beginning Bal	566,811	614,903	733,199	733,199	633,969	(99,230)	-13.5%
Personnel Services	446,016	489,012	694,666	690,605	633,208	(61,458)	-8.8%
Materials & Services	128,297	113,025	250,217	145,119	30,061	(220,156)	-88.0%
Cost Allocation Charges	32,751	32,792	34,298	34,298	33,871	(427)	-1.2%
Operating Expenditure	607,064	634,829	979,181	870,022	697,140	(282,041)	-28.8%
Total Exp - Including Special Categories	607,064	634,829	979,181	870,022	697,140	(282,041)	-28.8%
General Fund Support (if applicable)	137,246	131,173	198,942	107,590	63,171	(135,771)	-68.2%
Full Time Equiv Pos (FTE) Budgeted	3.50	3.50	4.50	4.50	4.50	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.50	3.50	-	4.50	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes



Employee and Labor Relations

Employee and Labor Relations

Purpose Statement

The purpose of the Employee and Labor Relations program is to provide discipline administration, collective bargaining and labor contract administration services to the BCC, County Administration, and Departments so they can gain the tools to manage a productive workforce and maintain good employee and labor relations.

Performance Narrative Statement

The Employee and Labor Relations program proposes a \$673,462 budget, reflecting a continuation of current funding and service levels.

Our goal is to reduce liability to the County regarding employment actions by resolving issues at the lowest levels and partnering with managers regarding employee and labor relations matters in an effort to enhance organizational effectiveness. These activities include the application of policies and contract interpretation and administration; strategizing how to address issues proactively; assisting with workplace conflict resolution; responding to employee performance issues and grievances; and providing guidance and training on collective bargaining agreements, policies, and other employee and labor relation subjects.

The County is presently in negotiations with the Federation of Parole and Probation Officers union (FOPPO) for their contract ending June 30, 2020. Negotiations are slated to begin shortly with the Peace Officers Association (POA) for their contract that also expires on June 30, 2020.

During the upcoming FY 20/21, negotiations will commence with the County's largest union, the Employees' Association (EA) and the American Federation of State County and Municipal Employees (AFSCME). We will also begin to bargain the implementation of the County's findings related to the Equal Pay Audit.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	80% of grievances resolved prior to arbitration	n/a	65%	65%	47%	65%
Output	Number of disciplinary actions involving economic loss	13	8	18	10	18
Output	Number of collective bargaining agreements and/or other labor agreements negotiated to resolution	10	7	7	6	6
Output	90% of managers and supervisors attending employee/labor relations training courses	n/a	80%	80%	0%	80%
Output	Number of implemented performance improvement plans, work plans and/or other similar performance management related tools	102	Discontinue	n/a	n/a	n/a

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



Employee and Labor Relations

Employee and Labor Relations

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Charges for Service	313,762	340,910	406,789	406,789	436,708	29,919	7.4%
Other Revenues	1,457	904	543	543	543	-	0%
Operating Revenue	315,219	341,814	407,332	407,332	437,251	29,919	7.3%
Total Rev - Including Beginning Bal	315,219	341,814	407,332	407,332	437,251	29,919	7.3%
Personnel Services	318,583	349,294	385,926	383,670	436,708	50,782	13.2%
Materials & Services	71,276	62,792	139,010	80,622	212,561	73,551	52.9%
Cost Allocation Charges	23,393	23,423	24,499	24,499	24,193	(306)	-1.2%
Operating Expenditure	413,252	435,509	549,435	488,791	673,462	124,027	22.6%
Total Exp - Including Special Categories	413,252	435,509	549,435	488,791	673,462	124,027	22.6%
General Fund Support (if applicable)	98,033	93,695	142,101	76,850	236,211	94,110	66.2%
Full Time Equiv Pos (FTE) Budgeted	1.50	2.50	2.50	2.50	2.50	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	1.50	2.50	-	2.50	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

No significant changes at this time.



Classification and Compensation

Purpose Statement

The purpose of the Classification and Compensation program is to provide up-to-date plans, positions and organizational structure consultation services to County Departments so they can structure their organizations in a way that places the right person in the right classification at the appropriate pay to achieve their operational and strategic results.

Performance Narrative Statement

The Classification and Compensation program proposes a \$966,610 budget, reflecting a continuation of current funding and service levels. The Classification & Compensation unit has two major initiatives in addition to the review and allocation of budgeted positions, strategic organizational design, and maintenance of the County's classification and compensation plans.

Equal Pay Analysis

On June 1, 2017, Governor Kate Brown signed into law House Bill 2005, also known as the Oregon Equal Pay Law, expanding pay equity protections to Oregonians and creating new obligations for Oregon employers. As part of implementing this new law, Human Resources, in coordination with County Counsel, went out for an RFQ soliciting quotes for a consultant to conduct an Equal Pay Analysis and hired a consultant in November 2018.

The Equal Pay Analysis was kicked off in February of 2019 and to date, all County employees have been surveyed regarding their individual jobs and classifications. In addition to assigning jobs to Work of Comparable Character groupings, the consultant will also be analyzing individual compensation based on those groupings. The consultant will recommend modifications to County compensation structures, systems, policies and to individual compensation to eliminate any unlawful wage disparities.

Structured Classification Reviews

Clackamas County has close to 500 unique classifications. Many of these classifications are outdated and in need of review and market analysis to ensure they accurately reflect the business needs of the County, are internally aligned, and placed at the appropriate salary grade.

This initiative seeks to ensure that all county classifications are reviewed for alignment with business needs and market compatibility every five years. Ensuring our classification specifications are up to date, that we are paying competitive wages and that employees are classified appropriately go hand-in-hand with the County's Equal Pay Analysis.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	By 2025 2021, 100% of County classifications will be reviewed for alignment with County business needs and market comparability within the past five years.	38%	60%	20%	33%	20%
Output	Number of position allocations, recommendations and determinations provided	185	257	250	124	250
Output	Number of market studies conducted (individual classifications and job families)	56	70	70	30	70

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



Workforce Design

Classification and Compensation

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Charges for Service	502,019	545,456	650,863	650,863	645,839	(5,024)	-0.8%
Other Revenues	2,332	1,446	870	870	870	-	0%
Operating Revenue	504,351	546,902	651,733	651,733	646,709	(5,024)	-0.8%
Total Rev - Including Beginning Bal	504,351	546,902	651,733	651,733	646,709	(5,024)	-0.8%
Personnel Services	509,732	558,871	617,481	574,530	645,839	28,358	4.6%
Materials & Services	114,042	100,467	222,415	128,994	282,061	59,646	26.8%
Cost Allocation Charges	37,429	37,476	39,198	39,198	38,710	(488)	-1.2%
Operating Expenditure	661,203	696,814	879,094	742,722	966,610	87,516	10.0%
Total Exp - Including Special Categories	661,203	696,814	879,094	742,722	966,610	87,516	10.0%
General Fund Support (if applicable)	156,853	149,912	227,362	122,959	319,901	92,539	40.7%
Full Time Equiv Pos (FTE) Budgeted	3.00	3.00	4.00	4.00	4.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.00	3.00	-	3.00	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.00	-	-	0%

Significant Issues and Changes



Workforce Design Recruitment and Selection

Purpose Statement

The purpose of the Recruitment and Selection Program is to provide consultation, outreach, evaluation and selection services to County Departments so they can hire and retain the qualified, diverse workforce they need to achieve their strategic results.

Performance Narrative Statement

The Recruitment and Selection Program proposes a budget of \$1,087,225 reflecting a continuation of current funding and service levels.

Initiative Overviews/Status:

The recruitment and selection team continues to work closely with the classification and compensation team and other key stakeholders to review, and update as necessary, the tools, data and procedures related to job offers to fully implement the Equal Pay Act.

Significant Issues or Changes:

Implementation of the Equal Pay Act.

Hiring Freeze and the Exception Approval Process put in place by the County Administrator on June 12, 2019 and recently updated on April 6, 2020.

Another significant change is the impact of the COVID-19 event on county operations. Preparations for social distancing precautions for interviews and testing earlier in the month of March as well as when the county re-opens to the public after the closure of county buildings from March 18 – to present significantly impacted recruitment operations and caused significant delays in many recruitments. It is expected we will see additional and more significant impact to the future quarter's results pending the length of shelter in place orders and long term impacts from this pandemic event.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	70% of open positions are filled within 90 days from the date of requisition	59%	65%	65%	42%	65%
Output	Number of hires per year	306	320	320	150	320
Output	Number of job postings (recruitments) per year	270	260	260	116	260
Output	Number of recruitment outreach events per year	25	24	24	11	24

A note regarding the "FY 17-18 Actual" drop in % of positions filled in 90 days result: this shortfall is due in part, if not totally, to two factors: 1) a business process change that was made effective October 15, 2018 to create "cert only" job requisitions within 2 business days of notification from the department that they are ready to fill the vacancy. Prior to this change, this type of job requisition had not been created until it was known for sure if the position would be filled as a "cert only" or require a new recruitment; 2) a second business process change, made effective December 3, 2018. If a job requisition is cancelled and replaced with another job requisition due to an inability to make a hire, the new (replacement) job requisition creation date is retro-activated to the date the original job requisition was created in order to capture the data more accurately. The prior business processes needed to be changed because they did not accurately capture the actual time it took to fill these vacancies.

A note regarding the "FY 19-20 Actuals as of 12/31/19" drop in % of positions filled in 90 days result: in addition to the two business process changes previously described, three additional influencers of this result are: 1) impacts of the hiring freeze that went into effect June 12, 2019 (departments paused a number of recruitments to more closely consider the necessity of filling their vacancies); 2) significant progress was made during this period to reduce the long standing recruitment backlog; while this is great news it negatively impacted this period's result due to the significant length of time some of these recruitments had been waiting prior to assignment; 3) additional steps/approvals at the job offer stage of the selection process necessitated by the Equal Pay Act required additional staff time to thoroughly review, consult, research, recommend and obtain approval for upper step appointments. All three of these factors negatively impacted this result.

It has become clear that the target for this result is no longer realistic for the reasons listed in the notes below regarding the FY Actuals. However, after discussion with the County Administrator, we agreed we will continue to track this result but not set a new target at this time since we will continue to evaluate and consider changes to our business processes and procedures as we work with Trupp on the EPA project. This result will likely be replaced by FY 2023-24. While the length of time it takes to fill vacancies is important, our focus and attention will need to shift to focus on reviewing and implementing updated HR business processes related to equity, diversity and inclusion and to comply with the Equal Pay Act. We plan to identify a new result addressing one or both of these areas by FY 2023-24.

Program includes:

Mandated Services	<input type="checkbox"/>
Shared Services	<input type="checkbox"/>
Grant Funding	<input type="checkbox"/>

Explain all "Yes" boxes below

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

Explanation



Workforce Design

Recruitment and Selection

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Charges for Service	753,028	818,183	976,295	976,295	949,100	(27,195)	-2.8%
Other Revenues	3,497	2,169	1,304	1,304	1,304	-	0%
Operating Revenue	756,525	820,352	977,599	977,599	950,404	(27,195)	-2.8%
Total Rev - Including Beginning Bal	756,525	820,352	977,599	977,599	950,404	(27,195)	-2.8%
Personnel Services	764,598	838,306	926,222	920,807	949,100	22,878	2.5%
Materials & Services	171,063	150,700	333,623	193,492	80,061	(253,562)	-76.0%
Cost Allocation Charges	50,716	56,144	56,134	56,138	58,064	1,930	3.4%
Operating Expenditure	986,377	1,045,150	1,315,979	1,170,437	1,087,225	(228,754)	-17.4%
Total Exp - Including Special Categories	986,377	1,045,150	1,315,979	1,170,437	1,087,225	(228,754)	-17.4%
General Fund Support (if applicable)	235,279	224,869	341,043	184,439	136,821	(204,222)	-59.9%
Full Time Equiv Pos (FTE) Budgeted	6.00	6.00	6.00	6.00	6.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	6.00	6.00	-	6.00	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

No significant changes at this time.



Workforce Design

Workforce Development and Planning

Purpose Statement

The purpose of the Workforce Planning and Development program is to provide informal/formal learning events and individual development planning with advanced planning consultations and strategic business plan integration services to County Departments and agencies so they can anticipate and respond to the departments' current and future workforce needs.

Performance Narrative Statement

The Workforce Development and Planning program proposes a \$609,891 budget, reflecting a continuation of current funding and service levels.

Workforce Planning and Development resources provide for the development, purchase and delivery of employee development services primarily in the form of learning events and training content. Individualized workforce planning services for departments and the County at large. Supporting effective supervision of employees across the County while supporting Performance Clackamas and Core Values by linking these programs to employee performance.

Program Projects

- In 2018 31% of employees received a documented performance review. In 2019 our goal was for 50% of employees to receive a documented performance review - 77% was achieved, increasing to 95% in 2020. At the same time increasing the quality and effectiveness of the supervision and the new Clarify, Converse, Capture process. This is a dramatic change in culture for the County and will require ongoing attention. New tools/templates, communication models, reports and systems have been created. To gain and maintain traction with the updated processes and provide all of these supports, we will continue to partner and engage with Departments and employees. This includes content delivered at New Employee Workshops and a required training for everyone with a direct report.
- During FY 20/21, completion of establishing core supervisory responsibilities through research, assessment and interaction with stakeholders. These standards will better enable the development of training, the establishment of positions and holding employees accountable for this portion of their work.
- During FY 20/21, continue to create a broader range of learning resources. By establishing a mobile learning platform as well as a library of online content employees can access content anytime anywhere regardless of their work schedule or location. Additionally we have formed new partnerships with organizations like Learning Point to provide increased options for content, schedule and location. These partnerships will continue.
- HR sponsored management training has become fractured with content being provided from multiple program areas. During FY 20/21 we will rebuild to create a cohesive curriculum - that will integrate Clarify Converse Capture, Core Values, core supervisory expectations, and reflect the needs of our workforce and organization. We may propose moving management training to an Academy or certification model in order to increase the visibility and participation in this curriculum.
- A professional, County-wide employee engagement survey was completed in February 2020 through a partnership with consultant TalentMap. Continuing into FY 20/21, we will share the results of the survey County-wide, and determine best practice for responding to the results. This will include working with County Administration and other departments, union leaders, and other key stakeholders.
- Meeting departments where they are at with Workforce Planning will be a focus in FY 20/21. We will connect with the 83% of departments that already have workforce planning elements included in their strategic business plans to determine how best to support them.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	By 2021 90% of County departments will have workforce planning elements integrated into their strategic business plan	NEW	71%	85%	83%	85%
Result	By 2020 95% of employees will have a documented performance summary	NEW	50%	95%	77%	95%
Result	90% of Learning & Development participants "agree" or "strongly agree" that Learning & Development events were a valuable investment of their time	95%	95%	95%	93%	95%
Output	Number of employees engaging with the Leadership Academy	45	44	45	78	45
Output	Number of County employees registered for formal learning events	NEW	2000	2000	869	2000
Output	Number of County employees participating in formal and informal learning events	2235	2800	2800	1000	2800
Output	Number of workforce plans developed	0	Discontinue		N/A	N/A

We'll see volatility in number of ppl registered for events depending on required annual trainings.

Program includes:

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

Explanation



Workforce Design

Workforce Development and Planning

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Charges for Service	251,009	272,728	325,432	325,432	390,476	65,044	20.0%
Other Revenues	1,166	723	435	435	435	-	0%
Operating Revenue	252,175	273,451	325,867	325,867	390,911	65,044	20.0%
Total Rev - Including Beginning Bal	252,175	273,451	325,867	325,867	390,911	65,044	20.0%
Personnel Services	254,866	279,435	308,741	306,936	390,476	81,735	26.5%
Materials & Services	57,021	50,233	111,208	64,497	200,061	200,061	79.9%
Cost Allocation Charges	18,715	18,738	19,599	19,599	19,354	(245)	-1%
Operating Expenditure	330,602	348,406	439,548	391,032	609,891	281,551	38.8%
Total Exp - Including Special Categories	330,602	348,406	439,548	391,032	609,891	281,551	38.8%
General Fund Support (if applicable)	78,426	74,956	113,681	61,480	218,980	105,299	92.6%
Full Time Equiv Pos (FTE) Budgeted	2.00	2.00	2.00	2.00	2.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	2.00	2.00	-	2.00	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

No significant changes at this time.



Benefits and Wellness Administration

Benefits and Wellness

Purpose Statement

The purpose of the Benefits and Wellness program is to provide cost-effective, responsive and comprehensive benefit services to County departments, current and retired employees and their family members so they can better serve the residents of Clackamas County.

Performance Narrative Statement

For FY 20/21, the Benefits and Wellness program proposes a \$49,015,767 budget, reflecting a continuation of current funding and service levels. In addition to continuing to offer a very competitive employee benefits package in support of our mission, the Benefits and Wellness division is increasing compliance, customer service and administrative efficiencies through the following focal areas:

FY 19/20 Budget and contracts are compliant

- Reserves have been collected and fully stated within fund 760 for 20/21 budget
- Claims margins are fully funded
- Benefits contracts have been vetted through procurement process

Leave and disability administration

- Business partner assignments to departments
- Focus on customer service and case management
- Business partners focused on leave administration instead of split with workers comp.
- Continue to prioritize and implement business process recommendations
- Future: improved disability analytics and vendor partnership to achieve goal of 80% of employees return to work within 90 days of initial non-occupational short-term disability

Benefits and Wellness Administrative Efficiencies

- New employee orientation streamlined
- Continue: Business process analysis, internal analytics and benchmarking
- Continue: Improved reporting and visibility to be able to identify program trends

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	90% of Expected/Open Leave Cases in PeopleSoft HR are accurate	NEW	90%	95%	95%	95%
Result	80% of employees return to work within 180 days of initial non-occupational disability claim	NEW	80%	85%	79%	85%
Result	90% of Wellness class surveys indicate "agree" or "strongly agree" that the class contributes to well-being	NEW	90%	90%	94%	90%
Output	Number of Providence medical enrollments	1102	Discontinue		N/A	N/A
Output	Number of Kaiser medical enrollments	771	Discontinue		N/A	N/A

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: Clackamas County is considered an applicable large employer under the Affordable Care Act. This means that the County is required to offer eligible employees medical coverage that meets affordability and minimum value standards.



Benefits and Wellness Administration

Benefits and Wellness

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	4,435,386	7,742,662	12,245,898	12,245,898	16,961,658	4,715,760	38.5%
Prior Year Revenue	28,762,745	29,328,339	29,334,348	30,846,279	30,246,320	911,972	3.1%
Charges for Service	2,119,702	3,498,357	3,341,545	3,846,673	1,807,789	(1,533,756)	-45.9%
Operating Revenue	30,882,447	32,826,696	32,675,893	34,692,952	32,054,109	(621,784)	-1.9%
Total Rev - Including Beginning Bal	35,317,833	40,569,358	44,921,791	46,938,850	49,015,767	4,093,976	9.1%
Personnel Services	1,385,860	1,584,032	1,707,589	1,518,268	1,687,370	(20,219)	-1.2%
Materials & Services	26,070,040	26,640,858	32,716,306	28,329,296	35,822,378	3,106,072	9.5%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	119,272	98,570	129,628	129,628	136,892	7,264	5.6%
Operating Expenditure	27,575,172	28,323,460	34,553,523	29,977,192	37,646,640	3,093,117	9.0%
Special Payments	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	2,434,552	-	2,434,552	-	0%
Contingency	-	-	7,933,716	-	8,934,575	1,000,859	12.6%
Total Exp - Including Special Categories	27,575,172	28,323,460	44,921,791	29,977,192	49,015,767	4,093,976	9.1%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	9.64	11.25	11.25	11.25	11.25	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	9.64	10.25	-	10.25	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	1.00	-	-	0%

Significant Issues and Changes

1. Charges for service have decreased 46% due to completely funding the reserves in FY 19-20 and instituting a "credit" for less predictable revenue that was collected in FY 18-19.

2. Materials and services have increased 9.5% due to the following areas:

- FY 20-21 budget captures the total cost of the Providence Administration fee, rather than subtracting the reimbursements, which was how the number was expressed in the FY 19-20 budget. Additionally the fees have increased for FY 20-21.
- Projected increases in medical claims for the retiree population.
- The remainder are additional increases expected for medical claims across all populations.

3. Contingency is down 16%. However our most recent 4/13/20 projections indicate a contingency of 8,934,575 which is an 12.6% increase, due to medical claims to date costing less than projected.



Risk Administration

Risk Management Program

Purpose Statement

The purpose of the Risk Management program is to provide loss prevention and control, liability and workers' compensation administration, consultations and analysis services to County departments so they can create a workplace culture committed to practices that eliminate risk, sustain a healthy and productive workforce and preserve financial resources.

Performance Narrative Statement

The Risk and Safety Management program proposes a \$18,306,755 budget, reflecting a continuation of current funding and service levels. The purpose of the Risk Management program is to provide loss prevention and control, liability and workers' compensation administration, consultations and analysis services to County departments and agencies so they can create a workplace culture committed to practices that eliminate risk, sustain a healthy and productive workforce and preserve financial resources.

Performance Narrative

The Risk and Safety Management resources provide for the administration of the entire program and include the necessary reserves to meet our substantial self-insured liabilities.

Program Projects:

- New Risk Management Information System (RMIS) implementation; Implementation of an updated RMIS system went live in the fall of 2019, replacing the County's existing legacy system. Countless efficiency improvements are emerging, thereby reducing administrative burden and allowing more time toward analysis and management of program.
- Drug and Alcohol Policy; project to standardize various drug and alcohol policies into just two policies, one for Department of Transportation (DOT) related positions and one non-DOT positions, regardless of bargaining group. Work ongoing with bargaining groups to remove language from CBAs and in the final stages.
- Reorganization of Workers' Compensation/Leave Administration group; efforts to establish a dedicated Workers' Compensation position, along with a dedicated Leave Administration position have been well received. We were able to leverage and reorganize existing FTE (no positions created or cut) to better serve both the WC and Leave Administration sides of the business.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Results	Experience Modification Rate will be 1 or less	0.76	1 or less	1 or less	0.71	1 or less
Results	Each year the ratio of liability claims paid, when compared to the actuarial recommendation is 1 or less	0.50	1 or less	1 or less	0.46	1 or less
Output	Number of ergonomic assessments provided quarterly	17.25	20	20	40	20
Output	Number of workers' compensation claims processed quarterly	27.75	28	28	32	28
Results	Beginning with 10% of departments in 2018 and increasing by 10% each year through 2021 (40%), departments will have no increase in their number of Workers' Compensations claims per employee (FTE)	n/a	n/a		Discontinue	N/A

Performance Measures Narrative

The "Results" measures are intended to measure success of the overall program to industry metrics. Comparing the actual liability claims amount paid to what is "expected", based on a review by our third party actuary, gives a good sense of our loss control, mitigation and management efforts around our liability claims.

In a similar vein, the Experience Modification Rate (EMR) results measure is another way to compare us to our industry peers. EMR is a number used by insurance companies to gauge both past cost of injuries and future chances of risk. One (1) is general industry standard. Anything below that indicates better than average.

I've discontinued tracking the department increase in workers' compensation measure as this wasn't my measure to begin with and I can always find a department with no increase. It didn't seem to provide value moving forward.

The "Outputs" are broken down into two categories; Ergonomics show the number of ergonomic assessments we anticipate and perform per quarter. We realigned this part of the program last year, and as a result have seen a large catch-up in the first half of the 18/19 year on a backlog of assessments dating back to the 17/18 year.

Workers' compensation claims have been very steady. An upcoming reorganization in the management of that function along with an improved software tool (both noted in Program Projects) will focus more FTE on the management of the individual claims themselves and less on the administrative burden of prior practices.

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

Explanation



	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	10,030,371	11,958,874	12,683,491	12,683,491	13,111,059	427,568	3.4%
Charges for Service	5,706,537	4,863,700	5,165,000	5,165,000	5,020,696	(144,304)	-2.8%
Other Revenues	259,904	346,312	266,462	187,355	175,000	(91,462)	-34.3%
Operating Revenue	5,966,441	5,210,012	5,431,462	5,352,355	5,195,696	(235,766)	-4.3%
Total Rev - Including Beginning Bal	15,996,812	17,168,886	18,114,953	18,035,846	18,306,755	191,802	1.1%
Personnel Services	1,068,443	957,189	1,398,937	1,273,508	1,449,212	50,275	3.6%
Materials & Services	2,877,972	3,418,999	3,708,942	3,547,111	3,828,489	119,547	3.2%
Interfund Transfer	-	-	-	-	1,000,000	1,000,000	0%
Cost Allocation Charges	91,522	109,207	104,168	104,168	103,612	(556)	-0.5%
Operating Expenditure	4,037,937	4,485,395	5,212,047	4,924,787	6,381,313	1,169,266	22.4%
Reserve for Future Expenditures	-	-	3,446,102	-	3,121,306	(324,796)	-9.4%
Contingency	-	-	9,456,804	-	8,804,136	(652,668)	-6.9%
Total Exp - Including Special Categories	4,037,937	4,485,395	18,114,953	4,924,787	18,306,755	191,802	1.1%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	8.16	8.16	8.75	8.75	8.75	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	8.16	8.16	-	8.75	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes



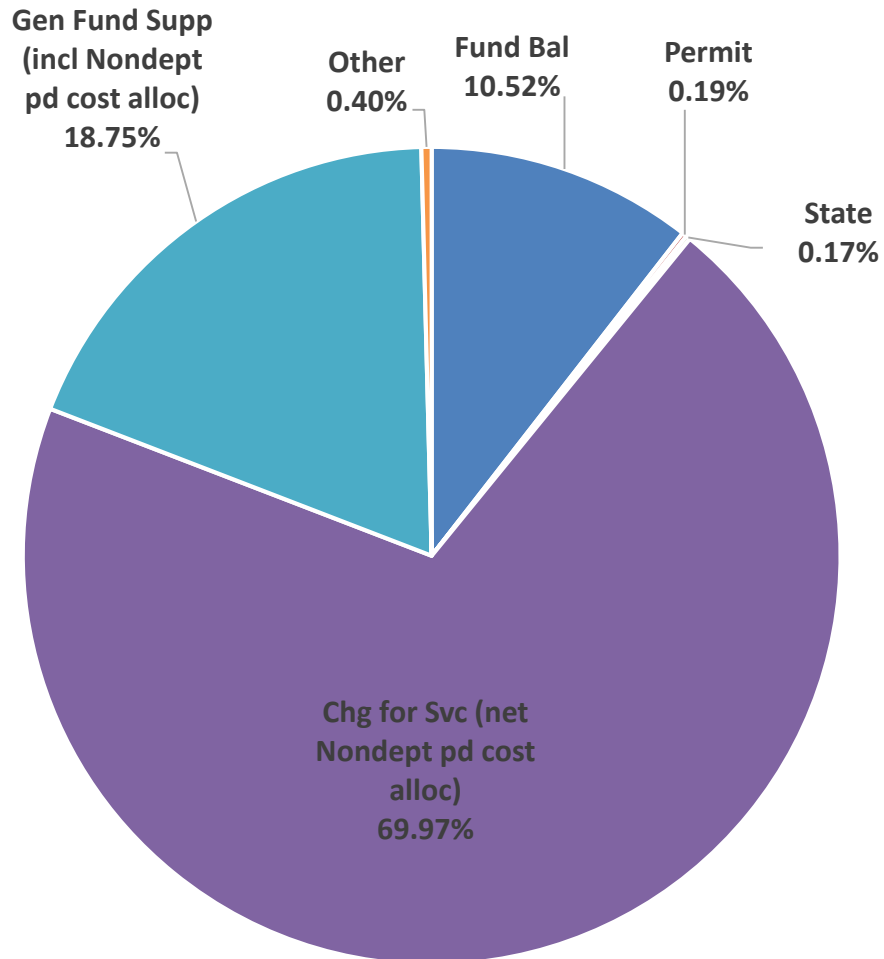
Technology Services

2020-2021 BUDGET PRESENTATION

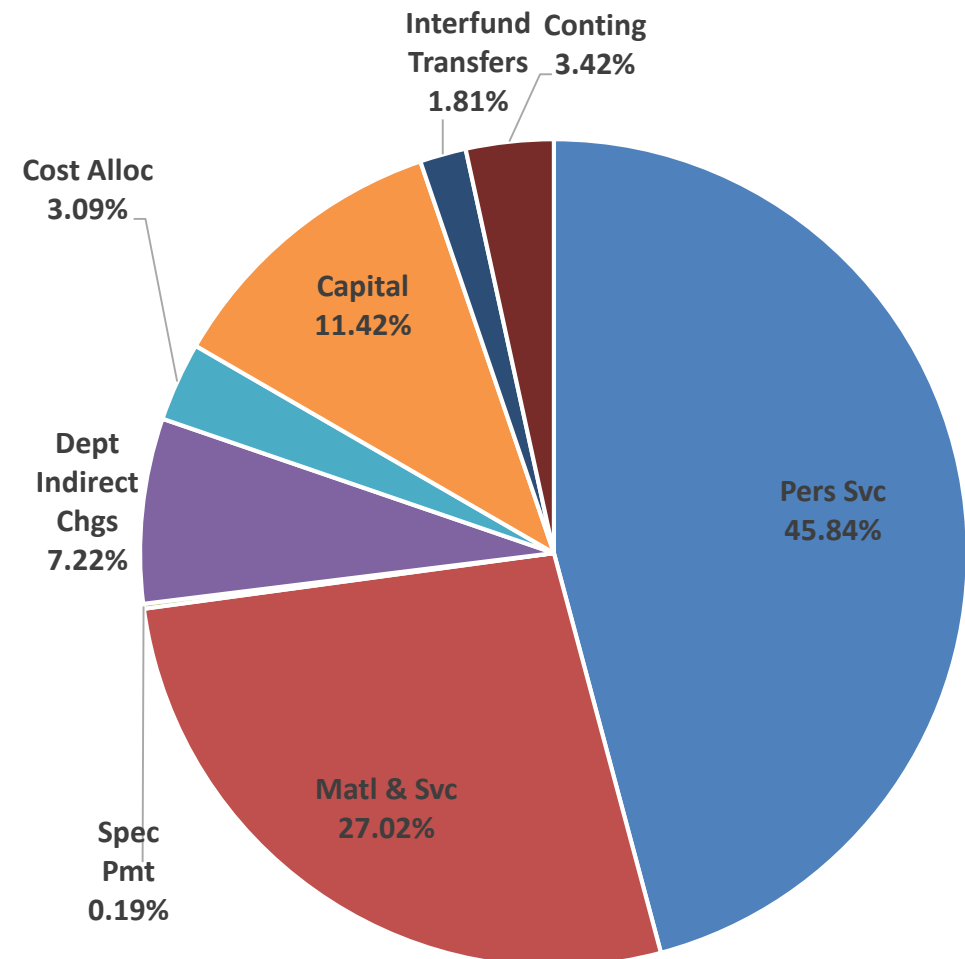


Technology Services

2020/21 Revenue and Expenses



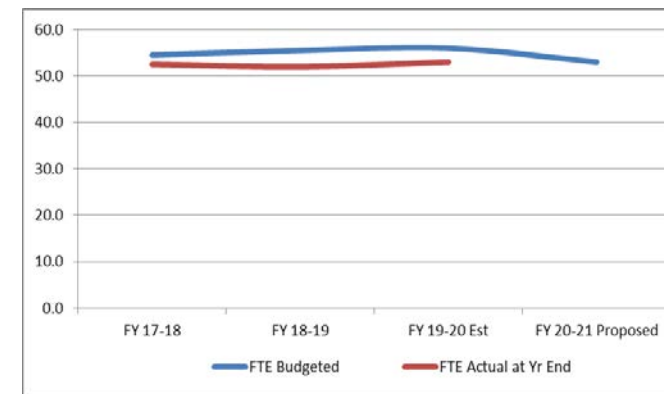
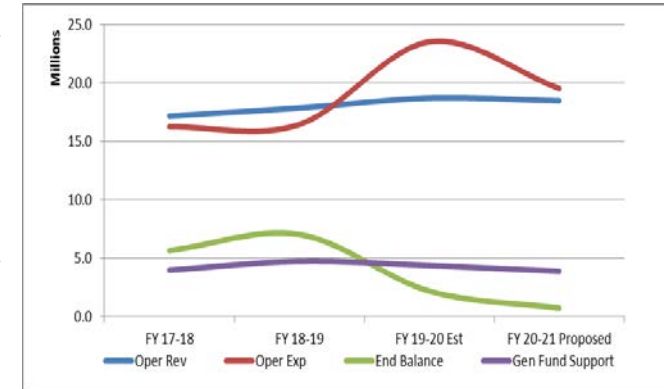
Expenditures



Technology Services

Summary of Revenue & Expenses

Summary of Revenue and Expense								
	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	4,728,676	5,652,700	2,371,667	7,022,898	7,022,898	2,172,232	-4,850,666	-69.1%
Licenses & Permits	29,531	33,508	38,000	38,000	38,000	39,000	1,000	2.6%
State Grants & Revenues	84,000	89,000	35,000	35,000	42,000	35,000	0	0%
Charges for Service	16,745,069	17,412,213	18,588,943	18,911,943	18,496,488	18,314,964	-596,979	-3.2%
Other Revenues	267,737	275,987	83,200	83,200	116,839	83,200	0	0%
Interfund Transfers	35,000	35,000	0	0	0	0	0	0%
Operating Revenue	17,161,337	17,845,708	18,745,143	19,068,143	18,693,327	18,472,164	-595,979	-3.1%
% Change	-2.0%	4.0%	5.0%	6.9%	4.7%	-1.2%		
Personnel Services	8,701,426	9,072,829	10,032,072	9,967,072	10,199,760	9,462,436	-504,636	-5.1%
Materials & Services	3,978,898	4,587,509	5,091,535	6,848,975	6,337,149	5,577,333	-1,271,642	-18.6%
Indirect Costs	1,259,955	1,288,110	1,476,832	1,476,832	1,476,832	1,490,668	13,836	0.9%
Cost Allocation Charges	472,585	471,467	640,295	640,295	640,295	637,098	-3,197	-0.5%
Capital Outlay	1,801,365	1,011,015	2,851,118	6,132,909	4,851,957	2,358,102	-3,774,807	-61.6%
Operating Expenditure	16,237,314	16,430,930	20,091,852	25,066,083	23,505,993	19,525,637	-5,540,446	-22.1%
% Change	3.3%	1.2%	22.3%	52.6%	43.1%	-16.9%		
Debt Service	0	0		0	0	0	0	0%
Special Payments	23,082	44,581	38,000	38,000	38,000	39,000	1,000	0.0%
Interfund Transfers	0	0		0	0	372,800	372,800	#DIV/0!
Reserve for Future Expenditures	0	0	306,958	306,958	0	306,958	0	0.0%
Contingency	0	0	680,000	680,000	0	400,000	-280,000	-41.2%
Total Expenditure	16,260,396	16,475,511	21,116,810	26,091,041	23,543,993	20,644,395	-5,446,646	-20.9%
Ending Balance (if applicable)	5,629,617	7,022,897	986,958	0	2,172,232	0	0	0%
(includes Reserve & Contingency)								
General Fund Support (cost alloc to Nondept)	3,961,883	4,712,410	4,356,401	4,356,401	4,356,401	3,869,815	-486,586	-11.2%
Full Time Equiv Positions (FTE) Budgeted	54.5	55.5	56.0	56.0	56.0	53.0	-3.0	-5.4%
Full Time Equiv Positions (FTE) Filled at Yr End	52.5	52.0			53.0			
Full Time Equiv Positions (FTE) Vacant at Yr End	2.0	3.5			3.0			





Technology Services

Department Budget Summary by Fund

<i>Line of Business</i>	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21
<i>Program</i>	FTE	Technology Services Fund 747	Telecomm Services Fund 746	CBX Fund 602	Total Proposed Budget	General Fund Subsidy in Proposed Budget **
Administration						
Office of the Director	5.0	1,776,668			1,776,668	-
Applications						
County Wide Applications	8.0	1,780,528			1,780,528	1,560,993
GIS	6.0	1,337,389			1,337,389	738,261
Department Applications	3.0	566,456			566,456	-
Technical Services						
Technical Services	16.0	6,281,072			6,281,072	171,000
Network Services	3.0	1,282,053			1,282,053	
Communication Services						
Telecommunication Services	6.0		3,860,468		3,860,468	-
CBX	2.0			2,154,200	2,154,200	-
Enterprise Business Systems						
Business Systems	4.0	1,605,561			1,605,561	1,399,561
TOTAL	53.0	\$ 14,629,727	\$ 3,860,468	\$ 2,154,200	\$ 20,644,395	\$ 3,869,815
FY 19/20 Budget (Amended)	56.0	\$ 18,711,465	\$ 4,602,036	\$ 2,777,540	\$ 26,091,041	\$ 4,356,401
\$ Increase (Decrease)	-3.00	\$ (4,081,738)	\$ (741,568)	\$ (623,340)	\$ (5,446,646)	\$ (486,586)
% Increase (Decrease)	-5.36%	-21.81%	-16.11%	-22.44%	-20.88%	-11.17%
** General Fund subsidy is support from unrestricted General Fund revenues, primarily property tax Subsidy does not include resources generated by operations such as charges for service (including costs allocated to users) and grants						
** This Budget represents the Technology Services 11% General Fund reduction Package based on FY19-20 budget with General Fund of \$4,356,401. This FY20-21 budget is a 2.24% total budget & 3 FTE reduction from the FY budget of \$21,116,724 including a .34% reduction in allocation.						

Technology Services

Performance Clackamas Strategic Results

BCC Priority	Measure	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY20-21 Target
Good Government Strong Infrastructure	County Technology Strategic Plan aligned with Department requirements **	50%	75%	60%	100 %
Vibrant Economy Strong Infrastructure	\$ Annual estimated savings for public institutions utilizing CBX fiber plant	1,275K	1,300K	1,375K	1,550K
Good Government Strong Infrastructure	% of days where core networking is operational	99.85%	99.90%	99.99%	99.99%

* Technology Services is an internal services department. As such our Performance Clackamas plan does not directly align with the County Plan. The TS plan assumes more of a service role in the support of the County Performance Clackamas Plan.

** These metrics are estimates based on current information, working on more accurate metric calculations

*** The Strategic Result for high speed internet availability throughout the County (Access for All) was moved to a Key Initiative

Technology Services

2019 Major Accomplishments

- Developed a more effective and accurate Performance Clackamas Strategic Plan for Technology Services
- CBX implemented a ISP Partner project to deliver services to an under-served area of Mt. Hood
- CBX expanded the fiber plant into Washington and Multnomah Counties
- Implemented County wide Telecommuting / Communication solutions in response to the COVID-19 Pandemic
- Started the implementation of Unified Communications for the County to integrate services and control costs
- Created & staffed new Business Analyst position to increase coordination and communications with departments
- Upgraded County Storage and Backup Systems for capacity, performance, security and reliability
- Started major overhaul of County Network for enhanced performance, reliability, security and efficiency
- Implemented several new systems for the County and assisted in the expansion / upgrade of other key systems
- Migration to Windows 10 and Office 2016, setup internal architecture for forthcoming 365 and SharePoint services
- Continued move to a hybrid environment of cloud & on-premise services to enhance services and contain costs
- Implemented security training system, designing next level of security to maintain County safety and operations
- Implemented Alertus Building Emergency Notification Alert System for Community Corrections, designing solution for installation in PSB & DSB

Technology Services

Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff
\$139,032	Reduction of Call Center Technician (-1 FTE)	Increase in Call Center response time, longer work queues
\$159,310	Reduction of Application Developer (-1 FTE)	Reduced Application Support, fewer projects in queue
\$358,500	Other various General Fund Reductions (such as Training, non-capital, Prof Srv, Capital, supplies etc)	Reduced training, longer project timelines, longer project queues, longer time in equipment rotation, less efficient

Other Issues

Description	Service Level Impact, including citizens & staff
Increasing cost of / and number of maintenance contracts	M&S Cost escalating with no way to reduce without reduction in services or support.
Increasing security threats, sophistication and costs	Increasing costs to protect critical systems and potential risk
Increasing mobility and availability (anytime / anywhere)	Increasing costs, technology, support and security risks

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.

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CLACKAMAS
COUNTY



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	
Total Proposed \$ 20,644,395	
General Fund Support \$ 3,869,815	

Administration Dave Cummings - Dir Total Proposed \$1,776,668 Gen Fund \$ -	Applications Eric Bohard - Mgr Total Proposed \$3,684,373 Gen Fund \$ 2,299,254	Technical Services Chris Fricke - Mgr Total Proposed \$7,563,125 Gen Fund \$ 171,000	Communication Services Ron Sandner - Mgr Total Proposed \$6,014,668 Gen Fund \$ -	Enterprise Business Systems Dave DeVore - Dpty Dir Total Proposed \$1,605,561 Gen Fund \$ 1,399,561
Office of the Director FTE 5.00 Total Proposed \$1,776,668 Gen Fund \$ -	County Wide Applications FTE 8.0 Total Proposed \$1,780,528 Gen Fund \$ 1,560,993	Technical Services FTE 16.00 Total Proposed \$6,281,072 Gen Fund \$ 171,000	Telecomm Services FTE 6.00 Total Proposed \$3,860,468 Gen Fund \$ -	Business Systems FTE 4.00 Total Proposed \$1,605,561 Gen Fund \$ 1,399,561
	GIS FTE 6.00 Total Proposed \$1,337,389 Gen Fund \$ 738,261	Network FTE 3.00 Total Proposed \$1,282,053 Gen Fund \$ -	CBX FTE 2.00 Total Proposed \$2,154,200 Gen Fund \$ -	
	Department Applications FTE 3.00 Total Proposed \$566,456 Gen Fund \$ -			



Administration

Office of the Director

Purpose 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.


Performance Narrative

The Office of the Director Program Proposed a budget of \$1,776,668, a decrease of \$255,648 (-12.6%) from current amended funding levels (partially due to a supplemental adjustment in FY19-20 not carried forward into FY20-21). 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.

Some planned priority projects include:

- Implement new Technology Services 2019 Performance Clackamas Plan including key objectives:
 - Completion of 3 yr Technology Services Strategic Plan and integration with Departments' Strategic Plans
 - Implement and track new Technology Services MFR Metrics including analytics in OpenGov
 - Hire and establish role of new Technical Business Analyst, integrate position into departmental teams
 - Implement County Wide initiative to create efficient business workflows to resolve business requirements.
- Coordinate with County Administration on the new Red Soils Master Plan to include the potential new Court House, New OSU Extension Center, relocation of TS and H3S and other related technical support issues.
- Continue to move Technology services into hybrid services models with combination on premise and hosted services
- Implement new and advanced security measures, monitoring, training, policy, testing and enforcement

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Target	FY 19 -20 Actuals as of 12/31/19	FY 20-21 Target
 Result	Technology Services will develop, and maintain, a County Technology Strategic Plan that covers Technology Services and Initiatives.	~50 %	~ 75%	~ 60%	100%
Result	% of staff with documented professional and technical training plan	~ 70%	80%	98%	100%
Efficiency	Total estimated annual donated actual value for Technology for Teaching	\$47,520	\$30,000	\$41,125	\$35,000

Program includes:

Mandated Services ☐ No

Shared Services ☐ No

Grant Funding ☐ No

Explanation Technology Services recently implemented an updated 2019 Performance Clackamas Plan that includes new / updated metrics. These metrics vary from some older to new metrics which are still being developed. These metrics will be integrated into the Budget / Business Plan over the next year.



Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	246,583	856,054	555,486	385,486	286,000	(269,486)	-48.5%
Charges for Service	1,259,955	1,288,110	1,476,830	1,476,830	1,490,668	13,838	0.9%
Other Revenues	38,476	73,864	-	23,630	-	-	0%
Operating Revenue	1,298,431	1,361,974	1,476,830	1,500,460	1,490,668	13,838	0.9%
Total Rev - Including Beginning Bal	1,545,014	2,218,028	2,032,316	1,885,946	1,776,668	(255,648)	-12.6%
Personnel Services	830,171	991,433	970,144	1,002,580	1,002,636	32,492	3.3%
Materials & Services	169,972	375,719	482,651	277,845	227,023	(255,628)	-53.0%
Cost Allocation Charges	245,106	235,321	319,521	319,521	317,009	(2,512)	-0.8%
Operating Expenditure	1,245,249	1,602,473	1,772,316	1,599,946	1,546,668	(225,648)	-12.7%
Interfund Transfers	-	-	-	-	230,000	230,000	0.0%
Contingency	-	-	230,000	-	-	(230,000)	-100.0%
Total Exp - Including Special Categories	1,245,249	1,602,473	2,002,316	1,599,946	1,776,668	(225,648)	-11.3%
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%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00	5.00	5.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

Significant Issues and Changes

- > In FY 19-20, this program had a supplemental budget adjust increase of \$275,486. This was to complete carry over projects (such as Alertus beta install, CBX Business Plan development, replacement of aging TS desktops and office furniture. This was not part of the FY20-21 budget request.
- > For FY 20-21 The \$230,000 TS Unrestricted Contingency was transferred to General Fund.



Applications

County Wide Applications

Purpose 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.

Performance Narrative

The County Wide Applications Program Proposed a budget of \$1,780,528, a decrease of \$272,180 (-13.26%) 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).

Performance Metrics utilized are a mix from the TS 2015 & 2019 Performance Clackamas Plans as well as several surveys. This program will be adjusting the performance metrics over time to ensure they effectively measure efficient application design and integration.

Some priority projects include :

- Coordinate with Public & Government Affairs on the expanded / redesigned County Internal Intranet Site including new services, portals capability and applications utilizing Drupal Content Management System.
- Expanding development technologies to include hybrid services integration with Azure and 365.
- Re-form data analytics team to help promote analytic services and availability for the County, especially in the use of performance metrics for departments and governance compliance.
- Develop new Document Management system to integrate current document repositories, phase out AX, implement Sharepoint and provide enhanced service capabilities.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	% of developed applications that meet customer requirements. (Survey)	94%	95%	100.00%	95%
Demand	# of Software Evaluation Group (SEG) requests for evaluation	12	25	32	25
Efficiency	\$ Average program expenditure per supported application w/o maintenance (~ 75 apps) (Proposed)	\$23,449	\$24,500	\$25,144	\$22,154

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation > For FY20-21, Staff was reduced by 1 FTE for a Web Developer.



Applications

County Wide Applications

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	333,194	131,000	51,900	51,900	26,000	(25,900)	-49.9%
Charges for Service	1,658,113	1,874,009	2,000,808	2,000,808	1,754,529	(246,279)	-12.3%
Other Revenues	-	-	-	-	-	-	0%
Operating Revenue	1,658,113	1,874,009	2,000,808	2,000,808	1,754,529	(246,279)	-12.3%
Total Rev - Including Beginning Bal	1,991,307	2,005,009	2,052,708	2,052,708	1,780,529	(272,179)	-13.3%
Personnel Services	1,362,573	1,371,565	1,581,939	1,508,200	1,319,856	(262,083)	-16.6%
Materials & Services	250,166	178,392	171,388	219,127	158,801	(12,587)	-7.3%
Indirect Costs (Internal Dept Chgs)	229,083	229,564	265,830	265,830	268,320	2,490	0.9%
Cost Allocation Charges	27,980	25,721	33,551	33,551	33,551	-	0.0%
Operating Expenditure	1,869,802	1,805,242	2,052,708	2,026,708	1,780,528	(272,180)	-13.3%
Total Exp - Including Special Categories	1,869,802	1,805,242	2,052,708	2,026,708	1,780,528	(272,180)	-13.3%
General Fund Support (Non-Dept)	1,523,369	1,747,675	1,925,765	1,925,765	1,560,993	-364,772	-18.9%
Full Time Equiv Pos (FTE) Budgeted	9.00	9.00	9.00	9.00	8.00	(1.00)	-11.1%
Full Time Equiv Pos (FTE) Filled at Yr End	9.00	9.00	9.00	8.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		1.00			

Significant Issues and Changes

- > As part of the organizational struture for Performance Clackamas, this Program includes both ORG budgets of Application Services (0225) and Document Management (0230)
- > In FY19-20, a senior developer retired. In alignment with the 2019 TS Performance Clackamas Plan, TS reclassified this position to be the 1st TS full time Business Analyst with the task of facilitating communications between TS and the Departments as well as helping integrate the TS / Departmental Strategic Plans.
- > In FY20-21, 1 FTE was cut from the Web Development Team



Applications

GIS

Purpose 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.


Performance Narrative

The GIS Program Proposed a budget of \$1,337,389, a decrease of \$73,087 (-5.2%) 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. This program also provides extensive mapping and aerial photo solutions for the County Departments and citizens.

Some priority projects include:

- Update the County aerial and lidar photo sets, enhance the online mapping applications CMAP & PlanMap.
- Limited rollout of new ESRI Desktop User Portal tools to increase services directly available to staff
- Finalize the wrap-up of the 20 year ORMAP Project with State of Oregon to cleanup and align tax lots

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Output	Estimated # GIS Data Layers Supported	98	98	100	100
 Result	% of GIS projects completed that meet customer requirements (survey)	90%	99%	100%	99%
Efficiency	\$ Program expenditure per GIS data layer supported w/o maintenance (Proposed)	\$12,701	\$13,000	\$12,704	\$13,074

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation



Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	119,805	90,000	160,000	310,000	50,000	(110,000)	-68.8%
State Grants & Revenues	84,000	89,000	35,000	42,000	35,000	-	0%
Charges for Service	1,164,272	1,148,941	1,182,476	1,182,836	1,219,389	36,913	3.1%
Other Revenues	35,816	50,100	33,000	33,000	33,000	-	0%
Interfund Transfers	35,000	35,000	-	-	-	-	0%
Operating Revenue	1,319,088	1,323,041	1,250,476	1,257,836	1,287,389	36,913	3.0%
Total Rev - Including Beginning Bal	1,438,893	1,413,041	1,410,476	1,567,836	1,337,389	(73,087)	-5.2%
Personnel Services	949,691	996,100	1,012,574	1,158,017	1,012,078	(496)	0.0%
Materials & Services	54,328	65,075	138,989	100,906	114,738	(24,251)	-17.4%
Indirect Costs (Internal Dept Chgs)	139,995	140,289	177,220	177,220	178,880	1,660	0.9%
Cost Allocation Charges	25,119	22,467	31,693	31,693	31,693	-	0.0%
Capital Outlay	-	-	25,000	50,000	-	(25,000)	-100.0%
Operating Expenditure	1,169,133	1,223,931	1,385,476	1,517,836	1,337,389	(48,087)	-3.5%
Total Exp - Including Special Categories	1,169,133	1,223,931	1,385,476	1,517,836	1,337,389	(48,087)	-3.5%
General Fund Support (Non-Dept)	693,423	717,584	835,412	835,412	738,261	-97,151	-11.6%
Full Time Equiv Pos (FTE) Budgeted	5.50	5.50	6.00	6.00	6.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.50	5.00	6.00	6.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	0.50		-			

Significant Issues and Changes

- > For FY19-20, the sharred part-time position was dropped.
- > Due to a increase in data management requirements for the County, in FY19-20 a new GIS Analyst FTE was added. Most of the cost was covered by savings, reduction in capital expenses and shared expense with other County Departments.
- > In FY19-20, a budget adjustmentt of \$105,000 was amended to the Proposed budget. This was to help complete the ORMAP project and replace lost funding due to temporary budget reductions in FY18-19.



Applications

Department Applications

Purpose 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.

Performance Narrative

The Department Applications Program Proposed a budget of \$566,456, a increase of \$15,988 (2.9%) from current funding levels. These resources will continue to provide analysis, development and support of critical department data and applications to meet the business requirements of the County departments.

Some priority projects include :

- Utilizing DTD Coordinator position, work with DTD to implement new E-Permitting applications to create new online permitting services and capability.
- Work with Health Department on resolution to several "orphaned" systems such as Baby Links and Cerner

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	Estimated % Uptime for major supported systems (w/o upgrades)	99.50%	99.80%	99.50%	99.80%
Output	# Major supported departmental applications / Reports with dedicated technical staff	56	59	59	59
Efficiency	Estimated annual Proposed support costs per major departmental application (w/o Capital / Reserves / Maintenance costs)	22 @ \$29,881	\$30,000	24 @ \$29,602	24 @ \$30,269

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation



Applications

Department Applications

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	11,464	3,000	1,000	1,000	1,000	-	0.0%
Charges for Service	359,117	359,320	549,468	549,468	565,456	15,988	2.9%
Other Revenues	128,305	70,470	-	-	-	-	0%
Operating Revenue	487,422	429,790	549,468	549,468	565,456	15,988	2.9%
Total Rev - Including Beginning Bal	498,886	432,790	550,468	550,468	566,456	15,988	2.9%
Personnel Services	356,939	313,415	430,690	429,690	450,812	20,122	4.7%
Materials & Services	6,123	5,390	20,764	20,764	15,800	(4,964)	-23.9%
Indirect Costs (Internal Dept Chgs)	76,361	76,521	88,610	88,610	89,440	830	0.9%
Cost Allocation Charges	11,909	8,186	10,404	10,404	10,404	-	0.0%
Operating Expenditure	451,332	403,512	550,468	549,468	566,456	15,988	2.9%
Total Exp - Including Special Categories	451,332	403,512	550,468	549,468	566,456	15,988	2.9%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	3.00	3.00	3.00	3.00	3.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.00	3.00	3.00	3.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

Significant Issues and Changes

- > In FY18-19, The dedicated Tourism FTE was transferred to Tourism.
- > In FY18-19, a new dedicated FTE for DTD was created paid via allocation directly to DTD. This is a high level coordinator position.



Technical Services

Technical Services

Purpose Statement

The purpose of the Technical Services Line of Business is to provide technology support, network, system and storage administration, technology procurement, overall infrastructure support and call center services to County staff so they can effectively utilize County technology in support of their business requirements and services.

Performance Narrative

The Technical Services Program Proposed a budget of \$6,281,072, an decrease of \$3,001,490 (-32.3%) from current FY19-20 amended funding levels, and a decrease of \$241,352 (-3.7%) from current Proposed FY19-20 Budget. This is primarily due to a FY19-20 Amended budget increase - see below for more information. These resources will continue to provide design, procurement, implementation and support of expanding critical technical services to meet the business requirements of the County departments while containing allocation growth to an annual average of 5% or less. (not including FY carry over of capital reserves or projects that are not completed within the initial budgeted fiscal year)

Some of the priority projects include:

- Install and implement major network remodel to include new performance and CJIS Security standards
- Develop custom asset management system to manage all equipment, licenses, allocation and utilization
- Expand Virtual Services / Server Farms to be more fault tolerant, enhanced performance capabilities.
- Configure, test and begin phased rollout of Microsoft Cloud services such as 365 and Azure
- Negotiate and implement new 3 year Microsoft Enterprise Agreement for County
- Increase security standards, update policies and rollout new County technology training program
- Expand County hybrid services model, review options to leverage cloud services where appropriate

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Output	# of Call Center Resolutions (Technical / Systems / Network Support)	10,957	11,000	~ 11,424	11,000
Efficiency	Estimated annual Call Center / Systems Proposed operating costs per allocated user (w/o Capital / Reserves / Maintenance costs)	2,746 @ \$1,268.78	\$1,330	2,815 @ \$1,330.34	2,795 @ \$1,332.04
Efficiency	\$ allocated costs per PC (tier 1) (Goal <= 5% increase)	\$2,147.43 1.71 %	< \$2,254.80 < 5%	\$2,185.92 1.79 %	\$2,079.04 - 4.89 %

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation The FY19-20 Amended budget was an increase of \$2,760,138. This was primarily roll of Capital Replacement funds and uncompleted projects carried over from FY18-19 into FY19-20 for planned major upgrades to the County infrastructure and some new software packages. Some of these upgrades were completed in FY18-19, however much of the network upgrade will be rolled into FY19-20 & FY20-21 to be completed. Reserve roll will be much less in the following years as the replacement funds are built up again.



Technical Services

Technical Services

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	2,554,028	2,588,958	3,492,096	3,592,096	750,874	-2,741,222	-78.5%
Charges for Service	5,083,000	5,387,891	5,790,466	5,848,317	5,530,198	(260,268)	-4.5%
Other Revenues	250	-	-	-	-	-	0%
Operating Revenue	5,083,250	5,387,891	5,790,466	5,848,317	5,530,198	(260,268)	-4.5%
Total Rev - Including Beginning Bal	7,637,278	7,976,849	9,282,562	9,440,413	6,281,072	(3,001,490)	-32.3%
Personnel Services	2,638,170	2,730,877	2,825,769	3,117,853	2,916,202	90,433	3.2%
Materials & Services	1,204,913	1,329,713	2,209,575	1,945,426	1,646,121	(563,454)	-25.5%
Indirect Costs (Internal Dept Chgs)	407,258	408,114	472,586	472,586	477,014	4,428	0.9%
Cost Allocation Charges	48,343	47,493	64,777	64,777	64,777	-	0.0%
Capital Outlay	659,526	426,817	3,177,897	3,088,897	570,000	(2,607,897)	-82.1%
Operating Expenditure	4,958,210	4,943,014	8,750,604	8,689,539	5,674,114	(3,076,490)	-35.2%
Reserve for Future Expenditures	-	-	306,958	-	306,958	-	0%
Contingency	-	-	300,000	-	300,000	-	0%
Total Exp - Including Special Categories	4,958,210	4,943,014	9,357,562	8,689,539	6,281,072	(3,076,490)	-32.9%
General Fund Support (if applicable)	351,319	315,319	181,869	181,869	171,000	-10,869	-6.0%
Full Time Equiv Pos (FTE) Budgeted	16.00	16.00	17.00	17.00	16.00	(1.00)	-5.9%
Full Time Equiv Pos (FTE) Filled at Yr End	15.00	15.00		16.00			0%
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.00		1.00	-		

Significant Issues and Changes

> Starting in FY14-15, Technical Support implemented a new Capital Replacement Program that allowed projected capital expenses for large infrastructure items (such as network, servers, storage etc.) to be built into the allocation and "reserved" each year as part of the fund balance roll to build up capital until required for large equipment replacement. This allowed funds to be built up to maintain / expand County infrastructure without potential failure of aging equipment nor the need to request large general fund infusions and/or unstable allocation rates.

> The FY19-20 Amended budget was an increase of \$2,760,138. This was primarily roll of Capital Replacement funds and uncompleted projects carried over from FY18-19 into FY19-20 for planned major upgrades to the County infrastructure and some new software packages. Some of these upgrades were completed in FY18-19, however much of the network upgrade will be rolled into FY19-20 & FY20-21 to be completed. Reserve roll will be much less in the following years as the replacement funds are built up again. Usually, the annual revenue to build these reserves are fairly flat and can be forecast.



Technical Services

Network Services

Purpose 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.

Performance Narrative

The Network Services Program Proposed a budget of \$1,282,053, a decrease of \$112,948 (-8.1%) from current Amended 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% or less.

Some of the priority projects include:

- Installation of new County network for increased performance, replace aging equipment, new CJIS regulations.
- Continue to deploy new / enhanced security measures to protect County data and crucial services.
- Installation of new building networks as required such as OSU Extension, new Clinics, relocates, etc
- Enhance mobile / remote services including new options and cloud services.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	% of days where all core networking infrastructure is operational (excluding scheduled maintenance)	99.85%	99.90%	99.99%	99.90%
Output	# Allocated supported connected devices (PC / Printers / Scanners / Laptops / CCTV) (w/o Smart phones)	4,347	4,400	4,628	4,731
Efficiency	Estimated annual Proposed program expenditure per allocated device (w/o Capital / Communications / Maint costs)	\$203.72	~ \$190.00	\$174.56	~\$186.08

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation The amended budget of FY19-20 included an increase of \$322,684 as roll from prior year to complete several projects; TS1 beta-test of switches, procurement of multi-year maintenance agreements, new internet routers etc.
This roll is not part of the FY20-21 Proposed budget.



Technical Services

Network Services

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	78,300	177,000	387,684	407,684	106,000	(281,684)	-72.7%
Charges for Service	1,118,665	1,024,783	957,317	957,317	1,126,053	168,736	17.6%
Other Revenues	50,000	50,000	50,000	50,000	50,000	-	0%
Operating Revenue	1,168,665	1,074,783	1,007,317	1,007,317	1,176,053	168,736	16.8%
Total Rev - Including Beginning Bal	1,246,965	1,251,783	1,395,001	1,415,001	1,282,053	(112,948)	-8.1%
Personnel Services	572,230	584,955	631,631	642,263	610,792	(20,839)	-3.3%
Materials & Services	254,424	119,346	682,176	595,544	569,700	(112,476)	-16.5%
Indirect Costs (Internal Dept Chgs)	76,361	76,522	59,073	59,073	89,440	30,367	51.4%
Capital Outlay	-	-	(10,000)	-	-	10,000	-100.0%
Cost Allocation Charges	10,912	11,789	12,121	12,121	12,121	-	0.0%
Operating Expenditure	913,927	792,612	1,375,001	1,309,001	1,282,053	(92,948)	-6.8%
Total Exp - Including Special Categories	913,927	792,612	1,375,001	1,309,001	1,282,053	(92,948)	-6.8%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	3.00	3.00	3.00	3.00	3.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.00	3.00	3.00	3.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes



Communication Services

Telecommunication Services

Purpose 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.

Performance Narrative

The Telecommunications Services Program Proposed a budget of \$3,860,468, a decrease of \$741,568 (-16.1%) from current amended funding levels. These resources will continue to provide analysis, installation and reliable support of critical County communications, security systems and wiring to efficiently meet the business requirements of the County departments while maintaining flat rates.

Some priority projects include:

- Continue to upgrade the County phone switches to latest version to enhance performance and capabilities.
- Introduce new / enhanced Unified Communication Services such as integrated voice mail, Video Conferencing, Smart Call Centers, smart messaging etc.
- Install the Alertus Alert System in DSB / PSB and begin design for rest of the County.
- Replace the County CCTV Video storage array
- Assist with the technology design of the new County buildings such as OSU Extension and Courthouse.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	% of days where there are no service interruptions to core telecomm services (excluding scheduled maintenance)	100.00%	99.50%	100.00%	99.99%
Result	Average response time for work orders (during scheduled business hours) in hours	2.08	2.00	2.12	2.00
Efficiency	Estimated annual \$ savings for County by utilizing Telecom work orders versus industry average	\$254,020	\$250,000	\$254,020	\$263,790

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation The FY19-20 amended budget increase (\$828,978) is due to an supplemental increase with Operating Fund balance from FY18-19 planned for voice server upgrades. These upgrades are on hold until FY19-20 & FY20-21 along with a scheduled CCTV storage replacement.



Communications Services

Telecommunication Services

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,114,437	1,492,099	1,820,789	1,820,789	936,358	(884,431)	-48.6%
Charges for Service	2,718,417	2,852,283	2,781,247	2,830,581	2,924,110	142,863	5.1%
Other Revenues	12,635	24,590	-	10,009	-	-	0%
Operating Revenue	2,731,052	2,876,873	2,781,247	2,840,590	2,924,110	142,863	5.1%
Total Rev - Including Beginning Bal	3,845,489	4,368,972	4,602,036	4,661,379	3,860,468	(741,568)	-16.1%
Personnel Services	794,457	836,687	1,089,871	970,827	1,067,730	(22,141)	-2.0%
Materials & Services	1,318,859	1,439,763	1,928,196	1,990,177	1,772,746	(155,450)	-8.1%
Indirect Costs (Internal Dept Chgs)	127,268	153,043	177,220	177,220	178,880	1,660	0.9%
Cost Allocation Charges	59,388	62,802	81,797	81,797	81,112	(685)	-0.8%
Capital Outlay	53,418	55,888	1,324,952	505,000	760,000	(564,952)	-42.6%
Operating Expenditure	2,353,390	2,548,183	4,602,036	3,725,021	3,860,468	(741,568)	-16.1%
Total Exp - Including Special Categories	2,353,390	2,548,183	4,602,036	3,725,021	3,860,468	(741,568)	-16.1%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	6.00	6.00	6.00	6.00	6.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00		6.00	-		
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.00		-	-		

Significant Issues and Changes

> As part of the phone systems infrastructure for the County, Telecommunications operates 4 large phone servers. These are replaced or upgraded on average 1 every 2 years for a 8 year rotation. In order to keep rates flat, and have sufficient capital for maintaining the equipment, Telecommunications maintains an equipment replacement program that builds a capital replacement fund. Every other year a new server is procured / upgraded reducing this fund while the following year the fund is built back up and rolled into the next year. This results in sufficient funding to maintain the infrastructure without impacting rates but does cause a cyclic balance in Fund Balance and Capital Outlay.

> As with the Voice Servers, Telecommunications supports the Video Storage Arrays for the County's CCTV System. These are several large storage arrays that need to be upgraded / replaced every 4-5 years. This replacement program also maintains a capital reserve that rolls / grows year to year as needed to maintain the storage requirements for the County.



Communication Services

CBX

Purpose 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.


Performance Narrative

The CBX Program Proposed a budget of \$2,154,200 a decrease of \$300,340 (-12.2%) from current amended 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.

Some priority projects include:

- Once approved, Implement the comprehensive business plan outlining the future direction of CBX and potential development into an Internet Services Provider (ISP) to provide services in underserved areas of the County
- Complete the Proof of Concept (POC) projects for delivery of Internet service via an ISP Partner
- Complete several large projects such as Washington County Traffic Signals and Denver COOP Connection, etc.

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
 Result	\$ Annual estimated savings for public institutions utilizing CBX (includes redundant connections)	\$1,275,000	\$1,300,000	\$1,375,000	\$1,550,000
Result	% Days (24/7) where no interruptions occur due to problems or issues with the fiber network. (Excludes maintenance or emergency repairs)	99.90%	99.90%	99.90%	100.00%
Efficiency	\$ Average estimated program expenditure per mile of fiber supported w/o construction costs.	265 miles @ \$3,146	\$3,000	325 miles @ \$2,912	350 miles @ \$2,931

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation



Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	270,865	313,589	408,340	408,340	15,000	(393,340)	-96.3%
Licenses & Permits	29,531	33,508	38,000	38,000	39,000	1,000	2.6%
Charges for Service	1,821,396	1,339,917	2,331,000	1,808,000	2,100,000	(231,000)	-9.9%
Other Revenues	2,255	6,963	200	200	200	-	0%
Operating Revenue	1,853,182	1,380,388	2,369,200	1,846,200	2,139,200	(230,000)	-9.7%
Total Rev - Including Beginning Bal	2,124,047	1,693,977	2,777,540	2,254,540	2,154,200	(623,340)	-22.4%
Personnel Services	330,125	353,302	375,209	422,085	389,669	14,460	3.9%
Materials & Services	289,353	268,746	477,105	449,229	474,709	(2,396)	-0.5%
Indirect Costs (Internal Dept Chgs)	50,907	51,014	59,073	59,073	59,627	554	0.9%
Cost Allocation Charges	28,570	40,859	63,093	63,093	63,093	-	0%
Capital Outlay	1,088,421	527,136	1,615,060	1,208,060	1,028,102	(586,958)	-36.3%
Operating Expenditure	1,787,376	1,241,057	2,589,540	2,201,540	2,015,200	(574,340)	-22.2%
Special Payments	23,082	44,581	38,000	38,000	39,000	1,000	2.6%
Contingency	-	-	150,000	-	100,000	(50,000)	-33.3%
Total Exp - Including Special Categories	1,810,458	1,285,638	2,777,540	2,239,540	2,154,200	(623,340)	-22.4%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	2.00	2.00	2.00	2.00	2.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	2.00	2.00	-	2.00	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes

- > Since FY13-14, CBX has been operating independently of the NTIA grant as a self-sustaining, self funded 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.



Enterprise Business Systems

Business Systems

Purpose 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.


Performance Narrative

The Business Services Program Proposed a budget of \$1,605,561 a decrease of \$382,373 (-19.2%) from current amended 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.

Some priority project include:

- Upgrade of Workforce Time Keeping System. Several smaller upgrades to PeopleSoft HR & FIN Systems
- In coordination with Human Resources and Finance, analysis of current PeopleSoft implementation to determine potential long term Enterprise Resource Planning (ERP) solutions and costs.
- Assist as required in the implementation of Equal Pay Act
- Implement the new Budget System OpenGov to replace the old BRASS system
- Design and implement the restructured Finance Chart of Accounts in PeopleSoft and all sub-systems

Key Performance Measures

		FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
	Result				
	% of County respondents who rate business systems' services as good or excellent	95.00%	100%	100% (Survey)	100%
	Result				
	% of days where core systems are operational (during normal business hours / excluding scheduled maintenance)	99.90%	100%	99.65%	99+%
	Efficiency				
	\$ Estimated program Proposed expenditure per power user per system w/o maintenance costs.				
	- Finance System @ 266 users	4,375.12	4,,600.00	4,832.43	3,858.98
	- HR System @ 180 users	6,465.46	7,000.00	7,141.26	5,702.72
	- HR ESS Self Service @ 2810 users	414.16	450.00	457.45	365.30

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation FY18-19 & FY19-20 had PeopleSoft true up adjustments to the annual licensing agreement
FY20-21 Transferred 1 FTE (MFR Coordinator) to Administration. This transfer will not be reflected in the Program Budget as a reduction until FY21-22.



Enterprise Business Systems

Business Systems

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	1,000	145,603	45,603	1,000	(144,603)	-99.3%
Charges for Service	1,562,134	2,136,959	1,842,331	1,842,331	1,604,561	(237,770)	-12.9%
Interfund Transfers	-	-	-	-	-	-	0%
Operating Revenue	1,562,134	2,136,959	1,842,331	1,842,331	1,604,561	(237,770)	-12.9%
Total Rev - Including Beginning Bal	1,562,134	2,137,959	1,987,934	1,887,934	1,605,561	(382,373)	-19.2%
Personnel Services	867,070	894,495	1,049,245	948,245	692,661	(356,584)	-34.0%
Materials & Services	430,760	805,365	738,131	738,131	597,695	(140,436)	-19.0%
Indirect Costs (Internal Dept Chgs)	152,722	153,043	177,220	177,220	149,067	(28,153)	-15.9%
Cost Allocation Charges	15,261	16,829	23,338	23,338	23,338	-	0%
Interfund Transfer	-	-	-	-	142,800	142,800	0.0%
Capital Outlay	-	1,174	-	-	-	-	0.0%
Operating Expenditure	1,465,813	1,870,906	1,987,934	1,886,934	1,605,561	(382,373)	-19.2%
Total Exp - Including Special Categories	1,465,813	1,870,906	1,987,934	1,886,934	1,605,561	(382,373)	-19.2%
General Fund Support (if applicable)	1,393,772	1,931,959	1,637,331	1,637,331	1,399,561	-237,770	-14.5%
Full Time Equiv Pos (FTE) Budgeted	6.00	6.00	5.00	5.00	4.00	(1.00)	-20.0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00		5.00	-		
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.00			-		

Significant Issues and Changes

- > In FY18-19 the ERP Manager retired. The position was reclosed to a Project Coordinator to manage multiple projects for TS and the County. The recruitment was awarded to a TS Technician from the Call Center. Position was moved to program 0216 Office of the Director. The vacant technician position was frozen then dropped from the budget so the FTE in this program was not replaced allowing a 1 FTE savings to the General Fund starting in mid FY19-20.
- > FY20-21 Tranfer of MFR Coordinator to Administration. Will be reflected as a reduction in FY21-22



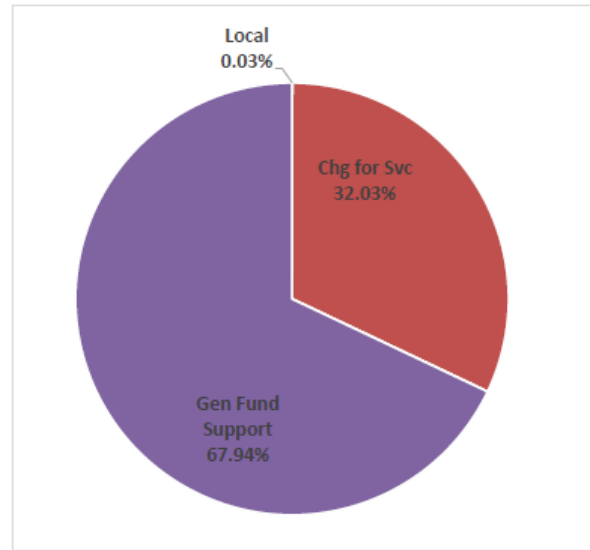
County Counsel

2020-2021 BUDGET PRESENTATION

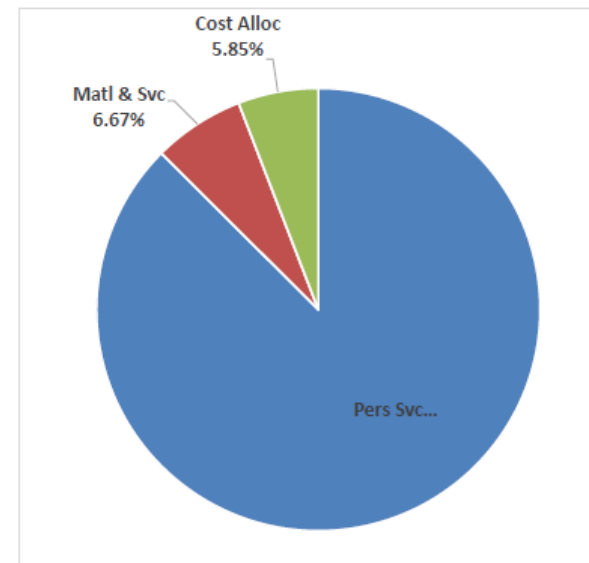


County Counsel

2020/21 Revenue and Expenses



Resources



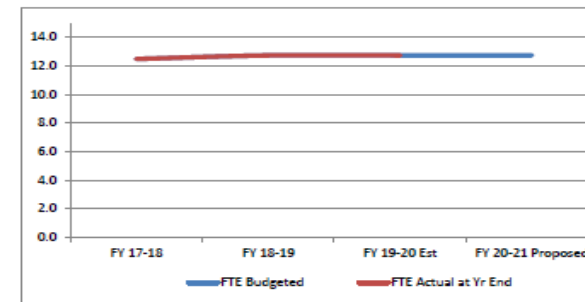
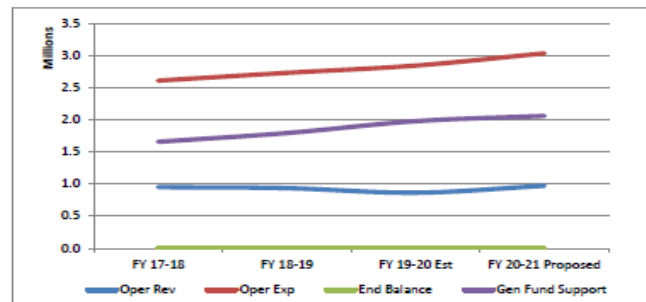
Requirements

County Counsel

Summary of Revenue & Expenses

County Counsel - General Fund
Summary of Revenue and Expense

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End	Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	0	0	0	0	0	0	0	0	0%
Local Grants & Revenues	1,130	634	1,000	1,000	1,000	1,000	1,000	0	0%
Charges for Service	950,270	935,219	964,000	964,000	924,000	864,000	971,000	7,000	0.7%
Operating Revenue	951,400	935,853	965,000	965,000	925,000	865,000	972,000	7,000	0.7%
% Change	NA	-1.6%	3.1%	3.1%	-1.2%	-7.6%	5.1%		
Personnel Services	2,261,165	2,379,907	2,540,131	2,540,131	2,474,913	2,474,913	2,651,744	111,613	4.4%
Materials & Services	177,227	190,174	222,591	222,591	201,741	188,291	202,314	-20,277	-9.1%
Cost Allocation Charges	155,903	158,440	178,551	178,551	178,550	178,550	177,395	-1,156	-0.6%
Capital Outlay	13,450	0	0	0	0	0	0	0	0%
Operating Expenditure	2,607,745	2,728,521	2,941,273	2,941,273	2,855,204	2,841,754	3,031,453	90,180	3.1%
% Change	NA	4.6%	7.8%	7.8%	4.6%	4.1%	6.2%		
Reserve for Future Expenditures	0	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0	0%
Total Expenditure	2,607,745	2,728,521	2,941,273	2,941,273	2,855,204	2,841,754	3,031,453	90,180	3.1%
Ending Balance (if applicable) (includes Reserve & Contingency)	0	0	0	0	0	0	0	0	0%
General Fund Support (if applicable)	1,656,345	1,792,668	1,976,273	1,976,273	1,930,204	1,976,754	2,059,453	83,180	4.2%
Full Time Equiv Positions (FTE) Budgeted	12.5	12.75	12.75	12.75	12.75	12.75	12.75	0.0	0%
Full Time Equiv Positions (FTE) Filled at Yr End	12.5	12.75			12.75	12.75			
Full Time Equiv Positions (FTE) Vacant at Yr End	0.0	0.0			0.0				





County Counsel Department

Department Budget Summary by Fund

<i>Line of Business</i>	FY 19/20	FY 20-21	FY 20-21	FY 20-21
<i>Program</i>	FTE	General Fund	Total Proposed Budget	General Fund Subsidy Included in Budget**
County Operations Legal Support				
Advisory, Transactional & Regulatory	3.75	867,670	867,670	576,670
Litigation and Labor				
Litigation, Labor & Employment	7.00	1,672,025	1,672,025	992,025
Office of the County Counsel				
Office of the County Counsel	2.00	491,758	491,758	490,758
TOTAL	12.75	3,031,453	3,031,453	2,059,453
FY 19/20 Budget	12.75	2,941,273	2,941,273	1,976,273
\$ Increase (Decrease)	0.00	90,180	90,180	83,180
% Increase (Decrease)	0.00%	3.07%	3.07%	4.21%

**** 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 Counsel

Performance Clackamas Strategic Results

Advisory, Transactional & Regulatory Program:

BCC Priority	Measure	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY 20-21 Target
Build Public Trust Through Good Government	% OF INITIAL CONTRACTS REVIEWED BY COUNTY COUNSEL ARE COMPLETED WITHIN 14 DAYS OF RECEIPT	100%	100%	99%	100%
Build Public Trust Through Good Government	% OF ALL LEGAL SERVICE AGREEMENTS, INCLUDING FOR OUTSIDE REPRESENTATION, ARE REVIEWED AND APPROVED BY COUNTY COUNSEL	NEW FY 20-21	NEW FY 20-21	NEW FY 20-21	100%

County Counsel

Performance Clackamas Strategic Results

Litigation, Labor & Employment Program:

BCC Priority	Measure	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY 20-21 Target
Build Public Trust Through Good Government; Build a strong infrastructure, grow a vibrant economy, and ensure safe, healthy and secure communities	% OF DIRECTORS, MANAGERS OR SUPERVISORS WILL RECEIVE POST-EVENT DEBRIEFING FROM COUNTY COUNSEL FOR CASES IN WHICH VERDICTS OR SETTLEMENTS EXCEED \$50,000	NEW FY 20-21	NEW FY 20-21	NEW FY 20-21	90%

County Counsel

Performance Clackamas Strategic Results

Office of County Counsel Program:

BCC Priority	Measure	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY 20-21 Target
Build Public Trust Through Good Government	BEGINNING IN 2020, THE OFFICE OF COUNTY COUNSEL WILL HAVE INDIVIDUAL MEETINGS ANNUALLY WITH ALL DEPARTMENT HEADS TO DISCUSS THE DEMAND FOR LEGAL SERVICES, MEASURES OF CONFIDENCE, AND CONVENIENT ACCESS TO LEGAL SERVICES	NEW FY 20-21	NEW FY 20-21	NEW FY 20-21	100%

County Counsel

2019 Major Accomplishments

- The office of County Counsel reviewed 758 contracts in 2019.
- In 2019 the office received 120 tort claims, and 16 risk lawsuits were filed against the county.
- Sarah Foreman successfully defended an employment lawsuit by getting it dismissed by the court on the day of trial. The plaintiff sought \$1,615,000 in damages.
- Shawn Lillegren obtained dismissal of the class action status in the *Dillon* civil rights lawsuit concerning strip search in our jail, and then obtained summary judgment in favor of the county, avoiding trial.
- Andrew Narus won two grievance arbitrations and an unfair labor practice complaint filed against the County.
- Nate Boderman closed over \$6 Million in real estate transactions for the Development Agency, including the remainder of the CIAO properties, and prevailed in seven LUBA matters.

County Counsel

Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff
	No Significant Changes	

Other Issues

Description	Service Level Impact, including citizens & staff

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 lower part of the mountain.

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CLACKAMAS
C O U N T Y



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 12.75

Total Proposed \$3,031,453

General Fund Support \$2,059,453

County Operations Legal Support

Stephen Madkour - Mgr

FTE 3.75

Total Proposed

\$867,670

Gen Fund \$ 576,670

Litigation & Labor

Stephen Madkour - Mgr

FTE 7.0

Total Proposed

\$1,672,025

Gen Fund \$ 992,025

Office of the County Counsel

Stephen Madkour - Mgr

FTE 2.0

Total Proposed

\$491,758

Gen Fund \$ 490,758

Advisory, Transactional & Regulatory Program

Stephen Madkour - Mgr

FTE 3.75

Total Proposed

\$867,670

Gen Fund \$ 576,670

Litigation, Labor & Employment Program

Stephen Madkour - Mgr

FTE 7.0

Total Proposed

\$1,672,025

Gen Fund \$ 992,025

Office of the County Counsel Program

Stephen Madkour - Mgr

FTE 2.0

Total Proposed

\$491,758

Gen Fund \$ 490,758



County Operations Legal Support

Advisory, Transactional & Regulatory Program

Purpose Statement



The purpose of the Advisory, Transactional and Regulatory Program is to provide easy-to-access, easy-to-understand advisory, regulatory and transactional services to the County, its elected officials, departments and special districts so they can make well-advised, timely, legally informed decisions, and keep the delivery of services to the public moving.

Performance Narrative

This program has three main roles:

1. Advisory: Provide advice, consultation, and training services to the County, and its elected officials, departments and special districts so they can make legally informed decisions and deliver services to their customers.
2. Regulatory: Provide research, consultation, strategy, negotiation, technical, regulatory, implantation compliance, and enforcement services to the County, and its elected officials, departments and special districts, so they can implement their technical goals and objectives and conduct their operations in a manner that comports with local, state, and federal regulations and laws.
3. Transactional: Provide strategic drafting, review, and negotiation services for contracts, memorandums of understanding ("MOU"), partnerships, and Intergovernmental Agreements ("IGA") to the County, and its elected officials, departments and special districts so they can make well-advised, timely, legally informed decisions, manage and minimize risk, and keep the delivery of services to the public moving.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
 Result	% Contracts reviewed by County Counsel that meet the County's risk management and contract procurement standards and protect the County in the event of a breach, to be reviewed within 14 days of receipt	80%	100%	100%	99%	100%
 Result	% Land use decisions consistent with County Counsel's recommended positions	100%	NEW	NEW	100%	100%
Output	# of Hours Spent on Review of Contracts/IGAs/MOUs ²	1456	NEW	NEW	660	1200
Output	# of Contracts/IGAs/MOUs Reviewed by Counsel ²	900	NEW	NEW	368	900
Result	% Formal client inquiries provided a response within 7 working days ¹	80%	100%	100%	Discontinue	Discontinue

¹ Counsel completed a Periodic Plan Review in FY 2018. This measure was removed from the plan because it is not easily measurable.

² Counsel completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

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



County Operations Legal Support

Advisory, Transactional & Regulatory Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Local Government & Other Agencies Charges for Service	-	79 371,816	288,000	382,720	291,000	3,000	1.0%
Operating Revenue	-	371,895	288,000	382,720	291,000	3,000	1.0%
Total Rev - Including Beginning Bal	-	371,895	288,000	382,720	291,000	3,000	1.8%
Personnel Services	-	617,268	701,479	738,384	750,830	49,351	7.0%
Materials & Services	-	41,615	62,326	52,722	62,255	(71)	-0.1%
Cost Allocation Charges	-	44,363	47,928	47,927	54,585	6,657	13.9%
Operating Expenditure	-	703,246	811,733	839,033	867,670	55,937	6.9%
Total Exp - Including Special Categories	-	703,246	811,733	839,033	867,670	55,937	6.9%
General Fund Support (if applicable)	0	331,351	523,733	456,313	576,670	52,937	10.1%
Full Time Equiv Pos (FTE) Budgeted	-	3.75	3.75	3.75	3.75	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	3.75	-	3.75	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes

\$3000 in personnel services added for an intern.



Litigation & Labor

Litigation, Labor & Employment Program

Purpose 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.

Performance Narrative

This program has two main roles:

1. Litigation: Provide pleadings, court appearances, 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.
2. Labor and employment: Provide consultation, advice, representation, and negotiation services to elected officials, departments, and special districts so that they appropriately administer and negotiate agreements consistent with labor and employment laws, regulations, ordinances, and County codes and policies.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	% Grievance arbitrations found in the County's favor	-	-	NEW	100%	100%
Result	% of cases won as defined by payments made which are less than 50% of the amount sought	100%	100%	NEW	100%	100%
Output	# of tort claims and accident reports reviewed ²	112	112	NEW	62	75
Result	% Involuntary employment terminations and separations that result in a lawsuit or arbitration ¹	25%	25%	50%	Under Dev.	Under Dev.
Result	% Cases dismissed by the Court or dropped by complainants ¹	50%	50%	50%	Under Dev.	Under Dev.

¹ Counsel completed a Periodic Plan Review in FY 2018. These measures are under development.

² Counsel completed a Periodic Plan Review in FY 2018. This measure was added to the plan.

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



Litigation & Labor

Litigation Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0.0%
Local Grants & Revenues	-	555	1,000	1,000	1,000	-	0%
Charges for Service	-	561,761	675,000	480,780	679,000	4,000	0.6%
Operating Revenue	-	562,316	676,000	481,780	680,000	4,000	0.0%
Total Rev - Including Beginning Bal	-	562,316	676,000	481,780	680,000	4,000	0.0%
Personnel Services	-	1,388,001	1,423,873	1,364,767	1,467,552	43,679	3.1%
Materials & Services	-	117,314	124,651	105,443	108,945	(15,706)	-12.6%
Cost Allocation Charges	-	89,739	101,595	101,600	95,528	(6,067)	-6.0%
Operating Expenditure	-	1,595,054	1,650,119	1,571,810	1,672,025	21,906	1.3%
Total Exp - Including Special Categories	-	1,595,054	1,650,119	1,571,810	1,672,025	21,906	1.3%
General Fund Support (if applicable)	-	1,032,738	974,119	1,090,030	992,025	17,906	1.8%
Full Time Equiv Pos (FTE) Budgeted	-	7.00	7.00	7.00	7.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	7.00	-	7.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes

NA



Office of the County Counsel

Office of County Counsel Program

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.

Performance Narrative

This program's services include the following:

- Board and Elected Official Consultations
- Board Briefings
- Client Department Consultations
- County Administration Consultations
- County Counsel Policies
- Performance Reports
- Policy Recommendations
- Public Presentations
- Special District Consultations
- Staff Evaluations

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
 Result	% Annual staff evaluations completed ²	93%	93%	NEW	100%	100%
 Output	# of presentations and trainings provided to employees and the public ²	5	5	NEW	11	7
 Result	% contested issues settled through negotiation, IGA's and other means not involving litigation or appeals ¹	75%	75%	75%	Discontinue	Discontinue

¹ Counsel completed a Periodic Plan Review in FY 2018. This measure was removed from the plan.

² Counsel completed a Periodic Plan Review in FY 2018. These measures were added to the plan.

Mandated Services ☐ N

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

Explanation



Office of the County Counsel
Office of the County Counsel Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Charges for Service	-	1,353	1,000	1,000	1,000	-	0%
Operating Revenue	-	1,353	1,000	1,000	1,000	-	0%
Total Rev - Including Beginning Bal	-	1,353	1,000	1,000	1,000	-	0%
Personnel Services	-	370,274	414,779	371,762	433,362	18,583	4.5%
Materials & Services	-	23,823	35,614	30,126	31,114	(4,500)	-12.6%
Cost Allocation Charges	-	24,338	29,028	29,023	27,282	(1,746)	-6.0%
Operating Expenditure	-	418,435	479,421	430,911	491,758	12,337	2.6%
Total Exp - Including Special Categories	-	418,435	479,421	430,911	491,758	12,337	2.6%
General Fund Support (if applicable)	-	417,082	478,421	429,911	490,758	12,337	2.6%
Full Time Equiv Pos (FTE) Budgeted	-	2.00	2.00	2.00	2.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	2.00	-	2.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes

NA



Clackamas County Treasurer's Office

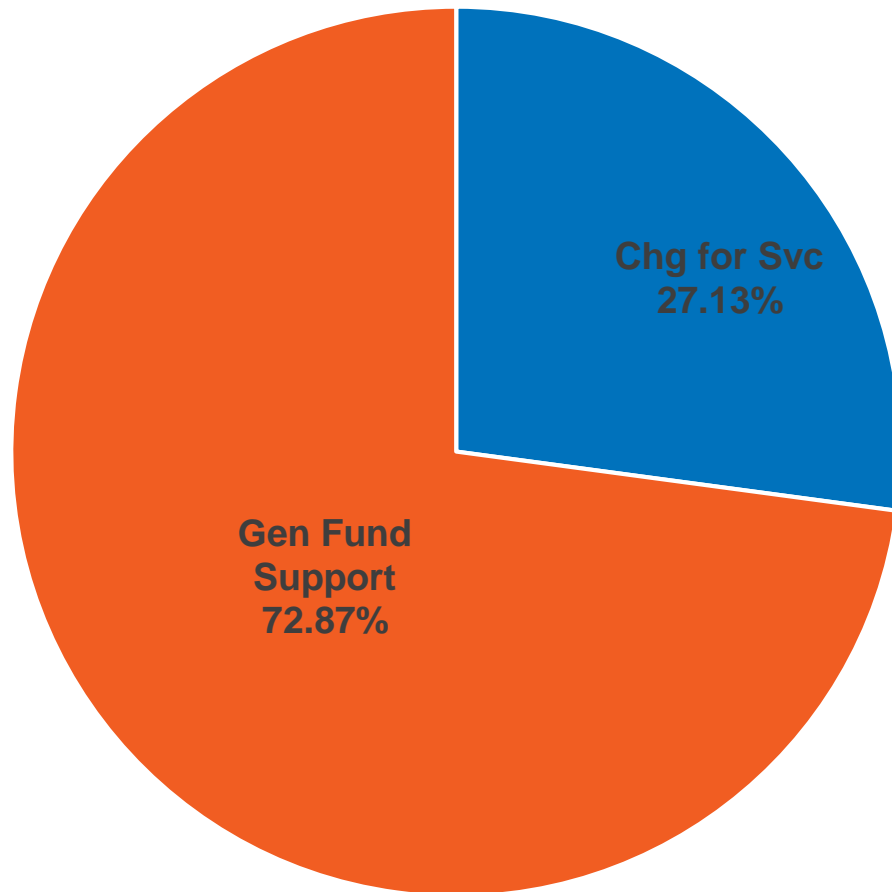
2020-2021 BUDGET PRESENTATION



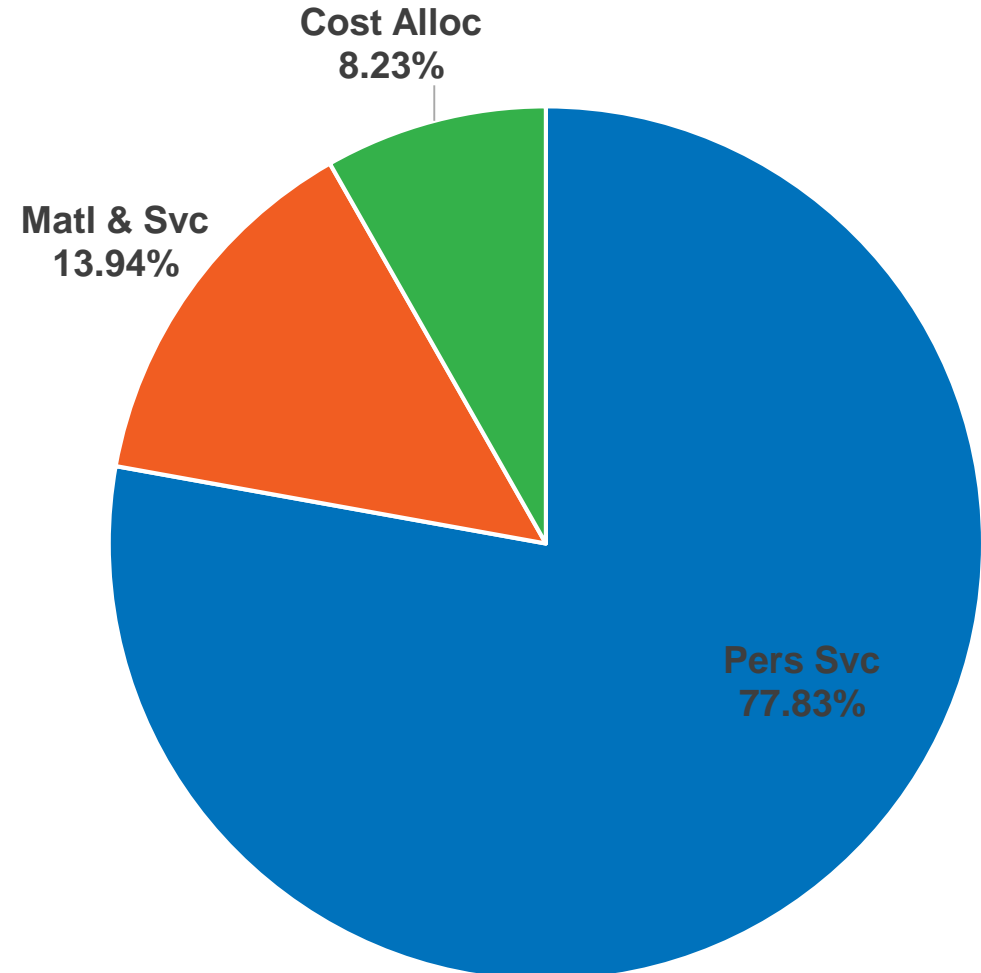
Clackamas County Treasurer's Office

2020/21 Revenue and Expenses

Revenue



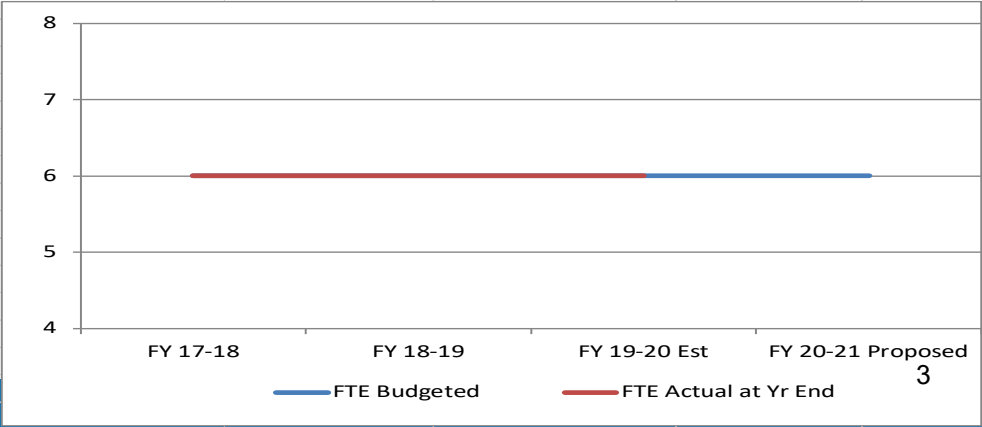
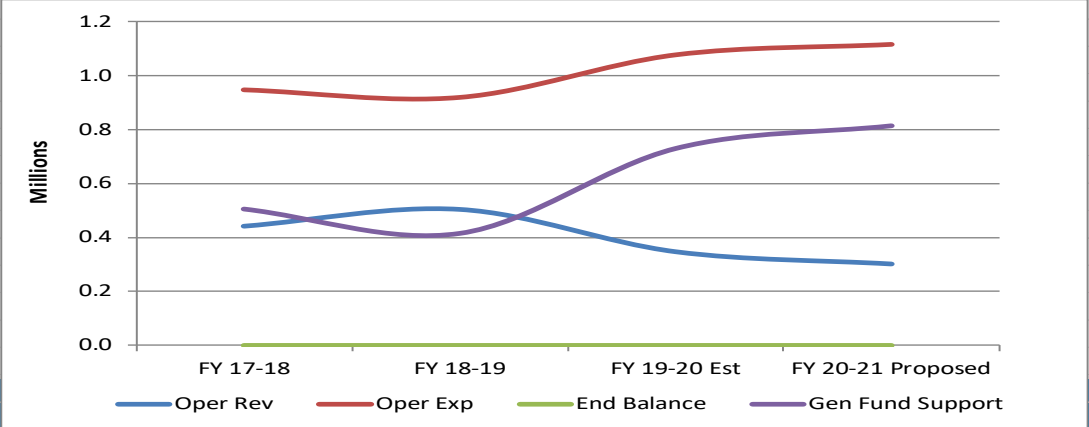
Expenditures



Clackamas County Treasurer's Office

Treasurer's General Fund Summary of Revenue and Expense

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	0	0	0	0	0	0	0	0%
Charges for Service	441,498	503,246	306,500	306,500	347,610	302,500	-4,000	-1.3%
Operating Revenue	441,498	503,246	306,500	306,500	347,610	302,500	-4,000	-1.3%
% Change	NA	14.0%	-39.1%	-39.1%	13.4%	-7.7%		
Personnel Services	766,263	730,875	906,784	906,784	873,191	867,988	-38,796	-4.3%
Materials & Services	97,795	110,478	118,141	118,141	118,346	155,422	37,281	31.6%
Cost Allocation Charges	82,753	77,449	84,838	84,838	84,838	91,760	6,922	8.2%
Operating Expenditure	946,811	918,802	1,109,763	1,109,763	1,076,375	1,115,170	5,407	0.5%
% Change	NA	-3.0%		20.8%	-3.0%	3.6%		
Reserve for Future Expenditures	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0%
Total Expenditure	946,811	918,802	1,109,763	1,109,763	1,076,375	1,115,170	5,407	0.5%
Ending Balance (if applicable) (includes Reserve & Contingency)	0	0	0	0	0	0	0	0%
General Fund Support (if applicable)	505,313	415,556	803,263	803,263	728,765	812,670	9,407	1.2%
Full Time Equiv Positions (FTE) Budgeted	6.0	6.0	6.0	6.0	6.0	6.0	0.0	0%
Full Time Equiv Positions (FTE) Filled at Yr End	6.0	6.0			6.0			
Full Time Equiv Positions (FTE) Vacant at Yr End	0.0	0.0			0.0			





		FY 20/21	FY 20/21	FY 20/21	FY 20/21	
<i>Line of Business</i>						
<i>Program</i>	FTE	General Fund		Total Proposed Budget		FY 20/21 General Fund Subsidy Included in Proposed Budget**
Treasury						
Treasury	5.00	929,782		929,782		627,282
Internal Audit						
Internal Audit	1.00	185,388		185,388		185,388
TOTAL		6.00	1,115,170	1,115,170		812,670
FY 19-20 Budget (Note 1)		6.00	1,109,763	1,109,763		803,263
\$ Increase (Decrease)		0.00	5,407	5,407		9,407
% Increase (Decrease)		0.00%	0.49%	0.49%		1.17%
**	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						
NOTE 1: Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office.						

Clackamas County Treasurer's Office

Performance Clackamas Strategic Results

BCC Priority	Measure	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform	FY20-21 Target
Build public trust through good government	The Treasurer's Office will provide cash controls training to identified cash handlers.	N/A	N/A	N/A	90%
Build public trust through good government Grow a vibrant economy	County and Taxing District funds are in a qualified depository or are adequately collateralized as outlined by law.	N/A	N/A	N/A	100%
Build public trust through good government	Provide all non-confidential information previously in paper or mailed, online or electronically.	N/A	N/A	N/A	75%
Build public trust through good government Grow a vibrant economy	Tax distributions are performed accurately and timely, in compliance with state law.	N/A	N/A	N/A	100%
Build public trust through good government	Codify the Internal Audit function into County Code.	N/A	N/A	N/A	100%
Build public trust through good government	Complete the items as contemplated and outlined in the annual Internal Audit Plan (available online).	N/A	N/A	N/A	100%

Clackamas County Treasurer's Office

2019 Major Accomplishments

- **Retail Lockbox**
 - Our current lockbox provider abruptly stopped providing lockbox services. We worked with the Tax Assessor, Washington County and Marion County to contract with a new lockbox vendor. Lockbox's primary function is to help process over 63,000 payments from the over 179,000 property tax statements sent out each year.
- **Standardized Merchant Procedure and Set-up**
 - LINCC, Gladstone Library, Oaklodge Library, Department of Transportation and Development, Resolution Services, Health Housing and Human Services and more.
- **Cash Handling Training**
 - Created and have been providing training for one of the county's riskiest assets, cash.
- **Electronic Payments**
 - We developed a standardized process for departments to accept electronic payments. This removes the need for paper checks and makes the posting of cash more efficient and effective.
 - We rallied significantly with our colleagues and departments to set them up to receive payments using alternative methods, specifically so they could accept payments electronically during the pandemic. This includes Department of Transportation and Development, Resolution Services, Health Housing and Human Services, and more.
 - We can now accept American Express.
- **Began Placing Statements Online**
 - Includes, but is not limited to all tax distribution statements and construction excise tax statements
- **Created the Treasurer's Office Intranet Page**
 - Updated and created Treasurer's Office policies and procedures. Placed these on the intranet for a more efficient and effective customer experience.
 - Centralized location for daily and weekly updates for the Treasurer's Office processing.
- **Created Macro Deposit Summary**
 - While still in the implementation phase, this macro will allow for interfacing of all cash entries. This will cut down on errors from human processing (become more effective) and increase the efficiency to which cash is posted at the County.
- **ACH/EFT and Direct Deposit**
 - Worked with departments and union reps to get more vendors and personnel on EFT. Ensures employees and vendors get paid timely during and after the pandemic.
- **Codify Internal Audit Function**
 - Currently in the process of codifying the Internal Audit function into County Code.

Clackamas County Treasurer's Office

Significant Changes from 2019/20

Description	Service Level Impact, including public & staff
Creating a macro to interface cash transactions into the financial management application.	This will save staff time at the department and within our office. This will also reduce the potential for errors in entering information.
Training and cross training.	The Treasurer's Office is small with a total staff of 6. Significant effort was performed to train and cross train staff in case of a significant event (e.g. pandemic) that would prevent one staff from performing their duties.
All tax distribution statements are now e-mailed to the Taxing Districts and available online.	The public is able to access the tax distribution statements online (previously they could not). Staff time is not having to be spent printing and stuffing envelopes, and taxing districts can get their information more efficiently. Saving the county and the public time and money.
Standardized process to receive incoming ACH/EFT's.	Receiving cash via ACH/EFT is more efficient (saves county and it's staff time and money) and generally safer than receiving funds via cash or check.
Encouraged personnel and vendors to begin receiving payments via direct deposit or ACH/EFT versus paper check.	Employees and vendors will be able to receive their payments via direct deposit or ACH/EFT, as applicable. This generally is more efficient and safer then processing a manual check.
Preference to virtual training versus in-person training to save county money in travel costs.	In person training allows for networking opportunities. We have created and been apart of virtual/teleconference user groups, networking groups and more. For example, we helped create a statewide hotline group.

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.

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CLACKAMAS
C O U N T Y



Office of the County Treasurer

Office Mission

The Mission of the Treasurer's Office is to provide investment, treasury, and audit services to the public of Clackamas County so they can trust that their funds are safeguarded and to the taxing districts and departments of Clackamas County so they can efficiently and effectively provide services to their customers.

County Treasurer

Brian Nava, County Treasurer

FTE 6

Total Proposed \$1,115,170

General Fund Support \$812,670

Treasury

Brian Nava - Elected

FTE 5.0

Total Proposed

\$929,782

Gen Fund \$ 627,282

Internal Audit

Brian Nava - Administrator

FTE 1.0

Total Proposed

\$185,388

Gen Fund \$ 185,388



Office of the County Treasurer

Treasury Line of Business and Program

Purpose Statement

The purpose of the Treasury Line of Business and Program is to provide active investing, accounting, banking, managing, distribution, and safeguarding services to the public of Clackamas County so they can trust that their funds are secure and to the taxing districts and departments of Clackamas County so they can efficiently and effectively provide services to their customers.

Performance Narrative

This line of business and program has the following main roles and provides the following services:

1. Investing
2. Accounting
3. Banking
4. Managing funds
5. Distribution of funds
6. Safeguarding funds
7. Merchant service maintenance and compliance
8. Interest distribution
9. Cash reconciliations
10. Abandoned property

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target
Result	% of identified cash handlers that received cash controls training.	N/A Note 1	N/A Note 1	N/A Note 1	90%
Result	% of accurate deposit summaries are processed within 3 business days; % within 4 business days.	N/A Note 1	N/A Note 1	N/A Note 1	90% and 95%
Result	% of bank reconciliations completed within 30 days of receipt of bank statement, % of bank reconciliations completed within 45 days of receipt of bank statement.	N/A Note 1	N/A Note 1	N/A Note 1	95% and 100%
Result	% of fraudulent checks denied (via positive pay review).	N/A Note 1	N/A Note 1	N/A Note 1	100%
Output	# of deposit summaries posted (monthly).	N/A Note 1	N/A Note 1	N/A Note 1	TBD
Output	# of people receiving cash handling training.	N/A Note 1	N/A Note 1	N/A Note 1	TBD
Output	# of bank reconciliations completed.	N/A Note 1	N/A Note 1	N/A Note 1	TBD
Output	# of reoccurring EFT/ACH set-ups (annual and cumulative tracking).	N/A Note 1	N/A Note 1	N/A Note 1	TBD
Milestone	All organizations will have the ability to set up reoccurring EFT/ACH payments.	N/A Note 1	N/A Note 1	N/A Note 1	2022
Milestone	The Treasurer's Office will implement a macro to upload deposit summaries into the financial management application.	N/A Note 1	N/A Note 1	N/A Note 1	2021
Milestone	# of reoccurring EFT/ACH set-ups (annual and cumulative tracking).	N/A Note 1	N/A Note 1	N/A Note 1	TBD
Milestone	% of non-confidential information currently mailed will be available electronically or posted online.	N/A Note 1	N/A Note 1	N/A Note 1	100%

Note 1 Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office.

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

Oregon Revised Statutes (ORS) mandates generally all the services outlined above. This includes but is not limited to ORS 208, 294, 295 and 451. Grant funding is not necessarily used to fund these services, but it would likely be in jeopardy if cash management procedures were not complied with as outlined by the federal government and ORS. Note, the Federal Office of Management and Budget (OMB) Circular A-133 is one of the federal OMB Circulars that outlines and references to cash management requirements.



Office of the County Treasurer

Treasury Services

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance							
Investment Fee	435,979	498,161	300,000	325,000	300,000	-	0%
VISA Equipment Fees	5,040	5,085	6,500	2,610	2,500	(4,000)	-62%
Other Revenues	479		-	-	-	-	0%
Operating Revenue	441,498	503,246	306,500	327,610	302,500	(4,000)	-1%
Total Rev - Including Beginning Bal	441,498	503,246	306,500	327,610	302,500	(4,000)	-1%
Personnel Services	766,263	730,875	906,784	873,191	688,600	(218,184)	-24%
Materials & Services	97,795	110,478	118,141	118,346	149,422	31,281	26%
Cost Allocation Charges	82,753	77,449	84,838	84,838	91,760	6,922	8%
Capital Outlay						-	0%
Operating Expenditure	946,811	918,802	1,109,763	1,076,375	929,782	(179,981)	-16%
Total Exp - Including Special Categories	946,811	918,802	1,109,763	1,076,375	929,782	(179,981)	-16%
General Fund Support (if applicable)	505,313	415,556	803,263	748,765	627,282	(183,981)	-22%
Full Time Equiv Pos (FTE) Budgeted	6.00	6.00	6.00	6.00	5.00	(1.00)	-16.7%
Full Time Equiv Pos (FTE) Filled at Yr End	6.00	6.00	-	6.00	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office. Previously all functions, services, supplies, allocated costs, etc. were under one budget line item. We are now splitting these items into multiple line items. Additionally, the Treasurer's Office now contracts out for the county's lockbox services. This is a large part of the increase attributed to the materials and services line item, along with the standard consumer price index increases the county as a whole experiences.



Office of the County Treasurer

Internal Audit Line of Business and Program

Purpose Statement

The purpose of the Internal Audit Line of Business and Program is to provide assurance and consulting services to the public, employees, and departments of Clackamas County so they can feel confident that the public's interest are protected and can engage with a more accountable, higher performing, and more transparent local government.

Performance Narrative

This line of business and program provides the following services:

1. Consultations
2. Assurance Services: Includes, but is not limited to, performance audits, compliance audits, financial audits, information technology audits.
3. Fraud reviews and audits
4. Follow-up audits

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Actual	FY 20-21 Target
Result	Develop a business case for a new staff internal auditor.	N/A Note 1	N/A Note 1	N/A Note 1	2020
Result	Develop Internal Audit policies and procedures.	N/A Note 1	N/A Note 1	N/A Note 1	2021
Result	% of audit plan completed.	N/A Note 1	N/A Note 1	N/A Note 1	100%
Result	% of accepted audit recommendations that are implemented within 2 years.	N/A Note 1	N/A Note 1	N/A Note 1	50%
Output	# of audit reports issued.	N/A Note 1	N/A Note 1	N/A Note 1	TBD
Other Milestones	Develop survey of consultation and assurance service recipients.	N/A Note 1	N/A Note 1	N/A Note 1	2021
Other Milestones	Contract for peer review of Internal Audit.	N/A Note 1	N/A Note 1	N/A Note 1	2023

Note 1 Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office.

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 Office of the County Treasurer's, Internal Audit Line of Business and Program, works with all county departments, service districts, component units and more.



Office of the County Treasurer

Internal Audit Services

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Prior Year Revenue	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Operating Revenue	-	-	-	-	-	-	0.0%
Total Rev - Including Beginning Bal	-	-	-	-	-	-	0.0%
Personnel Services	-	-	-	-	179,388	179,388	0%
Materials & Services	-	-	-	-	6,000	6,000	0%
Operating Expenditure	-	-	-	-	185,388	185,388	0%
Total Exp - Including Special Categories	-	-	-	-	185,388	185,388	0%
General Fund Support (if applicable)	-	-	-	-	185,388	185,388	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	1.00	1.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

Fiscal Year 2020-2021 is the first year of Performance Clackamas for the Treasurer's Office. Previously all functions, services, supplies, allocated costs, etc. were under one budget line item. We are now splitting these items into multiple line items.



Public and Government Affairs

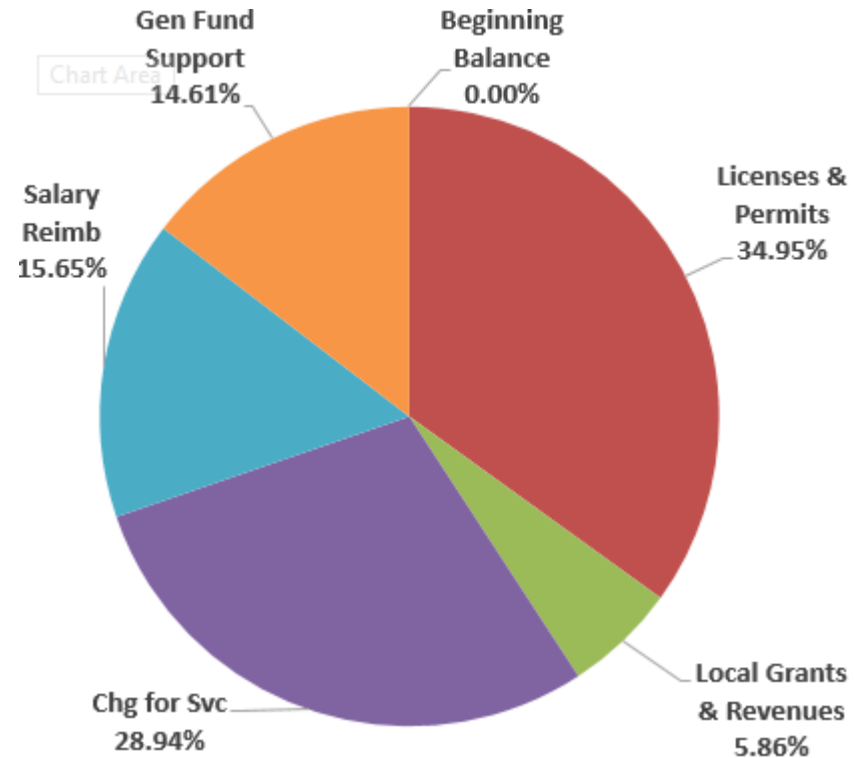
2020-2021 BUDGET PRESENTATION



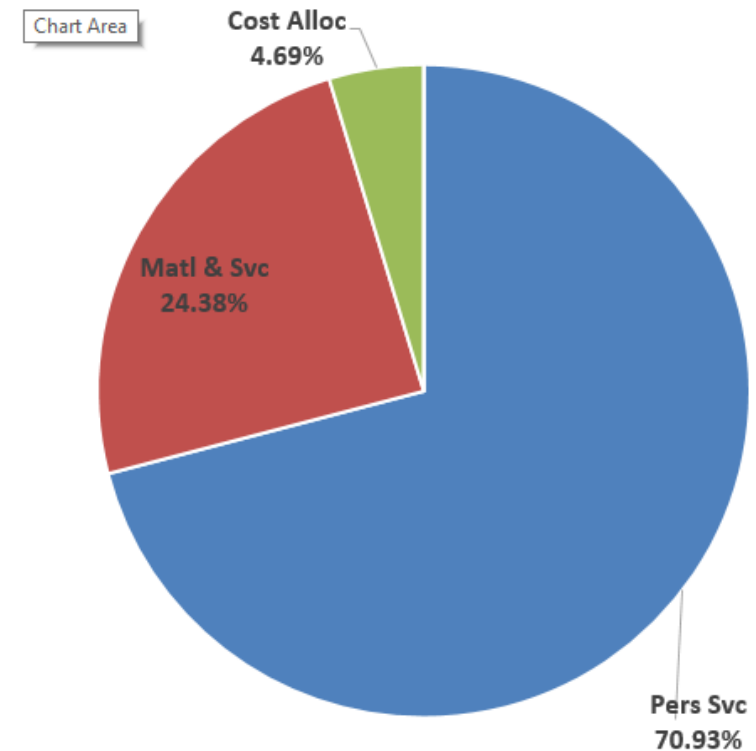
Public and Government Affairs

2020/21 Revenue and Expenses

Revenue



Expenditures

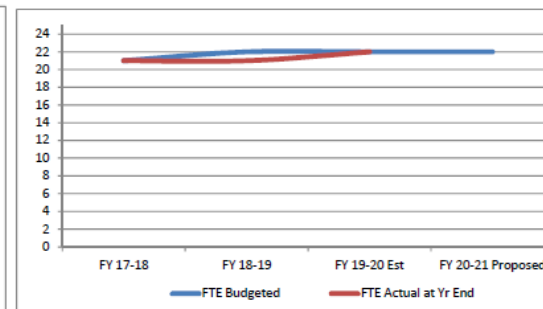
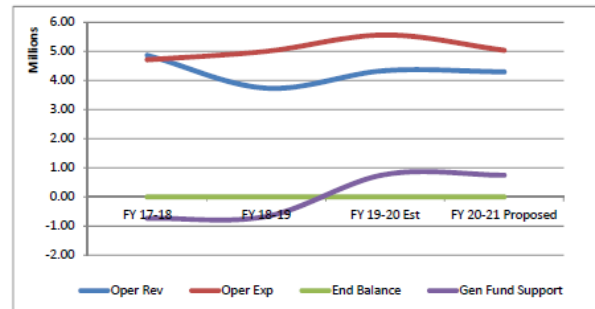


Public and Government Affairs

Summary of Revenue & Expenses

Public and Government Affairs
Summary of Revenue and Expense

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	678,883	2,016,763	294,634	454,618	454,618	0	-454,618	-100.0%
Licenses & Permits	1,930,855	1,854,267	1,806,468	1,806,468	1,734,210	1,780,827	-25,641	-1.4%
Local Grants & Revenues	387,490	383,605	310,879	310,879	304,661	298,568	-12,311	-4.0%
Charges for Service	1,866,210	738,831	1,462,840	1,493,332	1,492,572	1,418,114	-75,218	-5.0%
Other Revenues (Salary Reimb)	682,539	761,031	765,211	808,856	808,856	797,261	-11,595	-1.4%
Operating Revenue	4,867,094	3,737,734	4,345,398	4,419,535	4,340,299	4,294,770	-124,765	-2.8%
% Change	NA	-23.2%	16.3%	18.2%	16.1%	-1.0%		
Personnel Services	2,913,368	3,000,402	3,389,178	3,389,178	3,394,752	3,574,267	185,089	5.5%
Materials & Services	1,475,847	1,794,296	1,793,577	2,027,698	1,937,115	1,228,440	-799,258	-39.4%
Cost Allocation Charges	193,876	204,087	232,358	232,358	232,358	236,223	3,865	1.7%
Capital Outlay	127,528	4,651	0	0	0	0	0	0%
Operating Expenditure	4,710,619	5,003,436	5,415,113	5,649,234	5,564,225	5,038,930	-610,304	-10.8%
% Change	NA	6.2%	8.2%	12.9%	11.2%	-9.4%		
Reserve for Future Expenditures	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0%
Total Expenditure	4,710,619	5,003,436	5,415,113	5,649,234	5,564,225	5,038,930	-610,304	-10.8%
Ending Balance (if applicable) (includes Reserve & Contingency)							0	0%
General Fund Support	(733,491)	(671,888)	775,081	775,081	769,308	744,161	-30,920	-4.0%
Beginning 16-17 entire budget in Gen Fund; PGA returning excess funds to Gen Fund from cable franchise fees								
Full Time Equiv Positions (FTE) Budgeted	21.0	22.0	22.0	22.0	22.0	22.0	0.0	0%
Full Time Equiv Positions (FTE) Filled at Yr End	21.0	21.0			22.0			
Full Time Equiv Positions (FTE) Vacant at Yr End	0.0	1.0			0.0			





Public and Government Affairs

Department Budget Summary by Fund

<i>Line of Business</i>	FY 20/21	FY 20/21	FY 20/21	FY 20/21
<i>Program</i>	FTE	Public and Government Affairs	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
Administration				
Office of the Director	5.00	938,077	938,077	197,822
Public, Educational and Government Access Channels	0.00	298,568	298,568	-
Communications, Engagement & Advocacy				
Communications & Engagement	15.00	3,332,843	3,332,843	480,398
Government Affairs	2.00	469,443	469,443	65,940
TOTAL	22.00	5,038,931	5,038,931	744,160
FY 19/20 Budget	22.00	5,649,234	5,649,234	775,081
\$ Increase (Decrease)	0.00%	-610,303	-610,303	-30,921
% Increase (Decrease)	0.00%	-10.80%	-10.80%	-3.99%

**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

***PGA's budget reduction package to the General Fund subsidy totaled 12%*

Public and Government Affairs

Performance Clackamas Strategic Results

BCC Priority	Measure	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY20-21 Target
By 2024, funding for the Interstate 205 (I-205) Widening and Seismic Improvements Project, including the Abernethy Bridge, will be committed from federal, state, and/or regional funding sources	By 2024, funding for the Interstate 205 (I-205) Widening and Seismic Improvements Project, including the Abernethy Bridge, will be committed from federal, state, and/or regional funding sources	N/A	N/A	N/A	2024

Public & Government Affairs

2019 Major Accomplishments

- COVID-19
 - Public Information Officers have staffed the County's Emergency Operations Center since activation in late February, providing essential communications, outreach, website, and strategic communications support.
 - Worked quickly and closely with TS to utilize Zoom to produce videos and webinars for the County's Government Channel and website
 - Engineered live BCC Zoom meetings to put them on our channel live, as well as streaming them to YouTube thus maximizing our reach to the community
 - Gathered 6,800+ survey responses from interested parties about how #ClackCo should reopen, setting another record.
- Government Affairs
 - Passed legislation in 2020 session for the NCPRD settlement withdrawing Happy Valley from the district (only one of three bills to pass the short session)
 - Positioned Willamette Falls Locks project for policy and funding action in 2020 and 2021 at the state legislature and Congress
 - Worked with more than a dozen Clackamas legislators to advocate for legislation to fund I-205 project and raise profile of project
- Updated MFR Strategic Results
 - Consolidated Delivery Model – Benefits to departments and our community
 - Redefined Our Customers
 - Equity, Diversity and Inclusion
 - Brand Identity
 - Community Engagement

Public & Government Affairs

2019 Major Accomplishments

- Community Impact
 - Over 4,000 YouTube subscribers which is far more than any other county in Oregon
 - Facebook page passed 10,000 followers, the first regular Facebook page of any Oregon county to do so (followers currently at 11.1k)
 - 180,000 #ClackCo Quarterly Newsletter households reach
 - 530,000 views on County's 367 videos
 - 3,000 Social media posts
 - 6 million Social media reach
 - 139,000 Unique readers of 420 email newsletters messages
 - Video coverage of major county events: Clayton Mohr Commons, Veterans Village, Census 2020, NCPRD Special Meeting
 - Aired May 2019 budget hearings live on the Government channel and YouTube; also posted the budget hearing videos for each department on the same day as their presentation
 - Thorough communications campaign continued on the Community Road Fund, in wake of the Vehicle Registration Fee vote
 - Created and managed the Youth Task Force, allowing better engagement and relationships with the County's next generation
- Launched the County's Redesigned Website
 - 5.3 million Website views

Public and Government Affairs

Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff
\$59,250	ClackCo Quarterly Newsletter – reduction costs of 1 printed newsletter, bringing down total printed editions to 2 per year.	External: Residents without access to technology impacted Internal: Impact on strategic outreach services to elected officials, departments and community organizations
\$20,000	Video Production Services	External: Decrease videos for external messaging on Government Chanel, YouTube, Social Media, etc. Internal: Departments will be charged for external messaging videos and internal training videos
\$8,100	Hamlets and Villages	External: Reduce diverse community engagement
\$4,500	Community Relations	External: Decrease materials and services (venues, supplies, meals, printing, advertising) for public/community events like the Fair, Community Leaders meetings, Leadership sponsorships, etc.

Public and Government Affairs

Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff
\$4,000	Willamette Falls Media Center (WFMC) Operations	External: Reduce WFMC part-time staff and hours of operation for residents to utilize WFM facilities and free video productions
\$3,000	Miscellaneous	Internal: Reduce memberships, subscriptions, dues, supplies and equipment

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



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

Sue Hildick

FTE 22.00

Total Proposed \$ 5,038,931

General Fund Support \$ 744,160

Administration

Kellie Lute - Mgr

Total Proposed

\$1,236,645

Gen Fund \$197,822

Communications, Engagement & Advocacy

Deputy Director
Public Information Officer
& Policy Liaison
Chris Lyons - Mgr

Total Proposed

\$3,802,286

Gen Fund \$ 546,338

Office of the Director

Kellie Lute - Mgr

FTE 5.0

Total Proposed

\$938,077

Gen Fund \$197,822

Communications & Engagement

Deputy Director
Public Information Officer
& Policy Liaison

FTE 15.00

Total Proposed

\$3,332,843

Gen Fund \$ 480,398

Public, Educational & Government Access Channels

Kellie Lute - Mgr

FTE 0.0

Total Proposed

\$298,568

Gen Fund \$0

Government Affairs

Chris Lyons - Mgr

FTE 2.0

Total Proposed

\$469,443

Gen Fund \$65,940



Administration Line of Business

Office of the Director Program



Purpose Statement

The purpose of the Office of the Director 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 county departments.

Performance Narrative Statement

The Office of Director Program Proposed a budget of \$938,077. This is a 2.7% increase, primarily due to the increased cost of personnel. 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
	Result % of employees receive annual performance evaluations	100%	100%	90%	58%	90%
	Result % of departments rate PGA services as good or excellent	91%	94%	85%	77%	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

Performance Narratives

1. Result: This is an annual performance measure. As noted in past years, 100% of PGA employees receive an annual performance and regular performance feedback.

2. Result: Survey completed February 2020. This figure is lower than the FY 18-19 actual, based on survey comments, due to the challenges in the first year of PGA's new account team structure and the long-term problem identifying clear lines of authority, expectations and accountability around projects.



Administration Line of Business

Office of the Director Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Licenses & Permits	732,409	844,208	754,122	723,774	412,606	(341,516)	-45.3%
Charges for Service					327,649	327,649	0%
Operating Revenue	732,409	844,208	754,122	723,774	740,255	(13,867)	-1.8%
Total Rev - Including Beginning Bal	732,409	844,208	754,122	723,774	740,255	(13,867)	-1.84%
Personnel Services	709,608	661,875	810,271	821,271	832,420	22,149	2.7%
Materials & Services	42,068	38,358	53,889	51,159	46,601	(7,288)	-13.5%
Cost Allocation Charges	42,148	57,618	51,726	51,726	59,056	7,330	14.2%
Operating Expenditure	793,824	757,851	915,886	924,156	938,077	22,191	2.4%
Interfund Transfers	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	793,824	757,851	915,886	924,156	938,077	22,191	2.42%
General Fund Support / (Returned to Gen Fund)	61,415	(86,357)	161,764	200,382	197,822	36,058	22.29%
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	4.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00			-	-	0%

Significant Issues and Changes

Reasons for % Changes from Prior Year Budget:

Licenses and Permits Revenue = 45.3% reduction in revenue due to reduced franchise fee revenue.

Material and Services Expenditures = 13.5% reduction - cuts made to these categories due to reduced franchise fee revenue and increase in personnel.

Cost Allocation Charges Expenditures = 14.2% increase due to facilities, utilities etc.



Administration Line of Business


Public, Educational & Government (PEG) Access Channels Program

Purpose Statement

The purpose of the Public, Educational and Government Access Channels Program is to provide capital and institutional network funding to cable access channels in the County so they may deliver high quality and timely communications to the public.

Performance Narrative Statement

The Public, Educational & Government (PEG) Access Channels Program Proposed a budget of \$298,568. This is a 34% reduction, primarily due fewer cable TV subscribers. In addition, the six cable access channels did not spend all of the anticipated allocation from FY18/19 leaving an ending fund balance. 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.

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
	Result: % of PEG access centers rate PGA's customer service as timely, responsive and effective	100%	100%	90%	Pending	90%

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation **Grant Funding:** PEG funding is collected from the customers of cable providers in unincorporated Clackamas County and distributed to the County per language in the franchise agreements. The PEG fund is a dedicated fund that can only be used by PEG access centers for equipment and facilities. This fund supports the equipment and facility needs for the following six access centers: Willamette Falls Media Center for the Public access channel; CTV5, a Public access center in Canby; Clackamas County for the Government access channel; Clackamas Community College for the higher Education channel; North Clackamas School District Sabin-Schellenberg Center, and Oregon City School District for the K-12 Education channels. Clackamas County has service agreements with each access center.

Performance Narrative

Result: The County interacts on a regular basis with the six access center, primarily to keep apprised of their projects that utilize PEG funding and review expenditures to ensure they comply with FCC guidelines for usage of PEG funds.

In early June, an annual survey is sent to the six PEG access centers to measure this result.



Administration Line of Business

Public, Educational & Government (PEG) Access Channels Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	85,600	101,869	79,173	79,173	-	(79,173)	-100.00%
Local Grants & Revenues	327,490	323,605	310,879	304,661	298,568	(12,311)	-3.96%
Interfund Transfers	61,505	61,505	60,000			(60,000)	-100.00%
Operating Revenue	388,995	385,110	370,879	304,661	298,568	(72,311)	-19.50%
Total Rev - Including Beginning Bal	474,595	486,979	450,052	383,834	298,568	(151,484)	-33.66%
Materials & Services	320,063	403,155	450,052	383,834	298,568	(151,484)	-33.66%
Capital Outlay	52,663	4,651	-			-	0%
Operating Expenditure	372,726	407,806	450,052	383,834	298,568	(151,484)	-33.66%
Interfund Transfers	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	372,726	407,806	450,052	383,834	298,568	(151,484)	-33.66%
General Fund Support / (Returned to Gen Fund)			-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

PEG funds are dedicated and can only be used by our six PEG access centers for equipment and facilities. In past years, the access centers have not utilized their entire allocations.

Due to alternative broadcasting options, cable customers are "cutting their cable cord". As a result PEG revenue is declining and will continue to decline in



Communications & Engagement Advocacy Line of Business






Communications & Engagement Program

Purpose Statement

The purpose of the Communications and Engagement Program is to 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.

Performance Narrative Statement

The Communications & Engagement Program Proposed a budget of \$3,332,843, a slight reduction in current funding levels due to lower franchise fee revenue. 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.

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
 Result	% of residents surveyed report that they are engaged with county government	28%	34%	50%	Pending	50%
 Result	% of residents surveyed report that they are aware of services provided by the county	63%	64%	60%	Pending	60%
 Result	% increase in social media followers (e.g., Facebook and Twitter)	13%	14%	50%	12%	50%
 Result	% of press releases result in external coverage	34%	36%	50%	43%	50%
 Output	# videos requested and provided	314	299	125	116	125

Program includes:

Mandated Services

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation

Performance Narratives

1. Result: Biennial County Survey is being developed and will be released in the coming months.
2. Result: Biennial County Survey is being developed and will be released in the coming months.
3. Result: The 12% increase in social media followers at the six month mark is close to the FY 18-19 year-end actual of 14%



Communications, Engagement & Advocacy Line of Business

Communications and Engagement Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	93,283	1,382,471	75,000	75,000	-	(75,000)	-100.00%
Licenses & Permits	814,543	576,878	644,556	619,266	1,080,434	435,878	67.62%
Charges for Service (cost alloc shortfall)	1,584,705	677,326	1,433,332	1,492,572	981,249	(452,083)	-31.54%
Other Revenues	668,469	677,092	765,211	765,211	790,761	25,550	3.34%
Operating Revenue	3,067,717	1,931,296	2,843,099	2,877,049	2,852,444	9,345	0.33%
Total Rev - Including Beginning Bal	3,161,000	3,313,767	2,918,099	2,952,049	2,852,444	(65,655)	-2.25%
Personnel Services	1,900,360	2,016,762	2,230,155	2,224,742	2,381,932	151,777	6.81%
Materials & Services	798,450	913,083	1,077,290	1,083,236	793,427	(283,863)	-26.35%
Cost Allocation Charges	134,871	132,175	159,395	159,395	157,483	(1,912)	-1.20%
Capital Outlay	74,865	-	-	-	-	-	0%
Operating Expenditure	2,908,546	3,062,020	3,466,840	3,467,373	3,332,842	(133,998)	-3.87%
Total Exp - Including Special Categories	2,908,546	3,062,020	3,466,840	3,467,373	3,332,842	(133,998)	-3.87%
General Fund Support / (Returned to Gen Fund)	(252,454)	(251,747)	548,741	515,324	480,398	(68,343)	-12.45%
Full Time Equiv Pos (FTE) Budgeted	14.00	15.00	15.00	15.00	15.00		0%
Full Time Equiv Pos (FTE) Filled at Yr End	14.00	15.00	15.00	15.00	15.00		0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		0%

Significant Issues and Changes

Reasons for % Changes from Prior Year Budget:

Beginning Fund Balance = 100% reduction as this was a request to carryover funds from prior year for County Brand Identity project as identified in the Board of County Commissioners MFR plan.

Licenses and Permits Revenue = 67.62% increase in part due to added revenue sources from departments to reimburse PGA for services and materials purchased and paid for on behalf of departments.



Communications & Engagement Advocacy Line of Business



Government Affairs Program

Purpose Statement

The purpose of the Government Affairs Program is to provide intergovernmental connections and relationship building, strategic policy development and messaging, legislative, advocacy and outreach services to county elected officials and departments so 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.

Performance Narrative Statement

The Government Affairs Program Proposed a budget of \$469,443, a 46.3% reduction as this is the last year of funding for the Willamette Falls Locks program. These resources provide intergovernmental connections and relationship building, strategic policy development and messaging, legislative, advocacy and outreach services to county elected officials and departments so 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.

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
 Result	% of state legislative goals achieved or on target	94%	72%	70%	Pending	70%
 Result	% of federal legislative goals achieved or on target	40%	69%	50%	Pending	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

Grant Funding: In 2016, the Oregon State Legislature awarded \$500,000 to Clackamas County for the Willamette Falls Locks. This funding was earmarked for repairs of the Locks and an economic benefits study. In 2017, the Oregon State Legislature reallocated funds to be spent to support the Willamette Falls Locks State Commission. All funds for this grant will be expended in FY 19-20.

Performance Narratives

1. Result: The 2020 short Legislative Session for Oregon will begin February 3, 2020 and end March 8, 2020. The result for state goals will not be known until the Legislature adjourns at that time.

2. Result: The first session of the 116th Congress convened on January 3, 2020, and will end in late 2020. The result for federal goals will not be known until Congress adjourns at that time.



Communications, Engagement & Advocacy Line of Business

Government Affairs Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	500,000	532,423	300,445	300,445	-	(300,445)	-100.0%
Licenses & Permits	383,903	433,181	407,790	391,170	287,787	(120,003)	-29.4%
Local Grants & Revenues	60,000	60,000	-	-	-	-	0%
Charges for Service	220,000	-	-	-	109,216	109,216	0%
Other Revenues	14,070	83,939	43,645	43,645	6,500	(37,145)	-85.1%
Operating Revenue	677,973	577,120	451,435	434,815	403,503	(47,932)	-10.6%
Total Rev - Including Beginning Bal	1,177,973	1,109,543	751,880	735,260	403,503	(348,377)	-46.3%
Personnel Services	303,400	321,765	348,752	348,739	359,915	11,163	3.2%
Materials & Services	315,266	439,700	446,467	418,886	89,844	(356,623)	-79.9%
Cost Allocation Charges	16,857	14,294	21,237	21,237	19,684	(1,553)	-7.3%
Operating Expenditure	635,523	775,759	816,456	788,862	469,443	(347,013)	-42.5%
Total Exp - Including Special Categories	635,523	775,759	816,456	788,862	469,443	(347,013)	-42.5%
General Fund Support / (Returned to Gen Fund)	(542,450)	(333,784)	64,576	53,602	65,940	1,364	2.1%
Full Time Equiv Pos (FTE) Budgeted	2.00	2.00	2.00	2.00	2.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	2.00	2.00	2.00	2.00	2.00	-	0%
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	0%

Significant Issues and Changes

Reasons for % Changes from Prior Year Budget:

Reductions in Government Affairs are all due to the complete expenditure of the Willamette Falls Locks project funding in 19/20 along with a reduction in Franchise Fee revenue.

Beginning Fund Balance Revenue = 100% reduction

Licenses and Permits Revenue = 29.4% reduction

Other Revenue = 85.1% reduction

Material and Services Expenditures = 79.9% reduction



Resolution Services

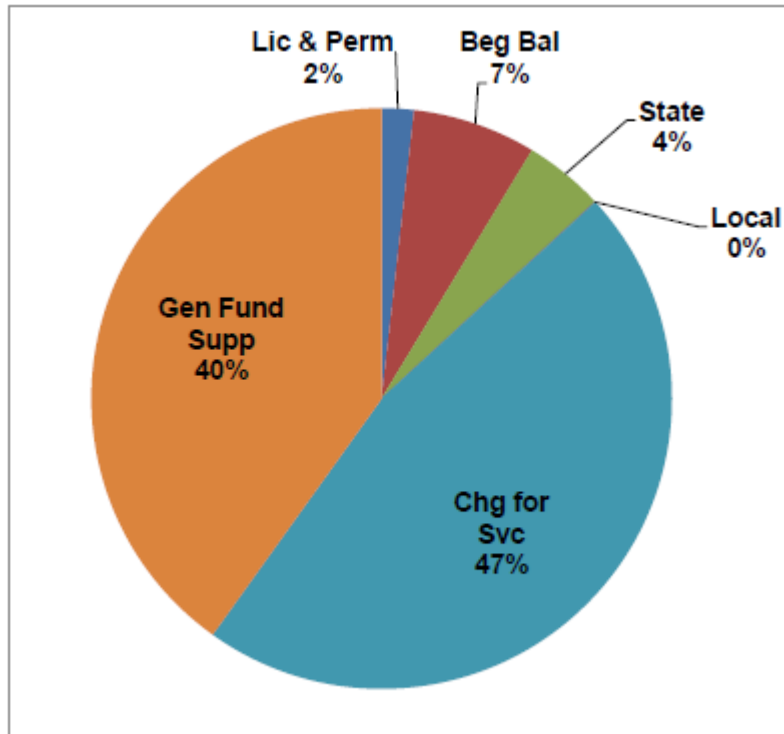
2020-2021 BUDGET PRESENTATION



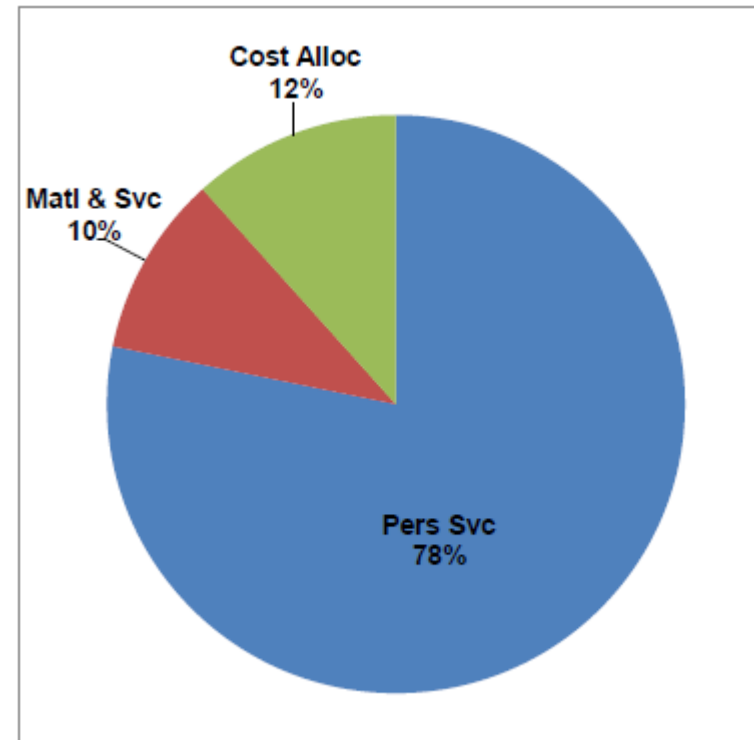
Resolution Services

2020/21 Revenue and Expenses

Revenue



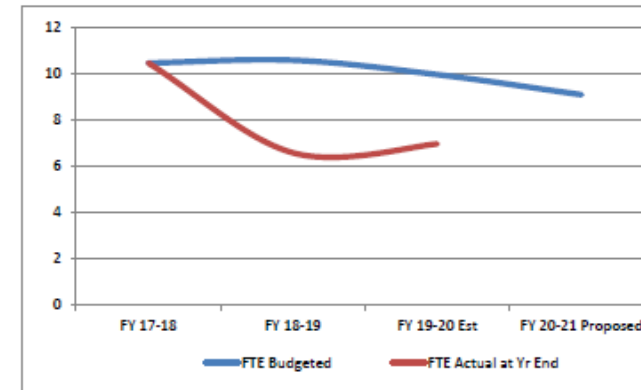
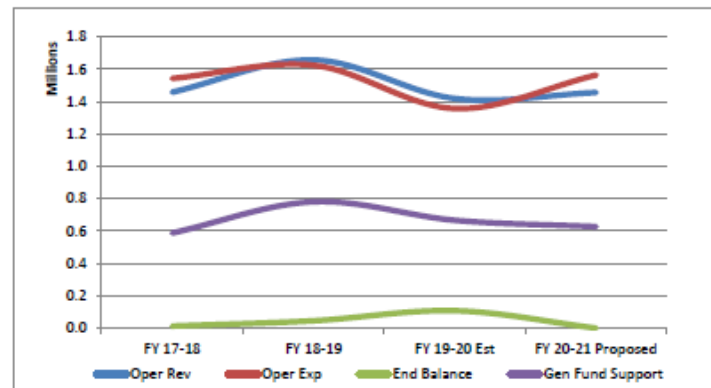
Expenditures



Resolution Services

Summary of Revenue & Expenses

	FY 17-18	FY 18-19	FY 19-20 Adopted Budgeted	FY 19-20 Amended Budgeted	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	97,550	12,702	20,304	45,661	45,661	107,625	61,964	135.7%
Licenses & Permits	22,730	22,370	26,000	26,000	16,590	28,000	2,000	7.7%
State Grants & Revenues	87,098	77,833	80,662	80,662	62,922	70,000	-10,662	-13.2%
Local Grants & Revenues	5,052	24,042	10,000	10,000	0	500	-9,500	-95.0%
Charges for Service	748,244	752,070	894,925	894,925	672,989	730,395	-164,530	-18.4%
Other Revenues	7,121	95		0		0	0	0%
Interfund Transfers	587,869	780,607	666,388	666,388	666,388	627,123	-39,265	-5.9%
Operating Revenue	1,458,114	1,657,017	1,677,975	1,677,975	1,418,889	1,456,018	-221,957	-13.2%
% Change	NA	13.6%	1.3%	1.3%	-14.4%	-2.4%		
Personnel Services	1,241,691	1,272,052	1,335,960	1,335,960	1,017,908	1,223,052	-112,908	-8.5%
Materials & Services	131,441	184,592	173,573	198,930	150,271	158,461	-40,469	-20.3%
Cost Allocation Charges	169,830	167,414	188,746	188,746	188,746	182,130	-6,616	-3.5%
Capital Outlay	0	0		0		0	0	0%
Operating Expenditure	1,542,962	1,624,058	1,698,279	1,723,636	1,356,925	1,563,643	-159,993	-9.3%
% Change	NA	5.3%	4.6%	6.1%	-16.4%	5.8%		
Reserve for Future Expenditures	0	0	0	0	0	0	0	0%
Contingency	0	0	0	0	0	0	0	0%
Total Expenditure	1,542,962	1,624,058	1,698,279	1,723,636	1,356,925	1,563,643	-159,993	-9.3%
Ending Balance (if applicable) (includes Reserve & Contingency)	12,702	45,661	0	0	107,625	0	0	0%
General Fund Support (if applicable)	587,869	780,607	666,388	666,388	666,388	627,123	-39,265	-5.9%
Full Time Equiv Positions (FTE) Budgeted	10.4	10.6	9.9	9.93	9.93	9.06	-0.9	-8.8%
Full Time Equiv Positions (FTE) Filled at Yr End	10.4	6.6			6.93			
Full Time Equiv Positions (FTE) Vacant at Yr End	0.0	4.0			3.00			



<i>Line of Business</i>	FY 20/21	FY 20/21	FY 20/21	FY 20/21
<i>Program</i>	FTE	Resolution Services	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
Conflict Resolution				
Conflict Resolution	7.20	1,285,672	1,285,672	489,156
Skill Development			-	
Skill Development	1.86	277,971	277,971	137,967
			-	
TOTAL	9.06	1,563,643	1,563,643	627,123
<i>FY 19/20 Budget</i>	9.93	1,723,636	1,723,636	666,388
<i>\$ Increase (Decrease)</i>	-0.87	-159,993	-159,993	-39,265
<i>% Increase (Decrease)</i>	-8.76%	-9.28%	-9.28%	-5.89%

** 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

Resolution Services

Performance Clackamas Strategic Results

BCC Priority	Measure	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY20-21 Target
Ensure safe, healthy and secure communities	Percentage of Domestic Relations cases in which parties reach mutual agreement on the issue(s) between them.	73%	75%	78%	75%
Ensure safe, healthy and secure communities	Percentage of cases where parties reach agreement in community mediation.	80%	75%	81%	80%
Ensure safe, healthy and secure communities	Percentage of parents who attended the parent education class who report that "The information I learned in class will influence the decisions I make regarding my children." [7/1/17 - present]	82%	75%	89%	90%

Resolution Services

2019 Major Accomplishments

- **Remote Client Services** including virtual mediation sessions offered via Zoom conferencing, electronic signature and document scanning capabilities
- **Family Law Clinic** for clients who are not represented by attorneys and voluntarily reach mutual agreement with the help of CCRS mediation services on all matters in their case including filing mediated settlement agreements with Clackamas County Court
- **Second Home Mediation** services to unhoused Clackamas County high school students and those making rooms available to students in their homes, in partnership with Oregon Ecumenical Ministries and H3S Social Services
- **Parent Education** classes offered virtually via Zoom conferencing in both English and Spanish in support of parents and children effected by family change
- **Improved Website** providing information, forms and documents, and online registration and payment options

Resolution Services

Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff
-\$112,908	Reduction in FTE through attrition including retirement	Response times may increase as fewer staff work to answer increasing client requests for services and information
-\$100,00	Flat or Reduced funding continues from DOJ for Family Law mediation services	Fewer FL mediators available to meet the need of clients seeking services
-\$39,265	Reduction in General Fund Allocation	Fewer administrative staff to support mediation staff and client requests for services and information, as well as to support data collection for MFR, and perform safety protocols under Covid-19
-\$10,662	Reduction in State Revenues for community mediation activities (OOCDR, MMCRC, OFAP)	Fewer citizens will receive services, especially if staff reductions occur as a result of decreasing revenues

Resolution Services

Significant Changes from 2019/20

More online service options for clients	We are replacing desk top with lap top computers to allow more flexibility for remote service delivery off site. Staff are using online conferencing platforms, document sharing and signing, and registration and payment options for clients
Marketing services through social media	We continue to work with PGA to get the word out about conflict resolution and skill development services via our website, and County accounts with Nextdoor, Facebook, Instagram, and Twitter
Covid-19	Our staff has moved quickly to work from home providing mediation sessions and Parent Education classes via Zoom. Administrative duties are also being provided by staff from home. Clients and staff have learned to navigate new service delivery tools and platforms

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.

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CLACKAMAS
COUNTY



Resolution Services

Department Purpose Statement

The purpose of the Resolution Services Line of Business is to provide conflict resolution services to people and organizations experiencing conflict so they can resolve their differences peacefully, develop skills for the resolution of future conflicts and build safe, healthy relationships and communities.

Resolution Services

Lauren Mac Neill - Director

FTE 9.06

Total Proposed \$1,563,643

General Fund Support \$627,123

Conflict Resolution

FTE 7.20

Total Proposed
\$1,285,672

Gen Fund \$ 489,156

Skill Development

FTE 1.86

Total Proposed
\$277,971

Gen Fund \$ 137,967



Resolution Services Department

Conflict Resolution Line of Business

Purpose Statement

The purpose of the Conflict Resolution Program is to provide mediation and dispute resolution services to people and organizations so they can resolve their differences peacefully.

Performance Narrative

Resolution Services proposed an operating budget of \$1,285,672. This will support 7.2 FTE doing Conflict Resolution work within a department of 9.06 FTE regular staff. All staff provide or support services in both Conflict Resolution and Skill Development. We anticipate completing our transition to full implementation of Performance Clackamas budgeting and performance reporting in the coming year.




Conflict Resolution services are specifically targeted when individuals or communities have a defined dispute and we assist them in working toward a resolution of that dispute.

Conflict Resolution Services include:

Adoption Mediations	Manufactured Dwelling Park Mediations
Code Enforcement Mediations	Neighbor to Neighbor Mediations
Eviction Mediations	Small Claims Mediations
Meeting Facilitations	Victim Offender Dialogues
Family Law Mediations	Workplace Mediations
Foreclosure Avoidance Program Facilitations	

These efforts support the Board's Strategic Goals: build public trust through good government; and ensure safe, healthy and secure communities.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
 Result	Percentage of Domestic Relations cases in which parties reach mutual agreement on the issue(s) between them.	73%	77%	75%	78%	75%
 Result	Percentage of cases where parties reach agreement in community mediation.	80%	79%	75%	81%	80%
 Output ¹	Number of clients receiving services	2656	3778	n/a	1949	n/a

¹ We don't have target numbers for our Conflict Resolution work as the nature of this work is responsive, and we seek to make services available to anyone seeking them whether on their own behalf, for others or by mandate.

Program includes:

Mandated Services

Shared Services

Grant Funding

Explanation:

Mandated Services:

Family Law: ORS 107.755

Mediation Orientation: Oregon law requires that each judicial district offer an orientation to mediation for litigants in family law matters. Clackamas County is the contracted provider of this service.

Family Law Mediation: Oregon law further requires that each judicial district offer court-connected mediation to litigants in family law matters; Clackamas County Circuit Court makes this mediation mandatory by Supplemental Local Rule. Clackamas County is the contracted provider for these mediation services.

Small Claims: Clackamas County Supplementary Local Rule 12.005 Mediation in Small Claims Actions

Clackamas County Circuit Court and Clackamas County Justice Court require all litigants to small claims matters to first attempt mediation prior to judicial hearing. Clackamas County Resolution Services is the contracted provider.

Foreclosure Avoidance Program: ORS 86.741

ORS 86.741 requires that lending institutions must provide notice and opportunity for homeowners to participate in a facilitated meeting prior to filing a judicial or administrative foreclosure proceeding. Clackamas County Resolution Services is the contracted provider for these services.

Grant Funding:

Our Community Mediation services section receives grant funding from the Oregon Office of Community Dispute Resolution, administered through the University of Oregon School of Law. We anticipate funds from this bi-ennial grant will be approximately \$50,000 by June 30, 2020. This grant covers neighbor-to-neighbor disputes for residents of, or businesses within, Clackamas County. We anticipate funding will continue into future years at the same level with a possible COLA of 3-4%.



Resolution Services

Conflict Resolution

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	76,089	9,908	35,220	35,220	83,331	48,111	136.6%
State Revenues	67,936	60,710	62,217	62,922	70,000	7,783	12.5%
Local Govt & Other Agencies	3,941	18,753	7,713		500	(7,213)	-93.5%
Charges for Service	589,185	586,689	828,175	575,845	606,395	(221,780)	-26.8%
Licenses & Permits	22,730	22,370	20,054	16,590	28,000	7,946	39.6%
Interfund Transfers	458,538	608,873	514,002	514,002	495,992	(18,010)	-3.5%
Operating Revenue	1,142,330	1,297,395	1,432,161	1,169,359	1,200,887	(231,274)	-16.1%
Total Rev - Including Beginning Bal	1,218,419	1,307,303	1,467,381	1,204,579	1,284,218	(183,163)	-12.5%
Personnel Services	968,519	992,201	1,030,461	786,720	966,472	(63,989)	-6.2%
Materials & Services	102,524	143,982	153,441	89,526	123,510	(29,931)	-19.5%
Cost Allocation Charges	132,467	130,583	145,584	145,578	140,479	(5,105)	-3.5%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	1,203,510	1,266,766	1,329,486	1,021,824	1,230,461	(99,025)	-7.4%
Total Exp - Including Special Categories	1,203,510	1,266,766	1,329,486	1,021,824	1,230,461	(99,025)	-7.4%
General Fund Support (if applicable)	458,538	608,873	514,002	514,002	495,992	(18,010)	-3.5%
Full Time Equiv Pos (FTE) Budgeted	9.14	9.27	7.65	7.65	7.20	(0.45)	-5.9%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-		5.34	-		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		2.31	-		

Significant Issues and Changes

1 - FY20 Resolution Services is transitioning to Performance Clackamas budgeting. Prior years' budgets were not divided into Lines of Business. The past years' ratios are estimated based on revenue types.

2 - Several unanticipated staff changes in our small staff have slowed planning and implementation of our new data system.



Resolution Services Department

Skill Development LOB

Purpose Statement

The purpose of the Skill Development Program is to provide experiential education and coaching services to people and organizations so they can develop the skills to respond more effectively and resolve conflicts.

Performance Narrative

Resolution Services' Skill Development program group proposed an operating budget of \$277,971. This will support 1.86 FTE doing Skill Development work within a department 9.06 FTE regular staff. All staff provide or support services in both Conflict Resolution and Skill Development. We anticipate completing our transition to Performance Clackamas budgeting and performance reporting in the coming year.

Skill Development opportunities are offered on a wide range of topics for those who wish to become mediators as well as those who wish to learn skills for themselves and those around them.

Skill Development Services include:

Basic Mediation Training	Family Law Custody and Parenting Courses
Case Consultations	Family Law Financial Courses
Clinical Supervision Sessions	Parent Education Classes
Conflict Management Training	Peer Mediation Training
Conflict Management Class for Schools	Restorative Justice Victim Offender Dialogue Facilitation Training
Mediator Continuing Education Classes	Workplace Mediation Training
Court Systems Training	Workplace Cohort Communication Training
Divorce Financial Analysis Consultations	
Facilitation Training	

These efforts support the Board's Strategic Goals: build public trust through good government; and ensure safe, healthy and secure communities.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	Percentage of parents who attended the parent education class who report that the class "increased [their] understanding of why it is important for parents to find a way to cooperate." [7/1/2016-3/1/17]; "increased their understanding of the needs of children during and after separation." [3/8/17 - 6/30/18]. ¹	93%	<i>discontinued</i>			
Result	Percentage of parents who attended the parent education class who report that "The information I learned in class will influence the decisions I make regarding my children." [7/1/17 - present]	82%	88%	75%	89%	90%
Output ²	Number of clients receiving services	1748	1422	1800	584	1400

¹ We are evolving our client surveys to more accurately capture information about how our services impact the community.

² The past few years have seen increases in the number of Skill Development clients served, in part due to mandated service demand increase and in part due to intentional development and outreach to populations who can benefit from the skills our staff is apt at delivering. We do not presently have target numbers in our strategic plan but may develop them as our focus on Skill Development work evolves.

Program includes:

Mandated Services ☒ Yes

Shared Services ☐ No

Grant Funding ☐ No

Explanation:

Mandated Services

FL Education: ORS 3.425

Parent Ed: Oregon law requires that all litigants in qualifying domestic relations actions who have minor children must attend a mandatory family law (parent) education session. Clackamas County Resolution Services is the contracted provider for these services.

Family Law Ed: Oregon law provides that each jurisdiction may establish a family law education program to assist litigants in understanding the purpose and procedure of family law. Clackamas County Circuit Court has opted to offer this service through Clackamas County Resolution Services.



Resolution Services

Skill Development

Budget Summary

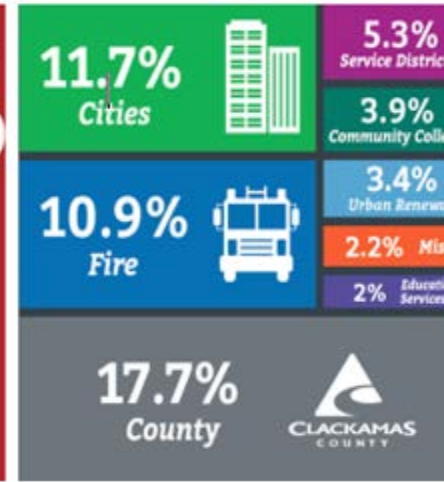
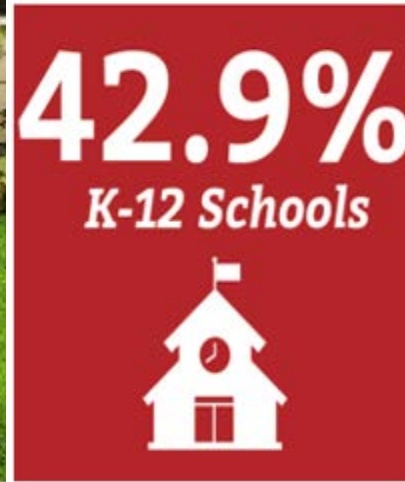
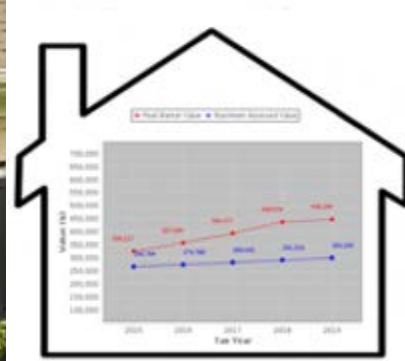
	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	21,461	2,794	10,441	10,441	24,294	13,853	132.7%
State Grants & Revenues	19,162	17,123	18,445			(18,445)	-100.0%
Local Govt & Other Agencies	1,111	5,289	2,287			(2,287)	-100.0%
Charges for Service	166,180	165,477	66,750	97,144	124,000	57,250	85.8%
Licenses & Permits	-	-	5,946	-	-	(5,946)	-100.0%
Interfund Transfers	129,331	171,734	152,386	152,386	131,131	(21,255)	-13.9%
Operating Revenue	315,784	359,623	245,814	249,530	255,131	9,317	3.8%
Total Rev - Including Beginning Bal	337,245	362,417	256,255	259,971	279,425	23,170	9.0%
Personnel Services	273,172	279,851	305,499	231,188	256,580	(48,919)	-16.0%
Materials & Services	28,917	40,610	45,489	60,745	34,951	(10,538)	-23.2%
Cost Allocation Charges	37,363	36,831	43,162	43,168	41,651	(1,511)	-3.5%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	339,452	357,292	394,150	335,101	333,182	(60,968)	-15.5%
Total Exp - Including Special Categories	339,452	357,292	394,150	335,101	333,182	(60,968)	-15.5%
General Fund Support (if applicable)	129,331	171,734	152,386	152,386	131,131	(21,255)	-13.9%
Full Time Equiv Pos (FTE) Budgeted	1.49	1.28	2.28	2.28	1.86	(0.42)	-18.4%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-		1.59	-		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		0.69	-		

Significant Issues and Changes

1 - FY20 Resolution Services is transitioning to Performance Clackamas budgeting. Prior years' budgets were not divided into Lines of Business. The past years' budgets have been split out for comparison here based on revenue types.

2 - Several unanticipated staff changes in our small staff have slowed planning and implementation of a new data system.

Property Taxes Support Your Local Services



Assessment & Taxation

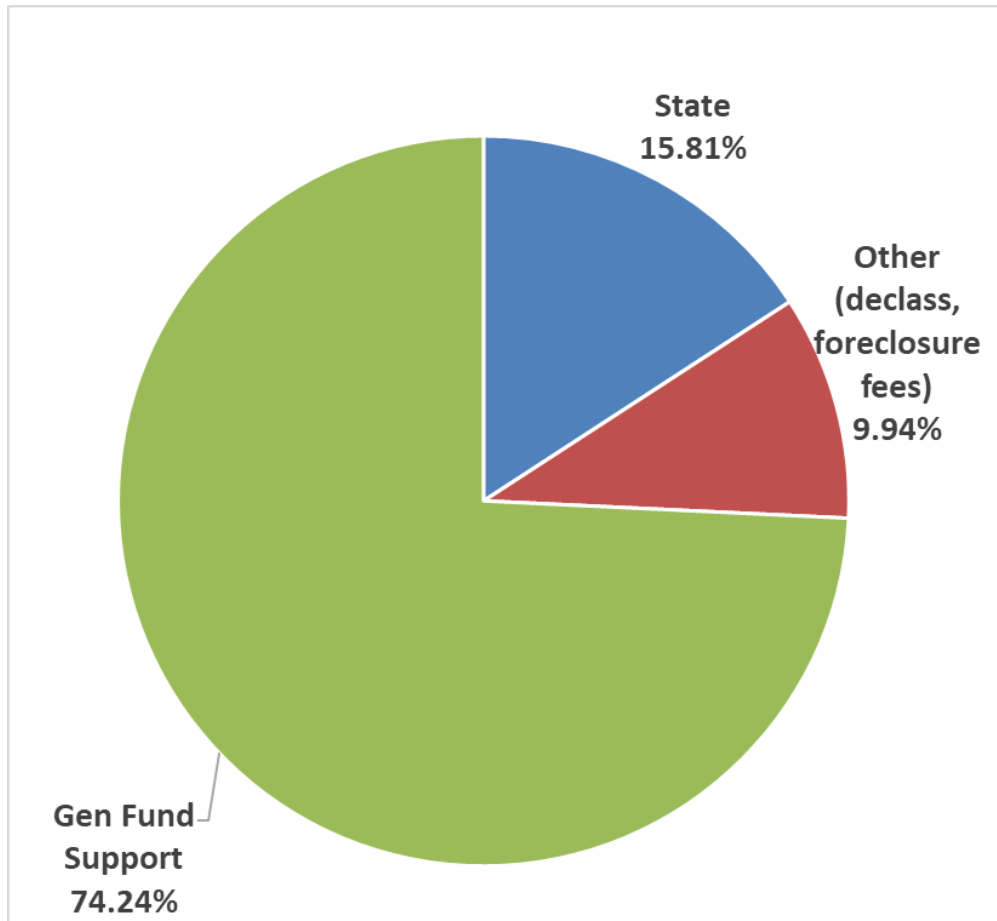
2020-2021 BUDGET PRESENTATION



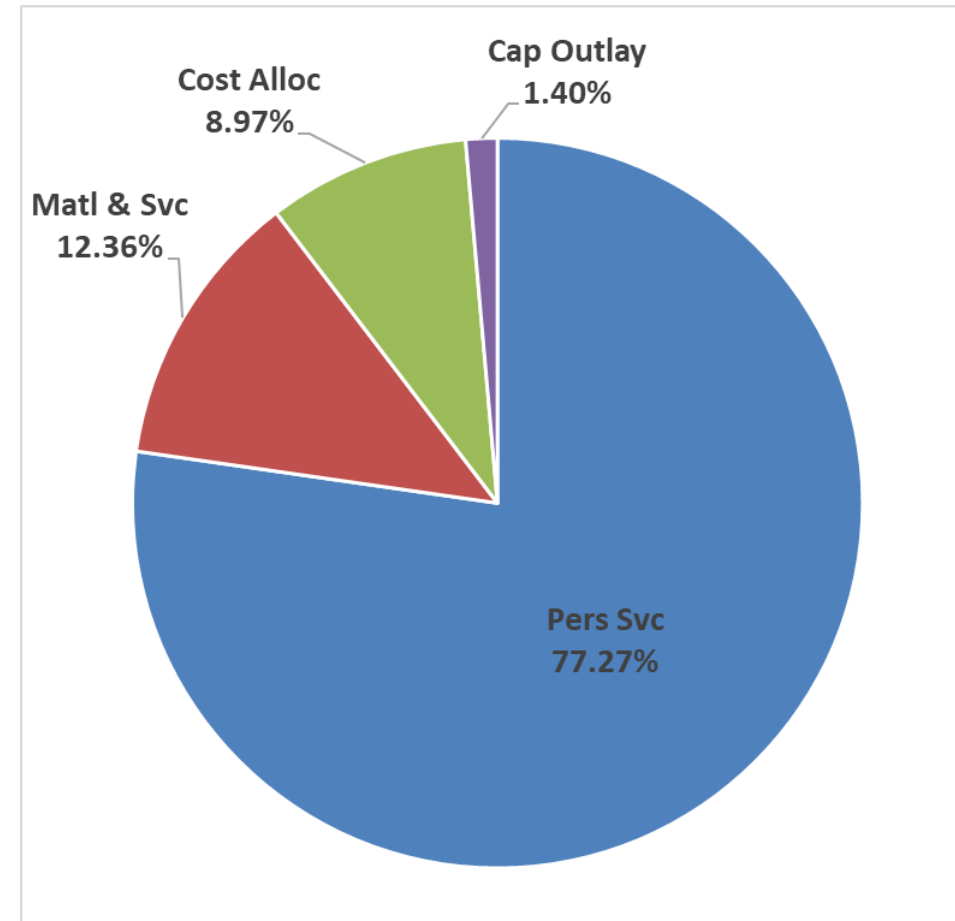
Assessment & Taxation

2020/21 Revenue and Expenses

Revenue



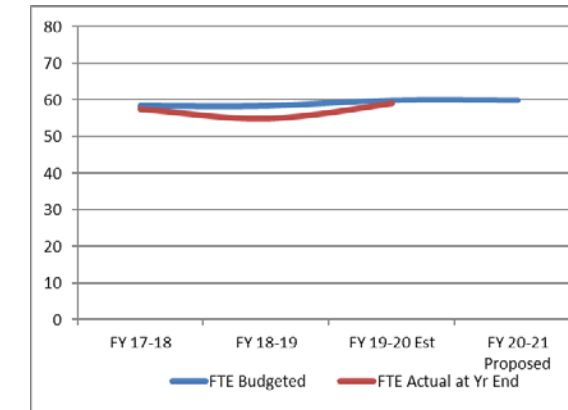
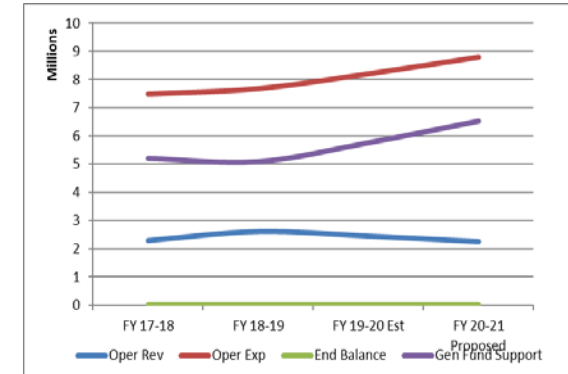
Expenditures



Assessment & Taxation

Summary of Revenue & Expenses

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	0	0	0	0	0	0	0	0%
State Grants & Revenues	1,442,067	1,344,547	1,415,000	1,415,000	1,431,386	1,391,650	-23,350	-1.7%
Charges for Service	13,885	0	0	0	0	0	0	0%
Other Rev (declass, foreclosure fees)	846,666	1,267,579	850,000	850,000	1,022,584	875,000	25,000	2.9%
Operating Revenue	2,302,618	2,612,126	2,265,000	2,265,000	2,453,970	2,266,650	1,650	0.1%
% Change	NA	13.4%	-13.3%	-13.3%	-6.1%	-7.6%		
Personnel Services	5,504,933	5,735,323	6,752,773	6,752,773	6,169,329	6,800,352	47,579	0.7%
Materials & Services	1,189,263	1,088,358	1,247,089	1,247,089	1,087,568	1,087,568	-159,521	-12.8%
Cost Allocation Charges	796,672	738,835	829,734	829,734	829,734	789,643	-40,091	-4.8%
Capital Outlay		122,947	122,947	122,947	122,947	122,947	0	0%
Operating Expenditure	7,490,868	7,685,463	8,952,543	8,952,543	8,209,578	8,800,510	-152,033	-1.7%
% Change	NA	2.6%	16.5%	16.5%	6.8%	7.2%		
Reserve for Future Expenditures	0	0	0	0		0	0	0%
Contingency	0	0	0	0		0	0	0%
Total Expenditure	7,490,868	7,685,463	8,952,543	8,952,543	8,209,578	8,800,510	-152,033	-1.7%
Ending Balance (if applicable) (includes Reserve & Contingency)	0	0	0	0	0	0	0	0%
General Fund Support (if applicable)	5,188,250	5,073,337	6,687,543	6,687,543	5,755,608	6,533,860	-153,683	-2.3%
Full Time Equiv Positions (FTE) Budgeted	58.5	58.5	60.0	60.0	60.0	60.0	0.0	0%
Full Time Equiv Positions (FTE) Filled at Yr End	57.5	55.0			59.0			
Full Time Equiv Positions (FTE) Vacant at Yr End	1.0	3.5			1.0			





Department of Assessment & Taxation

Department Budget Summary by Fund

<i>Line of Business</i>	FY 20/21	FY 20/21	FY 20/21	FY 20/21
<i>Program</i>	FTE	General Fund	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
Administration				
Office of the Assessor	2.00	359,000	359,000	313,167
			-	
Valuation			-	
Property Valuation	15.50	2,505,592	2,505,592	2,150,384
Value Adjustment	14.50	2,151,466	2,151,466	1,069,174
			-	
Tax Revenue			-	
Tax Certification, Collection & Distribution	11.50	1,654,153	1,654,153	1,290,611
			-	
Property Records			-	
Property Records & Customer Service	16.50	2,130,299	2,130,299	1,710,524
			-	
TOTAL	60.00	8,800,510	8,800,510	6,533,860
FY 19-20 Budget	60.00	8,952,543	8,952,543	6,687,543
\$ Increase (Decrease)	0.00	-152,033	-152,033	-153,683
% Increase (Decrease)	0.00%	-1.70%	-1.70%	-2.30%

** 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

Assessment & Taxation

2019 Major Accomplishments

- Completed statutory requirements and deadlines impacting the timely collection and distribution of property taxes to the County and all taxing districts
- Achieved technical integration with our oblique aerial imagery and mass appraisal software which is step one towards a more innovative approach to valuation
- Began utilizing our new imagery for property reappraisal review and made progress toward reducing undiscovered property on the tax roll
- Advancement of our project to create electronic records for Commercial, Industrial, and Multi-family properties, this will provide multiple benefits including data availability to the public and other county departments and our ability to manage and value more efficiently
- Fully implemented *Clarify, Converse, Capture* for managing employee performance and completed C3 Maps for our entire Assessment & Tax staff
- Successfully changed vendors to process mail-in property tax payments including electronic payment posting
- Quick and efficient set up of remote work processes, success at overcoming paper centric obstacles, and staying on pace with our work demands to timely produce the 2020 tax roll

Assessment & Taxation

Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff
70,000	Contract Private Fee Appraisal Work	Impact will be in tax court on any potential complex property appeals; or an adverse statewide court decision if we are unable to defend our value
26,000	Travel and Training	Potential impact to staff requiring continuing education; not attending statewide district and Association meetings and trainings
63,000	Multiple lines of Materials & Services	Includes savings in office supplies, postage, and computer equipment

Other Issues

Description	Service Level Impact, including citizens & staff



Department of Assessment & Taxation

Department Mission

The Mission of the Assessment & Taxation Department is to provide administration of the State property tax laws, including Appraisal, Assessment, Tax Collection and Mapping services to property taxpayers, county residents and taxing districts so they can have confidence in the tax system, districts are funded to deliver their services, and all stakeholders receive the highest quality customer experience.

Department of Assessment & Taxation

T. Little, County Assessor

FTE 60

Total Proposed \$ 8,800,510

General Fund Support \$ 6,533,860

Administration T. Little Total Proposed \$359,000 Gen Fund \$ 313,167	Valuation L. Longfellow Total Proposed \$4,657,058 Gen Fund \$ 3,219,558	Tax Revenue B. Rueda Total Proposed \$1,654,153 Gen Fund \$ 1,290,611	Property Records B. Rueda Total Proposed \$2,130,299 Gen Fund \$ 1,710,524
Office of the Assessor T. Little FTE 2.0 Total Proposed \$359,000 Gen Fund \$ 313,167	Property Valuation J. Bonnet FTE 15.5 Total Proposed \$2,505,592 Gen Fund \$ 2,150,384	Tax Certification, Collections & Distribution M. Coy FTE 11.5 Total Proposed \$1,654,153 Gen Fund \$ 1,290,611	Property Records & Customer Service M. Nava FTE 16.5 Total Proposed \$2,130,299 Gen Fund \$ 1,710,524
Value Adjustment T. Cooper FTE 14.5 Total Proposed \$2,151,466 Gen Fund \$ 1,069,174			



Administration Line of Business

Office of the Assessor Program

Purpose Statement

The purpose of the Administration Line of Business is to provide leadership, strategic planning, decision making, and education, to maintain and foster a positive, productive, and respectful organizational culture, and to focus on delivering excellent customer service, to the public, property owners, Board of County Commissioners, County Departments, taxing districts and other agencies, so they can receive a high quality customer experience.

Performance Narrative Statement

The Assessor's Office shares the commitment with the County Board of Commissioner's to achieve 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 outstanding public service daily by our staff in the office, the field and on the phones. We are responsive to the needs of taxpayers, citizens, and taxing districts. We conduct outreach to the public and business community in the form of town hall meetings, training opportunities, public service videos, and online information. Annual legislative sessions bring changes to the requirements of Oregon's property tax system and are a continual challenge to helping Oregonians understand our tax system and for us to effectively administer it. We remain diligent in our efforts to maintain a well-qualified, competent, and adequately staffed organization that has clear goals and direction for meeting their performance objectives. We have completed 10 recruitments since July 1, 2019, which represents 17% of our 60 FTE were replaced and trained in this current FY. The Assessor remains committed to discovering future opportunities to collaborate with other departments and jurisdictions to provide more effective and efficient services. Our aerial imagery project is a good example of sharing resources which helps build public trust by cost sharing.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Projected Performance	FY 20-21 Target
Result	Department will operate within 95% of its annual adopted budget	95%	95%	95%	95%	95%
Result	Development of an employee succession plan by 2016	100%	50%	75%	90%	95%
Efficiency	Total cost per account	\$43	\$44	\$48	\$46	\$49
Efficiency	Tax revenue generated per \$ of budgeted expenditure	\$109	\$108	\$111	\$112	\$109

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 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
State Grants & Revenues	-	40,336	47,458	46,268	45,833	(1,625)	-3.4%
Operating Revenue	-	40,336	47,458	46,268	45,833	(1,625)	-3.4%
Total Rev - Including Beginning Bal	-	40,336	47,458	46,268	45,833	(1,625)	-3.4%
Personnel Services	-	175,093	300,896	383,214	308,018	7,122	2.4%
Materials & Services	-	27,726	18,198	27,867	24,660	6,462	35.5%
Cost Allocation Charges	-	25,264	28,129	28,129	26,322	(1,807)	-6.4%
Operating Expenditure	-	228,083	347,223	439,210	359,000	11,777	3.4%
Total Exp - Including Special Categories	-	228,083	347,223	439,210	359,000	11,777	3.4%
General Fund Support (if applicable)	-	187,747	299,765	392,942	313,167	13,402	4.5%
Full Time Equiv Pos (FTE) Budgeted	-	2.00	2.00	2.00	2.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	2.00	-	2.00	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes



Valuation Line of Business

Property Valuation Program

Purpose Statement

The purpose of the Annual Property Valuation Program is to provide appraisal, statistical, analytical and reporting services to property owners and taxpayers so they can have confidence that Clackamas County properties are valued at 100% of real market value.

Performance Narrative Statement

Our business efficiencies in Valuation continue to evolve offering more transparency and delivering 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. Resource limitations and increased real estate activity continue to impact our ability to direct additional resources to convert offline records for commercial, industrial, and multi-family properties into our mass appraisal database. This data conversion would allow us to build income property valuation models to enable valuation and recalculation of these types of properties within our system. This remains a strategic goal and we have allocated a .75 FTE to continue moving this project forward. The Property Valuation Program did get an additional FTE for an additional Senior Appraiser position and this has been approved for the 2020-21 year. This Senior Appraiser is dedicated to the integration of our newly purchased aerial imagery, GIS mapping data, and our Computer Assisted Mass Appraisal (CAMA) system. This will allow us to enhance and improve efficiencies on how we perform our annual Ratio Study in order to ensure that all property is valued at 100% of real market value as required by statute. This GIS/CAMA integration will also be used to enhance valuations, reduce the need for physical inspections, improve the quality of our inventory, which aligns with the strategic goal of building public trust and so that taxpayers can have confidence in the property tax system. It will also be utilized in reappraisal a demand that remains high and mostly unmet. This additional position has more than paid for itself. Excluding new construction, 152,381 or 93% of real property accounts have not been physically reappraised within the last 6 years. This integration and lead position will continue address this unmet demand.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Projected Performance	FY 20-21 Target
Result	98% of neighborhood market areas valued at 100% of real market value and consistent with statutory requirement	98%	97%	98%	98%	98%
Output	# of new construction/property change appraisals completed	8,104	8,032	7,639	9,851	11,000
Demand	# of real properties not physically re-appraised in the past six years	157,696	153,463	152,000	152,381	145,000

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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- 4) Resolution of appeals in a timely manner
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The State reviews the adequacy of our program by looking at the following areas:

- 1) Assessment
- 2) Cartography and GIS Administration
- 3) Property Valuation
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- 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
State Grants & Revenues	-	336,137	344,068	358,576	355,208	11,140	3.2%
Other Revenues	-	1,203	-	-	-	-	0%
Operating Revenue	-	337,340	344,068	358,576	355,208	11,140	3.2%
Total Rev - Including Beginning Bal	-	337,340	344,068	358,576	355,208	11,140	3.2%
Personnel Services	-	1,676,242	1,805,971	1,858,105	1,905,299	99,328	5.5%
Materials & Services	-	261,115	288,649	266,461	273,354	(15,295)	-5.3%
Cost Allocation Charges	-	195,759	203,918	203,918	203,992	74	0.0%
Capital Outlay	-	122,947	122,947	122,947	122,947	-	0%
Operating Expenditure	-	2,256,063	2,421,485	2,451,431	2,505,592	84,107	3.5%
Total Exp - Including Special Categories	-	2,256,063	2,421,485	2,451,431	2,505,592	84,107	3.5%
General Fund Support (if applicable)	-	1,918,723	2,077,417	2,092,855	2,150,384	72,967	3.5%
Full Time Equiv Pos (FTE) Budgeted	-	14.50	14.50	14.50	15.50	1.00	6.9%
Full Time Equiv Pos (FTE) Filled at Yr End	-	14.50	-	14.50	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes



Valuation Line of Business

Value Adjustment Program

Purpose Statement

The purpose of the Value Adjustment Program is to provide program eligibility determinations, correction and dispute resolution services to property owners and taxpayers so they can have confidence their property value is accurate and they are paying the correct amount of tax.

Performance Narrative Statement

There are no new policy level requests for this program. The real estate market continues to be strong in Clackamas County. Although the acceleration of growth has slowed to single digit, increases in value of all property types continue. Value appeals to the Board of Property Tax Appeals was up 33%. and we expect additional appeals in 2020-21. 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. In the previous year 1252 new exemption and deferral eligibility determinations were reviewed as well as maintenance on the existing approximate 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. 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 over 500 accounts with value not captured on the tax roll that will result in additional value and additional revenue to taxing districts. This year we will began utilizing aerial imagery we have procured with change detection which is another invaluable tool to ensure that the accuracy and integrity of our property characteristic inventory is correct. We anticipate this will continue to result in an increase of the number of tax roll corrections to add property not on the roll and also remove property no longer in service.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Target	FY 19-20 Target	FY 19-20 Projected Performance	FY 20-21 Target
Result	Board of Property Tax Appeals will remain below 1% annually	0.17%	0.16%	<1%	0.17%	<1%
Output	# of Board of Property Tax Appeals	277	278	300	399	500
Output	# of real property accounts with tax roll corrections completed for omitted property	205	200	275	325	350

Program includes:

Mandated Services ☒ Yes

Shared Services ☒ Yes

Grant Funding ☒ Yes

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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 Adjustment Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
State Grants & Revenues	-	336,137	320,339	335,442	332,292	11,953	3.7%
Other Revenues	-	1,038,715	710,000	545,378	750,000	40,000	5.6%
Operating Revenue	-	1,374,852	1,030,339	880,820	1,082,292	51,953	5.0%
Total Rev - Including Beginning Bal	-	1,374,852	1,030,339	880,820	1,082,292	51,953	5.0%
Personnel Services	-	1,484,432	1,715,150	1,118,121	1,729,420	14,270	0.8%
Materials & Services	-	282,914	312,226	232,307	231,215	(81,011)	-25.9%
Cost Allocation Charges	-	170,500	189,853	189,853	190,831	978	0.5%
Operating Expenditure	-	1,937,846	2,217,229	1,540,281	2,151,466	(65,763)	-3.0%
Total Exp - Including Special Categories	-	1,937,846	2,217,229	1,540,281	2,151,466	(65,763)	-3.0%
General Fund Support (if applicable)	-	562,994	1,186,890	659,461	1,069,174	(117,716)	-9.9%
Full Time Equiv Pos (FTE) Budgeted	-	14.50	14.50	14.50	14.50	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	14.50	-	14.50	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes



Tax Revenue Line of Business

Tax Certification, Collection & Distribution Program

Purpose Statement

The purpose of the Property Tax Certification, Collections, and Distribution Program is to provide tax revenue calculations, distribution, reporting, and consulting services to Taxing Districts so they can budget and fund services for local citizens along with tax billing, collection, and receipting services to property owners and taxpayers so they can see a list of their taxing districts, know the value of their property and the amount of tax to pay timely.

Performance Narrative Statement

We have a new mail-in payment services provider as of January 1, 2020. The Assessor's office worked in collaboration with County Treasurer who executed a new contract with Retail LockBox to electronically process our 2020 property tax payments. Annexations and withdrawals were processed timely and accurately to be correctly reflected on the 2019-20 tax roll. The program successfully processed levy requirements for 132 taxing districts used to produce a total tax roll of \$921 million dollars. Tax notifications were mailed to 177,095 accounts by October 21, 2019. Collection and distribution was timely with taxing districts receiving funds equivalent to 88% of the total tax roll within 15 days of the November collection date. We are on target to be 97% collected by the end of the fiscal year, June 30, 2019.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Projected Performance	FY 20-21 Target
Result	87% of tax dollars distributed by November 30th each year	87%	88%	88%	88%	88%
Result	97% of tax dollars are collected by the end of the fiscal year	97%	97%	97%	97%	97%
Output	# of credit, debit and E-check online payment postings	10,610	10,513	12,033	13,200	14,400

Program includes:

Mandated Services	<input type="checkbox"/> Yes
Shared Services	<input type="checkbox"/> Yes
Grant Funding	<input 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
- 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
State Grants & Revenues	-	242,019	296,610	266,040	263,542	(33,068)	-11.1%
Other Revenues	-	174,228	105,000	195,995	100,000	(5,000)	-4.8%
Operating Revenue	-	416,247	401,610	462,035	363,542	(38,068)	-9.5%
Total Rev - Including Beginning Bal	-	416,247	401,610	462,035	363,542	(38,068)	-9.5%
Personnel Services	-	1,011,854	1,254,611	1,288,674	1,162,019	(92,592)	-7.4%
Materials & Services	-	308,921	400,335	344,660	340,784	(59,551)	-14.9%
Cost Allocation Charges	-	145,240	175,791	175,791	151,350	(24,441)	-13.9%
Operating Expenditure	-	1,466,015	1,830,737	1,809,125	1,654,153	(176,584)	-9.6%
Total Exp - Including Special Categories	-	1,466,015	1,830,737	1,809,125	1,654,153	(176,584)	-9.6%
General Fund Support (if applicable)	-	1,049,768	1,429,127	1,347,090	1,290,611	(138,516)	-9.7%
Full Time Equiv Pos (FTE) Budgeted	-	12.50	12.50	12.50	11.50	(1.00)	-8.0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	11.50	-	12.50	-		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00	-	-	-		

Significant Issues and Changes



Property Records Line of Business

Property Records & Customer Service Program

Purpose Statement

The purpose of the Property Records & Customer Service 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.

Performance Narrative Statement

This program processed nearly 17,000 deeds in 2019 resulting in ownership, address, and/or boundary changes. On average records were updated within 5 business days to accurately reflect owner names, mailing and situs address on the current assessment and tax rolls. The volume of real estate activity requires prioritization of staff in order to update and maintain GIS mapping data and assessment records accurately to meet the deadline of closing our annual tax roll. This continues to impact available resources for our ongoing digital map conversion project. Progress continues, having retired 2,677 out of 3,404 paper maps with digital maps. We continue to maintain a high response level for public records requests and customer inquiries.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Projected Performance	FY 20-21 Target
Result	# of property record changes completed	18,335	18,115	16,962	16,965	17,305
Result	>95% of phone calls returned within one business day	>95%	>95%	>95%	>95%	>95%
Result	% of Assessor's tax maps digitized	64%	67%	75%	79%	95%

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
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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 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
State Grants & Revenues	-	389,919	406,525	425,060	394,775	(11,750)	-2.9%
Local Grants & Revenues	-	-	-	-	-	-	0%
Other Revenues	-	45,295	35,000	281,211	25,000	(10,000)	-28.6%
Operating Revenue	-	435,214	441,525	706,271	419,775	(21,750)	-4.9%
Total Rev - Including Beginning Bal	-	435,214	441,525	706,271	419,775	(21,750)	-4.9%
Personnel Services	-	1,246,766	1,676,145	1,521,215	1,695,596	19,451	1.2%
Materials & Services	-	204,731	227,681	216,273	217,555	(10,126)	-4.4%
Cost Allocation Charges	-	202,072	232,043	232,043	217,148	(14,895)	-6.4%
Operating Expenditure	-	1,653,569	2,135,869	1,969,531	2,130,299	(5,570)	-0.3%
Total Exp - Including Special Categories	-	1,653,569	2,135,869	1,969,531	2,130,299	(5,570)	-0.3%
General Fund Support (if applicable)	-	1,218,355	1,694,344	1,263,260	1,710,524	16,180	1.0%
Full Time Equiv Pos (FTE) Budgeted	-	16.00	16.50	16.50	16.50	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	13.50	-	16.50	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	2.50	-	-	-	-	-

Significant Issues and Changes



County Clerk's Office

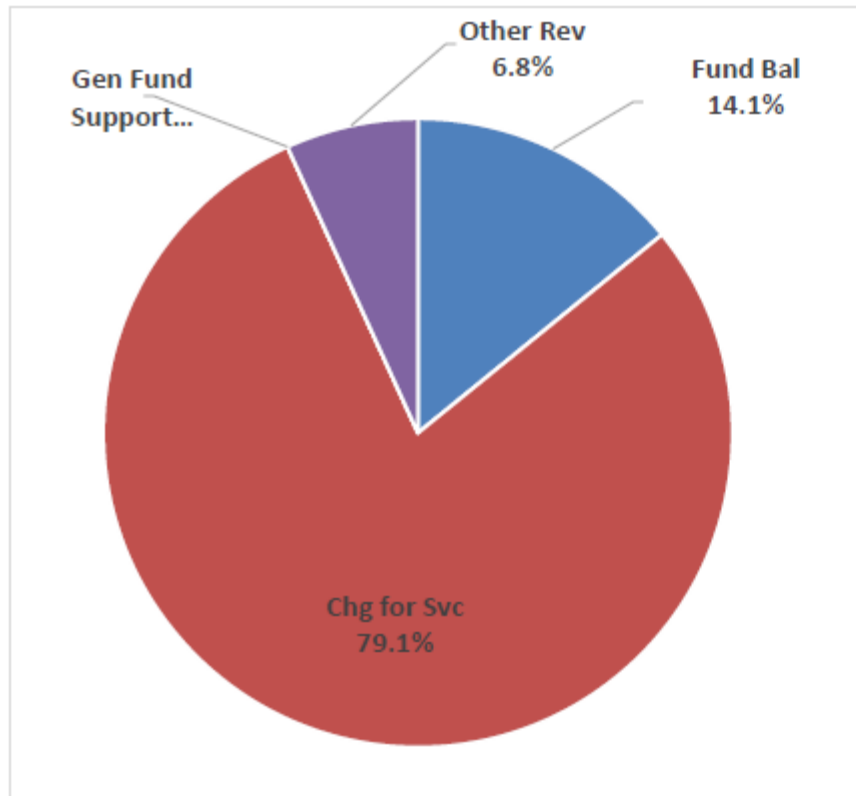
2020-2021 BUDGET PRESENTATION



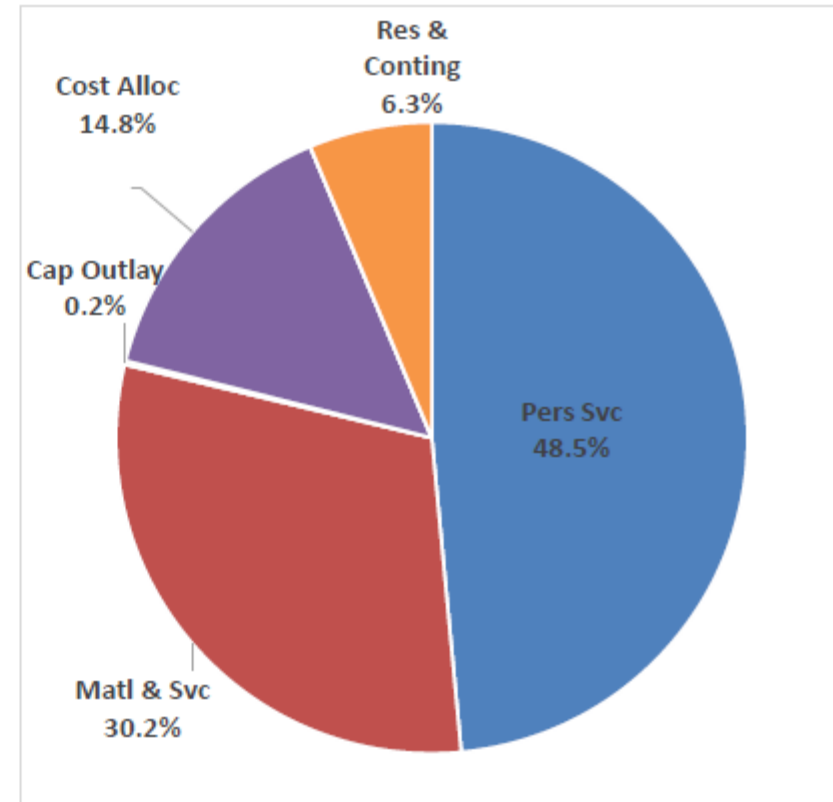
County Clerk's Office

2020/21 Revenue and Expenses

Revenue



Expenditures

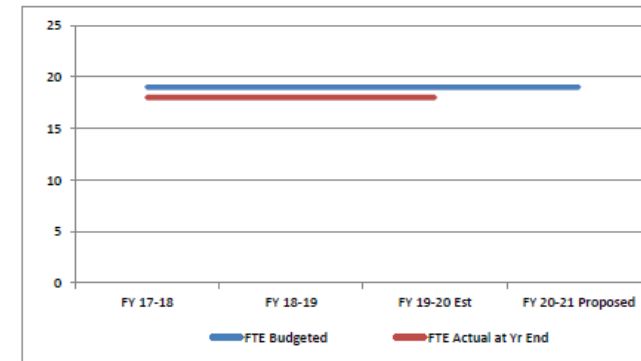
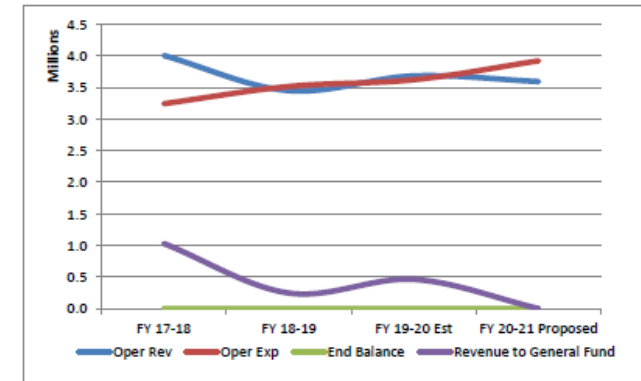


County Clerk's Office

Summary of Revenue & Expenses

County Clerk Department Summary of Revenue and Expense

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	439,963	518,165	481,157	481,157	529,824	591,667	110,510	23.0%
Charges for Service	3,578,731	3,254,365	3,283,177	3,283,177	3,288,603	3,308,177	25,000	0.8%
Other Revenue	427,392	194,991	285,000	285,000	394,915	285,000	0	0%
Operating Revenue	4,006,123	3,449,356	3,568,177	3,568,177	3,683,518	3,593,177	25,000	0.7%
% Change	NA	-13.9%	3.4%	3.4%	3.2%	-2.5%		
Personnel Services	1,719,367	1,802,904	1,970,461	1,970,461	1,935,393	2,030,141	59,680	3.0%
Materials & Services	896,036	1,099,800	1,271,727	1,271,727	1,071,355	1,264,809	-6,918	-0.5%
Cost Allocation Charges	626,785	588,088	611,835	611,835	611,835	618,534	6,699	1.1%
Capital Outlay	133	24,852	8,000	8,000	3,092	8,000	0	0%
Operating Expenditure	3,242,321	3,515,644	3,862,023	3,862,023	3,621,675	3,921,484	59,461	1.5%
% Change	NA	8.4%	9.9%	9.9%	-6.2%	8.3%		
Reserve for Future Expenditures	0	0	323,222	323,222	0	263,360	-59,862	-18.5%
Contingency	0	0	36,370	36,670	0	0	-36,670	-100.0%
Total Expenditure	3,242,321	3,515,644	4,221,615	4,221,915	3,621,675	4,184,844	-37,071	-0.9%
Ending Balance (if applicable) (includes Reserve & Contingency)								0%
Revenue provided to General Fund (Support)	1,030,363	245,275	-172,581	-172,581	0	0	172,581	-100.0%
Full Time Equiv Positions (FTE) Budgeted	19.0	19.0	19.0	19.0	19.0	19.0	0.0	0%
Full Time Equiv Positions (FTE) Filled at Yr End	18.0	18.0			17.0			
Full Time Equiv Positions (FTE) Vacant at Yr End	1.0	1.0			2.0			





County Clerk Department

Department Budget Summary by Fund

<i>Line of Business</i>	FY 20/21	FY 20/21	FY 20/21		FY 20/21
<i>Program</i>	FTE	General Fund	Records Management Fund	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
County Clerk					
Office of the Clerk	2.0	2,028,232		2,028,232	-
Elections	5.0	898,000		898,000	-
Recording	7.0	462,771		462,771	-
				-	
Records Management				-	
Records Management	5.0		795,841	795,841	
				-	
TOTAL	19.0	3,389,003	795,841	4,184,844	-
<i>FY 19/20 Budget</i>	19.0	3,423,803	798,112	4,221,915	172,581
<i>\$ Increase (Decrease)</i>	0.0	(34,800)	(2,271)	(37,071)	(172,581)
<i>% Increase (Decrease)</i>	0.00%	-1.02%	-0.28%	-0.88%	-100.00%

** 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's Office

2019 Major Accomplishments

- Recording experienced increased revenue over last FY
 - Average recorded documents increased 1200 pages a month more than previous FY
 - Surplus funds will be generated for the general fund
- Clackamas County Elections now serves over 300K registered voters for the first time which is up 20K from 2018
- The Board of Property Tax Appeals served 100 more appeals over the previous year with 400 total property tax appeals

County Clerk's Office

Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff
(\$37,071)	Overall Clerk Budget -0.88% less than last FY	None

Other Issues

Description	Service Level Impact, including citizens & staff
Records Management Manager funding source	None. Recording currently has no manager due to a retirement in March. We are currently using Recording funding to fund the Records Management manager position who has been filling in as a manager in the Recording office. This measure is saving us tax dollars.



County Clerk's Office

Department Mission

The mission of the County Clerk is to provide elections, records management, recording, property tax appeals, marriage and liquor licenses, and passport services to the public, County Departments and other government jurisdictions so they can participate in the electoral process, trust in the integrity of the processes, and promptly conduct their business in a welcoming environment.

County Clerk's Department

Sherry Hall - County Clerk

FTE 19.00

Total Proposed \$ 4,184,844

General Fund Support \$ 0

County Clerk

Sherry Hall Cty Clerk

Total Proposed

\$3,389,003

Gen Fund \$ 0

Records Management

Carol Hopkins Mgr

Total Proposed

\$795,841

Gen Fund \$ 0

Office of the Clerk/BOPTA

Sherry Hall Cty Clerk

FTE 2.0

Total Proposed

\$2,028,232

Gen Fund \$ 0

Records Management

Carol Hopkins Mgr

FTE 5.0

Total Proposed

\$795,841

Gen Fund \$ 0

Elections

Andrew Jones Mgr

FTE 5.0

Total Proposed

\$898,000

Gen Fund \$ 0

Recording

Cindy Swick Mgr

FTE 7.0

Total Proposed

\$462,771

Gen Fund \$ 0



County Clerk




Office of the Clerk

Purpose Statement

Performance Narrative Statement

The Office of the Clerk program Proposed a budget of \$2,028,232 operating budget 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 17-18 Actuals	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals	FY 20-21 Target
 Result	% of Office of the Clerk results achieved					60%
 Result	% of customers surveyed report they were happy with the level of service received					65%
 Result	% Employees with annual performance summary completed					100%

**The program applies new measures from FY21.*

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

Office of the Clerk Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Charges for Service	2,663,219	2,339,072	2,468,000	2,468,000	2,468,000	-	0%
Operating Revenue	2,663,219	2,339,072	2,468,000	2,468,000	2,468,000	-	0%
Total Rev - Including Beginning Bal	2,663,219	2,339,072	2,468,000	2,468,000	2,468,000	-	0%
Personnel Services	1,236,300	1,244,957	1,368,938	1,360,262	1,514,508	145,570	10.6%
Materials & Services	44,253	50,318	79,659	48,578	78,003	(1,656)	-2.1%
Cost Allocation Charges	485,086	451,162	434,482	434,482	435,721	1,239	0.3%
Capital Outlay	133	12,376	-	3,092	-	-	0%
Operating Expenditure	1,765,772	1,758,813	1,883,079	1,846,414	2,028,232	145,153	7.7%
Total Exp - Including Special Categories	1,765,772	1,758,813	1,883,079	1,846,414	2,028,232	145,153	7.7%
General Fund Support (if applicable)	(1,030,363)	(245,275)	172,581	(461,003)	-	-	0.0%
Full Time Equiv Pos (FTE) Budgeted	2.00	2.00	2.00	2.00	2.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	2.00	2.00		2.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-		

Significant Issues and Changes

All Clerk, Elections, and Recording FTE's funded out of Office of the Clerk Personnel Services line now. The increase (\$145k) is not so much an increase in that we swapped it out of the Recording Program budget.






Elections Program

Purpose Statement

Performance Narrative Statement

The Elections program Proposed a \$898,000 operating budget, a slight increase in funding levels due to the upcoming general election that includes the Presidential election. These resources will serve all registered voters of Clackamas County, candidates for elected office, those who file measures, and allowing local governments to hold elections.

Key Performance Measures

		FY 17-18 Actuals	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals	FY 20-21 Target
	Result % Elections open to observation					100%
	Result % Ballot correspondence sent to voter within two business days					100%
	Result % Election filings on the County's website within one business day					100%

**The program applies new measures from FY21.*

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 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Miscellaneous Revenue	427,472	194,916	285,000	394,851	285,000	-	0%
Operating Revenue	427,472	194,916	285,000	394,851	285,000	-	0%
Total Rev - Including Beginning Bal	427,472	194,916	285,000	394,851	285,000	-	0%
Personnel Services	-	-	-	-	-	-	0%
Materials & Services	638,723	829,454	891,100	783,618	898,000	6,900	0.8%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	-	-	0%
Capital Outlay	-	12,746	-	-	-	-	0%
Operating Expenditure	638,723	842,200	891,100	783,618	898,000	6,900	0.8%
Total Exp - Including Special Categories	638,723	842,200	891,100	783,618	898,000	6,900	0.8%
General Fund Support (if applicable)	-	-	-	-	-	-	0.0%
Full Time Equiv Pos (FTE) Budgeted	6.00	6.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	6.00	6.00		4.00	-		
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.00	-		

Significant Issues and Changes



County Clerk




Recording Program

Purpose Statement

Performance Narrative Statement

The Recording program Proposed a \$462,771 operating budget, a continuation of current funding levels. These resources will provide the public access so they can receive marriage licenses, certify ownerships, interest, and definitions of property within Clackamas County.

Key Performance Measures

		FY 17-18 Actuals	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals	FY 20-21 Target
 Result	% Recorded documents returned within 10 business days					80%
 Result	% Requests for certified documents fulfilled within two business days of request					80%
 Result	% Recorded documents indexed within five business days of being recorded					100%

**The program applies new measures from FY21.*

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

Recording Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	334,217	344,764	323,222	323,222	461,003	137,781	42.6%
Charges for Service	243,332	212,475	175,000	175,000	175,000	-	0%
Miscellaneous Revenue	(80)	75	-	(36)	-	-	0%
Operating Revenue	243,252	212,550	175,000	174,964	175,000	-	0%
Total Rev - Including Beginning Bal	577,469	557,314	498,222	498,186	636,003	137,781	27.7%
Personnel Services	111,492	130,987	129,432	129,432	-	(129,432)	-100.0%
Materials & Services	121,810	112,627	188,970	140,670	191,411	2,441	1.3%
Capital Outlay	-	-	8,000	-	8,000	-	0%
Operating Expenditure	233,302	243,614	326,402	270,102	199,411	(126,991)	-38.9%
Reserve for Future Expenditures	-	-	323,222	-	263,360	(59,862)	-18.5%
Total Exp - Including Special Categories	233,302	243,614	649,624	270,102	462,771	(186,853)	-28.8%
General Fund Support (if applicable)	-	-	-	-	-	-	0.0%
Full Time Equiv Pos (FTE) Budgeted	7.00	7.00	7.00	7.00	7.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	7.00	7.00	-	6.00	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.00	-	-	-

Significant Issues and Changes

We currently have no Recording manager due to a recent retirement. We are testing having the Records Management manager oversee the Recording department while we search for a new Recording Manager, this should afford us some cost savings to Records Management as we temporarily fund that cost allocated position from what would have funded the Recording Manager's position. This will affect actual figures in Personnel for Records Management next year.



Records Management




Records Management Program

Purpose Statement

Performance Narrative Statement

Records Management Proposed a \$795,841 operating budget to provide custodial storage, preservation, and archiving of County records to insure compliance with Oregon State rules and laws. The resources serve departments and the public concerning County records. The Passport Services program 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 17-18 Actuals	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals	FY 20-21 Target
 Result	% Permanent, hardcopy documents stored in Records Management will be converted to archival film (target 100% by 2023)					100%
 Result	% Department Records Requests delivered within one business day					100%
 Result	% Records destruction lists signed and returned within 30 calendar days of issuance (target 50% by 2023)					50%

*The program applies new measures from FY21.

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

Records Management Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	105,746	173,401	157,935	206,602	130,664	(27,271)	-17.3%
Charges for Service	672,180	702,819	640,177	645,603	665,177	25,000	3.9%
Operating Revenue	672,180	702,819	640,177	645,603	665,177	25,000	3.9%
Total Rev - Including Beginning Bal	777,926	876,220	798,112	852,205	795,841	(2,271)	-0.3%
Personnel Services	371,575	426,960	472,091	445,699	515,633	43,542	9.2%
Materials & Services	91,250	105,732	111,998	98,489	97,395	(14,603)	-13.0%
Cost Allocation Charges	141,699	136,926	177,353	177,353	182,813	5,460	3.1%
Operating Expenditure	604,524	669,618	761,442	721,541	795,841	34,399	4.5%
Contingency	-	-	36,670	-	-	-	0%
Total Exp - Including Special Categories	604,524	669,618	798,112	721,541	795,841	34,399	-0.3%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.00	5.00	5.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	4.00	5.00		5.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	-	-	-	-		

Significant Issues and Changes

We currently have no Recording manager due to a recent retirement. We are testing having the Records Management manager oversee the Recording department while we search for a new Recording Manager, this should afford us some cost savings to Records Management as we temporarily fund that cost allocated position from what would have funded the Recording Manager's position. This will affect actual figures in Personnel for Records Management next year.



Finance Department

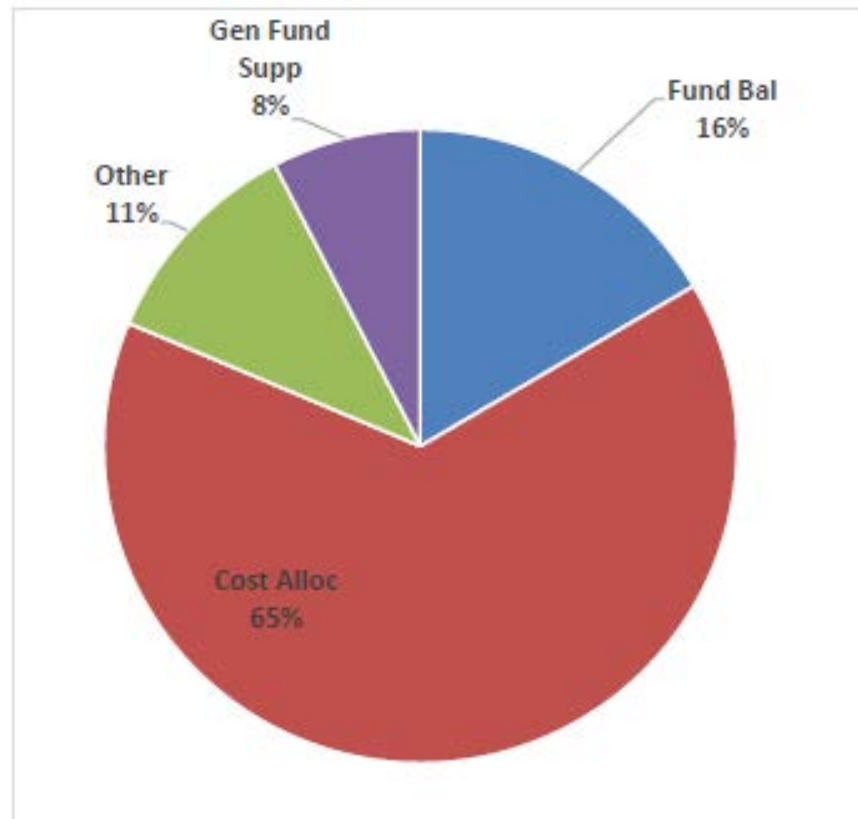
2020-2021 BUDGET PRESENTATION



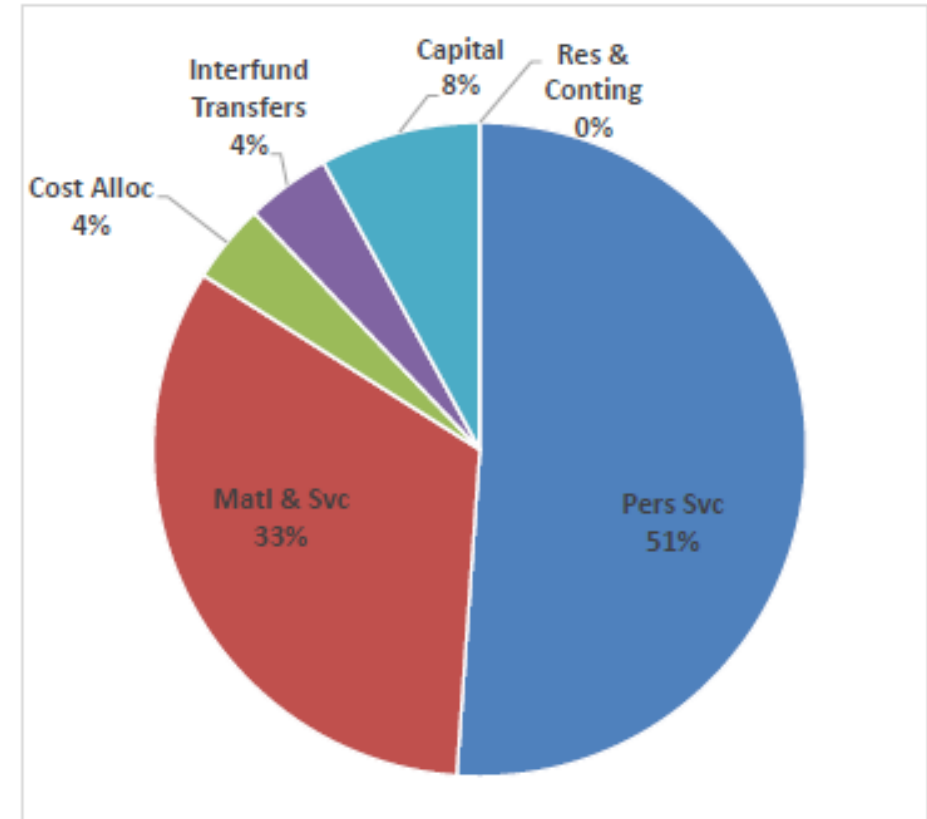
Finance Department

2020/21 Revenue and Expenses

Revenue



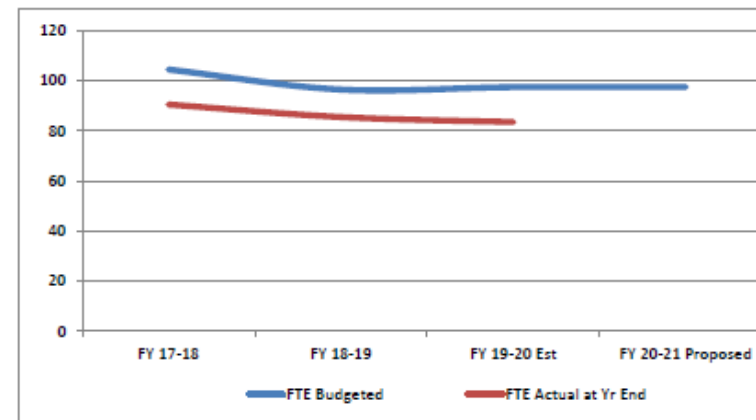
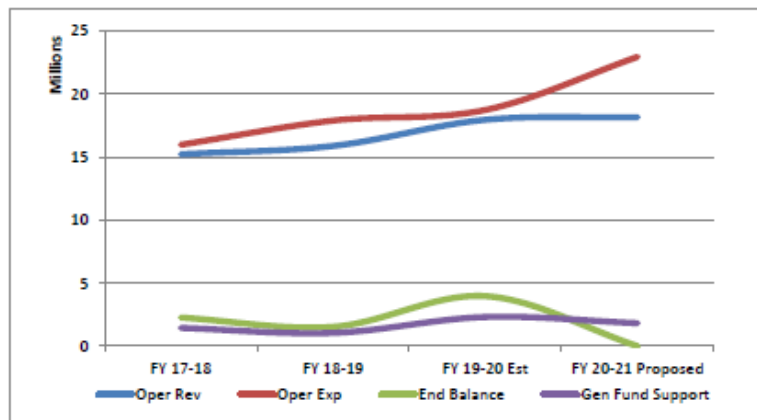
Expenditures



Finance Department

Summary of Revenue & Expenses

	FY 17-18	FY 18-19	FY 19-20 Adopted Budgeted	FY 19-20 Amended Budgeted	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,573,716	2,490,790	1,497,860	1,497,860	2,434,367	3,965,973	2,468,113	164.8%
Charges for Service	12,971,668	13,472,125	15,542,276	15,542,276	15,331,816	15,506,594	-35,682	-0.2%
Other Revenues	2,240,703	2,400,889	2,596,130	2,596,130	2,613,331	2,641,283	45,153	1.7%
Operating Revenue	15,212,371	15,873,014	18,138,406	18,138,406	17,945,147	18,147,877	9,471	0.1%
% Change	NA	4.3%	14.3%	14.3%	13.1%	0.7%		
Personnel Services	8,901,355	9,541,396	11,747,929	11,747,929	10,160,295	12,239,459	491,530	4.2%
Materials & Services	6,274,833	6,921,849	7,309,339	7,835,339	7,516,800	7,855,239	19,900	0.3%
Cost Allocation Charges	771,456	784,050	945,283	945,283	901,544	940,045	-5,238	-0.6%
Capital Outlay	19,762	634,457	566,000	566,000	147,187	1,901,442	1,335,442	235.9%
Operating Expenditure	15,967,406	17,881,752	20,568,551	21,094,551	18,725,826	22,936,185	1,841,634	8.7%
% Change	NA	12.0%	15.0%	18.0%	4.7%	20.7%		
Interfund Transfers	0	0	0	0	0	1,000,000	1,000,000	100.0%
Reserve for Future Expenditures	0	0	0	0	0	0	0	0%
Contingency	0	0	1,380,000	854,000	0	0	-854,000	0.0%
Total Expenditure	15,967,406	17,881,752	21,948,551	21,948,551	18,725,826	23,936,185	987,634	9.1%
Ending Balance (includes Reserve & Contingency)	2,266,901	1,534,367	1,380,000	854,000	3,965,973	0	-854,000	-100.0%
General Fund Support (if applicable)	1,448,220	1,052,315	2,312,285	2,312,285	2,312,285	1,822,335	-489,950	-21.2%
Full Time Equiv Positions (FTE) Budgeted	104.5	96.5	97.5	97.5	97.5	97.5	0.0	0%
Full Time Equiv Positions (FTE) Filled at Yr End	90.5	85.5			83.5			
Full Time Equiv Positions (FTE) Vacant at Yr End	14.0	11.0			14.0			



<i>Line of Business</i>	FY 20/21	FY 20/21	FY 20/21	FY 20/21	FY 20/21
<i>Program</i>	FTE	General Fund	Facilities Management Fund	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
Financial Executive Support					
Executive Leadership & Administration	3.75	1,051,798		1,051,798	(40,318)
Financial Systems Support	2.00	671,888		671,888	671,888
Financial Management & Accountability					
Procurement and Contract Services	8.65	1,290,809		1,290,809	172,318
Financial Accounting & Reporting	8.30	1,500,800		1,500,800	580,700
Budget	5.30	1,071,864		1,071,864	582,848
Accounting Services					
Payroll	5.30	750,449		750,449	117,729
Accounts Payable	4.00	394,502		394,502	(258,465)
Accounts Receivable	5.30	601,262		601,262	(51,705)
Courier & Mail Operations					
Courier and Mail	3.93	784,926		784,926	47,340
Facilities Management					
Facilities Operations	29.00		4,777,973	4,777,973	-
Facilities Construction & Projects	12.00		1,480,677	1,480,677	-
Utilities	10.00		2,418,741	2,418,741	-
Facilities Administrative Services			7,140,496	7,140,496	-
TOTAL	97.53	8,118,298	15,817,887	23,936,185	1,822,335 8%
FY 19/20 Budget	97.53	8,490,234	13,458,316	21,948,550	2,312,285
\$ Increase (Decrease)	0.00	(371,936)	2,359,571	1,987,635	(489,950)
% Increase (Decrease)	0.00%	-4.38%	17.53%	9.06%	-21.19%

** 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

Finance Department

Performance Clackamas Strategic Results

BCC Priority	Measure	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY20-21 Target
Build Public Trust through Good Government	By 2021, the County's budget will be 100% tied to results with transparency to the public	NEW FY 20-21	NEW FY 20-21	NEW FY 20-21	100%

Finance Department

2019 Major Accomplishments

Secured OpenGov budgeting software (7 year contract)

Implemented online Procurement card reconciliations in PeopleSoft

Developed a new Department Strategic Plan centering around the BCC goal county budget

Current performance evaluations for the entire Department by 12/31/19

Facilities secured Z-Link, asset management and work order software

CUP Remodel-Phase 3

- Completion of the new training room and Construction offices. The project was completed August of 2019. This space was constructed with the infra-structure to also be used as the County Disaster Operations Center when needed. The space was put to use and proved successful during the COVID – 19 pandemic when the Emergency Operations Center moved and assumed the space, allowing operations to maintain an acceptable level of social distancing while providing services to the County.

COVID-19 Response

- Managed project to transition Disaster Management team from CCOM building to Central Utility Plant to set up Emergency Operations Center.
- Set up warehouse and provided ongoing support to EOC logistics to inventory, receive and distribute COVID-19 supplies.
- Created signage to support social distancing and installed Plexiglas sneeze guards to mitigate risk of transmission in high traffic areas.

Finance Department

Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff
\$363,831	Reduction of Finance contingency saved for technology and process improvements	Helps support General Fund. Places contingency in General Fund Contingency to save for process improvements, utilizing existing staff and software.
\$1,000,000	Reduction of Facilities contingency and return of fund balance to the General Fund.	Helps support General Fund. Places funding for deferred maintenance with other General Fund Reserves.

Other Issues

Description	Service Level Impact, including citizens & staff
Chart of Accounts Project: Begin process of a complete Re-write for best practices	Improve ease of use and reporting; and improve forecasting capabilities
OpenGov Budgeting Software Contract	Replacing obsolete BRASS budgeting software and expanding budgeting and reporting capabilities
Identified areas for process Improvements in the Department (AP, AR, & others)	Improve service levels for our customers, create efficiencies County-wide through use of technology



Questions?



Department Mission

The mission of the Department of Finance is to provide financial and facilities management services to County departments and agencies so they can effectively deliver services to their customers while promoting transparency and responsible stewardship of public funds.

Department of Finance

Elizabeth Comfort - Director, Interim
Christa Bosserman Wolfe - Deputy Director
FTE 97.53
Total Request \$ 23,936,185

General Fund Support \$ 1,822,335

Financial Executive Support Total Request \$1,723,686 Gen Fund \$ 631,570	Financial Management & Accountability Total Request \$3,863,473 Gen Fund \$ 1,335,866	Accounting Services Total Request \$1,746,213 Gen Fund \$ (192,441)	Courier & Mail Total Request \$784,926 Gen Fund \$ 47,340	Facilities Management Jeff Jorgensen - Division Director Total Request \$15,817,887 Gen Fund \$ -
Executive Leadership & Administration Elizabeth Comfort - Director FTE 3.75 Total Request \$1,051,798 Gen Fund \$ (40,318)	Procurement and Contract Services George Marlton - Chief Procurement Officer FTE 8.65 Total Request \$1,290,809 Gen Fund \$ 172,318	Payroll Vicky Anderson - Manager FTE 5.30 Total Request \$750,449 Gen Fund \$ 117,729	Courier & Mail Operations Laurie Bergstrom - Office Supervisor FTE 3.93 Total Request \$784,926 Gen Fund \$ 47,340	Facilities Operations Dan Robertson - Operations Manager FTE 29.00 Total Request \$4,777,973 Gen Fund \$ -
Financial Systems Support Christa Bosserman Wolfe - Deputy Director FTE 2.00 Total Request \$671,888 Gen Fund \$ 671,888	Financial Accounting & Reporting Christa Bosserman Wolfe - Deputy Director FTE 8.30 Total Request \$1,500,800 Gen Fund \$ 580,700	Accounts Payable FTE 5.30 Total Request \$394,502 Gen Fund \$ (258,465)	Facilities Construction & Projects Steven Bloemer - Construction Supervisor FTE 12.00 Total Request \$1,480,677 Gen Fund \$ -	
Budget FTE 5.30 Total Request \$1,071,864 Gen Fund \$ 582,848		Accounts Receivable FTE 4.00 Total Request \$601,262 Gen Fund \$ (51,705)	Utilities Dan Robertson - Operations Manager FTE 0.00 Total Request \$2,418,741 Gen Fund \$ -	
				Facilities Administrative Services Stephen Hill - Business Services Manager FTE 10.00 Total Request \$7,140,496 Gen Fund \$ -



Financial Executive Support

Executive Leadership & Administration




Purpose Statement

The purpose of the Executive Leadership & Administration program is to provide leadership, administrative, financial, communications and strategic planning services to Department Employees and other County Leadership so they can make informed decisions that further the achievement of both strategic and operational results.

Performance Narrative Statement

The Executive Leadership & Administration Program proposes a \$1,051,798 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 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
 Result	Department respondents will "agree" or "strongly agree" that they receive quality professional services from the Finance Department that equip them to do their jobs	NEW	NEW	NEW	NEW	85%
 Result	Bond rating maintained or improved	Aaa	Aaa	Aaa	Aaa	N/A
 Result	% Finance Divisions/Programs with updated strategic plan performance results	NEW	75%	100%	100%	N/A

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



Financial Executive Support

Executive Leadership & Administration

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	223,889	-	-	1,092,116	1,092,116	0%
Charges for Service	1,556	-	-	-	-	-	0%
Other Revenues	2,243	300	-	-	-	-	0%
Operating Revenue	3,799	300	-	-	-	-	0%
Total Rev - Including Beginning Bal	3,799	224,189	-	-	1,092,116	1,092,116	#DIV/0!
Personnel Services	752,807	752,640	973,025	901,686	884,434	(88,591)	-9.1%
Materials & Services	76,324	117,003	174,655	119,371	115,285	(59,370)	-34.0%
Cost Allocation Charges	54,753	51,300	55,438	55,438	52,079	(3,359)	-6.1%
Operating Expenditure	883,884	920,943	1,203,118	1,076,495	1,051,798	(151,320)	-12.6%
Contingency	-	-	-	-	-	-	100.0%
Total Exp - Including Special Categories	883,884	920,943	1,203,118	1,076,495	1,051,798	(151,320)	-12.6%
General Fund Support (if applicable)	880,085	696,754	1,203,118	1,076,495	(40,318)	(1,243,436)	-103.4%
Full Time Equiv Pos (FTE) Budgeted	4.80	5.00	5.75	5.75	3.75	(2.00)	-34.8%
Full Time Equiv Pos (FTE) Filled at Yr End	5.60	4.80		5.00		-	
Full Time Equiv Pos (FTE) Vacant at Yr End	(0.80)	0.20		0.75		-	

Significant Issues and Changes

*Reductions are due to movement of personnel and expenditures to new programs. Beginning fund balance grew due to departmental vacancies in essential personnel.



Financial Executive Support

Financial System Support



Purpose Statement

The purpose of the Financial Systems Support program is to provide systems implementations, updates, training and ongoing support services to System Users so they can record, monitor, manage and report their financial information from the County's systems of record.

Performance Narrative Statement

The Financial System Support Program proposes a \$671,888 budget, a continuation of current service funding levels. These resources will allow the program to deliver financial systems development, implementation, maintenance and training to department and County staff so they can effectively manage and apply the finances of the County, which benefit County residents through responsible management, furthering the strategic objective of building public trust through good government.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
 Result	Systems users who "strongly agree" or "agree" that they can record, monitor, manage, and report their financial information from the County's system of record	NEW	NEW	NEW	NEW	85%
 Output	Number of employees that attended PeopleSoft Finance classes	50	50	50	50	N/A

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



Financial Executive Support

Financial System Support

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	-	-	0%
Other Revenues	-	-	-	-	-	-	0%
Operating Revenue	-	-	-	-	-	-	0%
Total Rev - Including Beginning Bal	-	-	-	-	-	-	0%
Personnel Services	-	-	-	-	343,902	343,902	100%
Materials & Services	-	-	-	-	321,971	321,971	100%
Indirect Costs (Internal Dept Chgs)	-	-	-	-	-	-	0%
Cost Allocation Charges	-	-	-	-	6,015	6,015	100%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	-	-	-	-	671,888	671,888	100%
Debt Service	-	-	-	-	-	-	0%
Special Payments	-	-	-	-	-	-	0%
Interfund Transfers	-	-	-	-	-	-	0%
Reserve for Future Expenditures	-	-	-	-	-	-	0%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	-	-	-	-	671,888	671,888	100%
General Fund Support (if applicable)	0	0	0	0	671,888	671,888	100%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	2.00	2.00	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes

* This is a new program that we created when we developed our new strategic plan. 2 employees and this work was previously housed in the Office of the Director (now Executive Leadership & Administration).

* Material & Services is held for costs of OpenGov Software and other PeopleSoft technology service enhancement projects.

* Contingency was reduced by \$363K as part of the Reduction packages.



Financial Management & Accountability

Procurement and Contract Services



Purpose Statement

The purpose of the Procurement and Contract Services Program is to provide policy training, and the acquisition of goods and contracted services to County Departments and agencies so they can acquire the goods and services needed within established timelines and in compliance with public procurement requirements.

Performance Narrative Statement

The Procurement and Contract Services Program proposes a \$1,290,809 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
 Result	County employees attending procurement trainings	NEW	NEW	NEW	NEW	15%
 Result	% successfully completed procurements (Unsuccessful procurements are projects that are cancelled because no bids, over budget, or the project has been cancelled.)	99%	99%	90%	100%	N/A
Result	% Small contracts (<\$50k) completed within 10 business days	NEW	85%	85%	88%	N/A
Output	Number of contracts completed	1082	1082	900	579	N/A

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.



Financial Management & Accountability

Procurement and Contract Services

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Charges for Service	629,459	888,944	900,491	905,498	900,491	-	0%
Other Revenues	126,088	113,459	214,272	222,617	218,000	3,728	1.7%
Operating Revenue	755,547	1,002,403	1,114,763	1,128,115	1,118,491	3,728	0.3%
Total Rev - Including Beginning Bal	755,547	1,002,403	1,114,763	1,128,115	1,118,491	3,728	0.3%
Personnel Services	864,310	1,006,129	1,069,432	1,054,932	1,092,790	23,358	2.2%
Materials & Services	83,914	106,235	117,450	108,800	112,008	(5,442)	-4.6%
Cost Allocation Charges	65,393	64,348	85,712	85,712	86,011	299	0.3%
Capital Outlay	6,362	-	-	-	-	-	0%
Operating Expenditure	1,019,979	1,176,712	1,272,594	1,249,444	1,290,809	18,215	1.4%
Total Exp - Including Special Categories	1,019,979	1,176,712	1,272,594	1,249,444	1,290,809	18,215	1.4%
General Fund Support (if applicable)	264,432	174,309	157,831	121,329	172,318	14,487	9.2%
Full Time Equiv Pos (FTE) Budgeted	6.70	6.70	8.65	8.65	8.65	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	6.70	5.70		8.65		-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	1.00		-		-	

Significant Issues and Changes

*Currently recruiting to fill vacant position.



Financial Management & Accountability

Financial Accounting & Reporting



Purpose Statement

The purpose of the Financial Accounting & Reporting Program is to provide financial reporting, general ledger, and grants management services to the County and County Departments so they can have timely and accurate financial reports to make informed decisions.

Performance Narrative Statement

The Financial Accounting & Reporting Program proposes a budget of \$1,500,800, a continuation of our current funding level. These resources will allow us to complete the required financial management, reporting, and the Single Audit for 220 Federal financial assistance awards and various other grants, at a cost of \$5,001 per award/grant. Achieving these targets allows the County departments to both retain existing funding and obtain new funding, while in good standing with grantors.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
 Result	Grants without financial audit & monitoring findings	NEW	NEW	NEW	NEW	100%
 Result	% Financial reports filed on or before the due date	NEW	87%	100%	87%	100%

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

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

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 & Accountability

Financial Accounting & Reporting

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Charges for Service	784,448	903,004	920,100	920,100	920,100	-	0%
Other Revenues	10	-	-	-	-	-	100.0%
Operating Revenue	784,458	903,004	920,100	920,100	920,100	-	0%
Total Rev - Including Beginning Bal	784,458	903,004	920,100	920,100	920,100	-	0%
Personnel Services	784,394	811,366	950,741	885,741	1,130,255	179,514	18.9%
Materials & Services	73,162	74,558	79,972	82,137	295,962	215,990	270.1%
Cost Allocation Charges	59,502	62,494	69,593	69,593	74,583	4,990	7.2%
Operating Expenditure	917,058	948,417	1,100,306	1,037,471	1,500,800	400,494	36.4%
Total Exp - Including Special Categories	917,058	948,417	1,100,306	1,037,471	1,500,800	400,494	36.4%
General Fund Support (if applicable)	132,600	45,413	180,206	117,371	580,700	400,494	222.2%
Full Time Equiv Pos (FTE) Budgeted	7.30	7.30	6.30	6.30	8.30	2.00	31.7%
Full Time Equiv Pos (FTE) Filled at Yr End	7.30	7.30		5.30		-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		1.00		-	

Significant Issues and Changes

* This is a new program from our new strategic plan. In FY19/20, it was the Grants program only.

* 2 FTE that supported the General Ledger and Annual Audit moved from previous accounting program into this new program. Cost increases are largely attributed to the change in the program structure, as well as moving the audit fees to this program.



Financial Management & Accountability

Budget


Purpose Statement

The purpose of the Budget Program is to provide financial planning, analysis, monitoring and support services to County leadership, County Departments, and Agencies so they can effectively manage resources to achieve their strategic and operational results in a fiscally sustainable manner.

Performance Narrative Statement

The Budget Program proposes a budget of \$1,071,864, 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	Appropriation in which year-end actual is within 5% of final budget	NEW	NEW	NEW	NEW	75%
 Result	% of departmental budgets where expenditures do not exceed appropriations at end of fiscal year.	70%	98%	100%	NA ¹	N/A

¹ NA - Audit results are monitored as of fiscal year end.

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 & Accountability

Budget

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	900,000	900,000	-	(900,000)	-100.0%
Charges for Service	416,632	435,784	1,009,016	489,016	489,016	(520,000)	-51.5%
Other Revenues	-	20	-	-	-	-	0%
Operating Revenue	416,632	435,804	1,909,016	489,016	489,016	(1,420,000)	-74.4%
Total Rev - Including Beginning Bal	416,632	435,804	2,809,016	1,389,016	489,016	(2,320,000)	-82.6%
Personnel Services	431,641	295,583	603,784	492,784	764,292	160,508	26.6%
Materials & Services	27,617	22,394	607,668	551,748	267,169	(340,499)	-56.0%
Cost Allocation Charges	34,124	34,317	36,969	36,969	40,403	3,434	9.3%
Operating Expenditure	493,382	352,294	1,248,421	1,081,501	1,071,864	(176,557)	-14.1%
Contingency	-	-	374,000	-	-	(374,000)	-100.0%
Total Exp - Including Special Categories	493,382	352,294	1,622,421	1,081,501	1,071,864	(550,557)	-33.9%
General Fund Support (if applicable)	76,750	(83,510)	(1,186,595)	(307,515)	582,848	1,769,443	-149.1%
Full Time Equiv Pos (FTE) Budgeted	4.00	4.00	5.30	5.30	5.30	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	3.00	3.00		4.30		-	
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.00		1.00		-	

Significant Issues and Changes

* The budget manager positions is currently under recruitment with plans to have a new hire by 7/1/20.

* The large reduction in materials and services is due to the computer non-capital account line being reduced by funds already expended FY19-20 on the OpenGov budget software implementation.

*The Materials and Services budget includes professional service dollars for our continued review of our current budgeting methodology and/or review of cost allocation.

*The vacancies we currently have held for the Budget Office will need filled to support the efforts of changing our approach to budgeting at the county, better monitoring, and a higher level of service. These positions are in the process of being filled with intended start dates at the beginning of FY 20-21.



Accounting Services

Payroll


Purpose Statement

The purpose of the Payroll Program is to provide payroll consultation, inquiry response, report, and reconciliation services to County employees and departments so that employees are paid correctly and on-time.

Performance Narrative Statement

The Payroll Program proposes a \$750,449 budget, a continuation of our current funding level. These resources allow the program to serve County employees and departments, processing approximately 61,000 paychecks annually at a cost of \$11.69 a paycheck, so employees are paid accurately and on time, while providing payroll consultation, inquiry response, reporting and reconciliation services. This will result in the responsible management of public funds.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
 Result	% Employees per pay period paid correctly and on time	96%	93%	99%	95%	99%
Output	Number of timesheet amendments completed	2,537	2,400	2,500	1,875	2,500

Program includes:

Mandated Services ☒ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

Explanation Wage and hour law - BOLI and the Internal Revenue Service.



Accounting Services

Payroll

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Charges for Service	590,414	599,818	632,720	632,720	632,720	-	0%
Operating Revenue	590,414	599,818	632,720	632,720	632,720	-	0%
Total Rev - Including Beginning Bal	590,414	599,818	632,720	632,720	632,720	-	0%
Personnel Services	564,231	591,152	662,386	661,755	673,464	11,078	1.7%
Materials & Services	30,576	35,125	32,001	28,491	26,427	(5,574)	-17.4%
Cost Allocation Charges	45,932	45,482	51,687	51,687	50,558	(1,129)	-2.2%
Operating Expenditure	640,739	671,759	746,074	741,933	750,449	4,375	0.6%
Total Exp - Including Special Categories	640,739	671,759	746,074	741,933	750,449	4,375	0.6%
General Fund Support (if applicable)	50,325	71,941	113,354	109,213	117,729	4,375	3.9%
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.30	5.30	5.30	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00		5.30		-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-		-	

Significant Issues and Changes

* Increases in personnel are due to cost of living, PERS, healthcare, ect...



Accounting Services

Accounts Payable



Purpose Statement

The purpose of the Accounts Payable Program is to provide invoice processing and payment support services to County Departments, so their vendors are paid timely and accurately.

Performance Narrative Statement

The Accounts Payable Program proposes an \$394,502 budget, 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
 Result	Payments issued within 7 days of Accounts Payable receiving properly completed payment request	NEW	NEW	NEW	NEW	100%
 Result	% of vendor payments issued via ACH	6%	5%	25%	19%	25%
Output	Number of vendor payments issued via check	19,976	23,769	16,500	12,543	16,500
Output	Number of vendor payments issued via ACH	976	1,193	5,500	2,329	5,500

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

Explain all "Yes" boxes below

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

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

Explanation The county is legally and contractually obligated to pay its vendors.



Accounting Services

Accounts Payable

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Federal Grants & Revenues	-	-	-	-	-	-	0%
Charges for Service	-	-	-	-	652,967	652,967	100%
Operating Revenue	-	-	-	-	652,967	652,967	100%
Total Rev - Including Beginning Bal	-	-	-	-	652,967	652,967	100%
Personnel Services	-	-	-	-	301,560	301,560	100%
Materials & Services	-	-	-	-	39,245	39,245	100%
Cost Allocation Charges	-	-	-	-	53,697	53,697	100%
Operating Expenditure	-	-	-	-	394,502	394,502	100%
Total Exp - Including Special Categories	-	-	-	-	394,502	394,502	100%
General Fund Support (if applicable)	0	0	0	0	-258,465	(258,465)	100%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	4.00	4.00	100%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	-
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	-

Significant Issues and Changes

* This is a new program from our new strategic plan. Existing and current employees and costs.



Accounting Services

Accounts Receivable


Purpose Statement

The purpose of the Accounts Receivable Program is to provide billing and collection support services to County Departments so they can collect and accurately report revenue earned from the services they provide.

Performance Narrative Statement

The Accounts Receivable Program proposes a \$601,262 budget, 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
 Result	Interfund settlements are completed within 10 days following the end of the month	NEW	NEW	NEW	NEW	100%

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 This program includes revenue functions such as collection and administration of the following: transient lodging taxes as defined by County Code, vehicle registration fees, and marijuana taxes.



Accounting Services

Accounts Receivable

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Charges for Service	1,204,482	1,117,158	1,305,934	1,275,934	652,967	(652,967)	-50.0%
Other Revenues	165	-	-	-	-	-	0%
Operating Revenue	1,204,647	1,117,158	1,305,934	1,275,934	652,967	(652,967)	-50.0%
Total Rev - Including Beginning Bal	1,204,647	1,117,158	1,305,934	1,275,934	652,967	(652,967)	-50.0%
Personnel Services	989,670	869,947	1,004,771	995,421	505,830	(498,941)	-49.7%
Materials & Services	237,023	220,290	269,169	251,329	41,744	(227,425)	-84.5%
Cost Allocation Charges	103,855	104,612	116,135	116,135	53,688	(62,447)	-53.8%
Operating Expenditure	1,330,548	1,194,849	1,390,075	1,362,885	601,262	(788,813)	-56.7%
Total Exp - Including Special Categories	1,330,548	1,194,849	1,390,075	1,362,885	601,262	(788,813)	-56.7%
General Fund Support (if applicable)	125,901	77,691	84,141	86,951	(51,705)	(135,846)	-161.5%
Full Time Equiv Pos (FTE) Budgeted	11.00	11.30	11.30	4.00	5.30	(6.00)	-53.1%
Full Time Equiv Pos (FTE) Filled at Yr End	10.00	10.30		1.00		-	
Full Time Equiv Pos (FTE) Vacant at Yr End	1.00	1.00		3.00		-	

Significant Issues and Changes

* This is a new program from our new strategic plan. In FY19/20, it was Accounting and had AP & AR staff, as well as General Ledger/Audit Support.

* Reductions in Expenditures are due to the transfer of 2 FTE to the new Financial Accounting & Reporting program and 4 FTE to the Accounts Payable program.



Courier and Mail Operations

Courier and Mail Operations


Purpose Statement

The purpose of the Courier and Mail Operations Program is to provide coordinated mail processing services, US Mail, and small parcel distributions services to County employees so they can convey mail, small parcels, and other materials in the most cost effective manner.

Performance Narrative Statement

The Courier and Mail Program proposes a \$784,926 budget. The proposed budget reflects a realignment of resources realized through the Performance Clackamas process and 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
 Result	Surveyed respondents who "agree" or "strongly agree" that Courier and Mail Operations provides services	NEW	NEW	NEW	NEW	100%
Efficiency	Cost per courier stop	\$95/Month	\$116/Month	\$95/Month	\$116/Month	N/A

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



Courier and Mail Operations

Courier and Mail Operations

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Charges for Service	815,562	694,422	815,416	735,686	737,586	(77,830)	-9.5%
Other Revenues	4,347	-	-	-	-	-	0%
Operating Revenue	819,909	694,422	815,416	735,686	737,586	(77,830)	-9.5%
Total Rev - Including Beginning Bal	819,909	694,422	815,416	735,686	737,586	(77,830)	-9.5%
Personnel Services	294,973	306,240	343,492	351,545	347,967	4,475	1.3%
Materials & Services	391,903	364,184	455,081	370,081	381,293	(73,788)	-16.2%
Cost Allocation Charges	51,161	93,721	57,073	57,073	55,666	(1,407)	-2.5%
Operating Expenditure	738,037	764,145	855,646	778,699	784,926	(70,720)	-8.3%
Contingency	-	-	-	-	-	-	0%
Total Exp - Including Special Categories	738,037	764,145	855,646	778,699	784,926	(70,720)	-8.3%
General Fund Support (if applicable)	(81,872)	69,723	40,230	43,013	47,340	7,110	17.7%
Full Time Equiv Pos (FTE) Budgeted	3.53	3.83	3.83	3.83	3.93	0.10	2.6%
Full Time Equiv Pos (FTE) Filled at Yr End	3.53	3.83		3.83		-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-		-	

Significant Issues and Changes

*Reduced reliance on the general fund support and reduced materials and supplies budget.



Facilities Management

Facilities Operations



Purpose Statement

The purpose of the Facilities Operations program is to provide preventive and corrective asset maintenance services to County Departments and Agencies so they can provide services to their customers in a safe, secure and well-maintained environment.

Performance Narrative Statement

The Facilities Operations Program proposes a \$4,777,973 budget, an increase of our current funding level due to increased cost for materials and contracted services. These resources will allow us to respond and complete work request from tenants and planned maintenance so that the facility can be in the best possible condition. Having buildings in good to excellent condition helps the tenants better serve their clients and the County.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
 Result	% County facilities that are completely inventoried in an asset management program	75%	60%	Discontinued in FY 19-20	N/A	N/A
 Result	% Facilities maintained in good to excellent condition	75%	75%	75%	75%	100%
Efficiency	# Square feet maintained per maintenance technician (National recommended average of 42,500 sq. ft.)	73,293 sq. ft.	62,681 sq. ft.	62,681 sq. ft.	62,650 sq. ft.	62,650 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), Occupational Safety and Health Administration (OSHA) and National Fire Protection Association (NFPA) requirements for the buildings.

Managing for Results Goals are being revised for FY 2020-21.



Facilities Management

Facilities Operations

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	5,000	10,000	-	-	-	-	0%
Charges for Service	4,278,635	4,573,786	4,648,516	4,648,516	4,777,973	129,457	2.8%
Other Revenues	9,711	331	-	-	-	-	0%
Operating Revenue	4,288,346	4,574,117	4,648,516	4,648,516	4,777,973	129,457	2.8%
Total Rev - Including Beginning Bal	4,293,346	4,584,117	4,648,516	4,648,516	4,777,973	129,457	2.8%
Personnel Services	2,072,972	2,569,410	3,011,689	2,630,067	3,036,567	24,878	0.8%
Materials & Services	1,371,114	1,384,091	1,636,827	1,403,820	1,741,406	104,579	6.4%
Cost Allocation Charges	118,109	-	-	-	-	-	0%
Capital Outlay	-	38,054	-	-	-	-	0%
Operating Expenditure	3,562,195	3,991,555	4,648,516	4,033,887	4,777,973	129,457	2.8%
Total Exp - Including Special Categories	3,562,195	3,991,555	4,648,516	4,033,887	4,777,973	129,457	2.8%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	26.00	29.00	29.00	29.00	29.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	21.00	25.00		25.00		-	
Full Time Equiv Pos (FTE) Vacant at Yr End	5.00	4.00		4.00		-	

Significant Issues and Changes

* This program is a combination of program 7531 and program 7535 which accounts for the perceived increase in FTE.



Facilities Management

Facilities Construction and Projects

Purpose Statement

The purpose of the Facilities Construction and Projects program is to provide consultation, design, estimation, and project management services to County Departments and Agencies so they can serve their customers in well-planned facilities.

Performance Narrative Statement

The Facilities Construction and Projects Program proposes a \$1,480,677 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	% Construction projects completed within budget	95%	90%	Discontinued in FY 19-20	N/A	N/A
Result	% Construction projects completed on-time	75%	75%	Discontinued in FY 19-21	N/A	N/A
Result	% of customers rate communication as good or very good.	* New Measure for 2019-2020	* New Measure for 2019-2020	75%	100%	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) and National Fire Protection Association (NFPA) requirements for the buildings.

Managing for Results Goals are being revised for FY 2020-21.



Facilities Management

Facilities Construction and Projects

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	150,000	50,000	-	-	-	-	0%
Charges for Service	1,196,376	1,622,212	1,412,095	1,412,095	1,480,677	68,582	4.9%
Other Revenues	2,160	-	-	-	-	-	0%
Operating Revenue	1,198,536	1,622,212	1,412,095	1,412,095	1,480,677	68,582	4.9%
Total Rev - Including Beginning Bal	1,348,536	1,672,212	1,412,095	1,412,095	1,480,677	68,582	4.9%
Personnel Services	940,005	1,060,328	1,355,555	582,230	1,402,673	47,118	3.5%
Materials & Services	57,202	410,910	56,540	124,560	78,004	21,464	38.0%
Cost Allocation Charges	46,284	-	-	-	-	-	100.0%
Operating Expenditure	1,043,491	1,471,238	1,412,095	706,790	1,480,677	68,582	4.9%
Total Exp - Including Special Categories	1,043,491	1,471,238	1,412,095	706,790	1,480,677	68,582	4.9%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	11.00	11.00	12.00	12.00	12.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	11.00	11.00		10.00		-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		2.00		-	

Significant Issues and Changes



Facilities Management

Utilities

Purpose Statement

The purpose of the Utilities program is to monitor, analyze, and help improve the energy usage and operation of buildings to meet County sustainability goals.

Performance Narrative Statement

The Utilities Program proposes a \$2,418,741 budget. The resources for this program are used to pay all utility bills for the buildings Facilities Management oversee along with other locations such as Jail, street lights, signal lights, etc.

Key Performance Measures

		FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	Reduce overall energy intensity (per sq. ft.)	64.99%	68.28%	61.96%	71.30%	64.30%

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

Utilities

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	100.0%
Charges for Service	97,954	85,730	-	-	-	-	0%
Other Revenues	2,077,595	2,276,675	2,381,858	2,381,858	2,418,741	36,883	1.5%
Operating Revenue	2,175,549	2,362,405	2,381,858	2,381,858	2,418,741	36,883	100.0%
Total Rev - Including Beginning Bal	2,175,549	2,362,405	2,381,858	2,381,858	2,418,741	36,883	100.0%
Personnel Services	41,344	38,798	-	241,959	-	-	0%
Materials & Services	2,410,572	2,420,158	2,381,858	2,552,933	2,418,741	36,883	1.5%
Operating Expenditure	2,451,916	2,458,956	2,381,858	2,794,892	2,418,741	36,883	100.0%
Total Exp - Including Special Categories	2,451,916	2,458,956	2,381,858	2,794,892	2,418,741	36,883	100.0%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	1.00	1.00	-	-	-	-	100.0%
Full Time Equiv Pos (FTE) Filled at Yr End	1.00	1.00	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes



Facilities Management

Facilities Administration




Purpose Statement

The purpose of the Facilities Administrative Services program is to provide information, coordination, support, financial and asset tracking and analysis services to the Facilities Staff and Occupants of County Facilities so they can provide and receive timely resolution of service requests.

Performance Narrative Statement

The Facilities Administration Program proposes a \$7,140,496 budget, an increase of our current funding level due to the request to convert a part-time position to full-time. These resources allow this group provide processing and dispatch of work requests, submittal of payments, financial account for the division, 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 17-18 Actual	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Result	Ratio of preventive maintenance to unplanned work orders	50:50	56:44	Discontinued in FY 19-20	N/A	N/A
 Result	% of Facilities that meet or exceed health, safety, and comfort standards	75.00%	NA - Survey being created	Discontinued in FY 19-20	N/A	N/A
Result	% of work orders completed to customer satisfaction	NA	90.00%	Discontinued in FY 19-20	N/A	N/A
 Result	% of facilities and properties listed in the County Asset Management Program	100%	100%	100%	N/A*	100%
 Result	# of County facilities listed in an asset management program	NEW	NEW	165	N/A*	165

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 Managing for Results Goals are being revised for FY 2020-2021.
 * An asset management program is still being developed.



Facilities Management

Facilities Administration

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	1,418,716	2,206,901	597,860	1,534,367	2,873,857	2,275,997	380.7%
Charges for Service	2,956,147	2,551,266	4,417,988	4,376,238	4,262,097	(155,891)	-3.5%
Other Revenues	18,385	10,093	-	-	4,542	4,542	0%
Operating Revenue	2,974,532	2,561,359	4,417,988	4,376,238	4,266,639	(151,349)	-3.4%
Total Rev - Including Beginning Bal	4,393,248	4,768,260	5,015,848	5,910,605	7,140,496	2,124,648	42.4%
Personnel Services	1,165,009	1,239,801	1,773,054	1,412,494	1,755,725	(17,329)	-1.0%
Materials & Services	1,515,424	1,766,900	2,004,118	1,995,764	2,015,984	11,866	0.6%
Interfund Transfer	-	-	-	-	1,000,000	1,000,000	0%
Cost Allocation Charges	192,343	372,776	236,360	428,937	467,345	230,985	97.7%
Capital Outlay	13,400	551,403	21,522	147,187	1,901,442	1,879,920	8734.9%
Operating Expenditure	2,886,176	3,930,880	4,035,054	3,984,382	7,140,496	3,105,442	77.0%
Contingency	-	-	180,000	-	-	(180,000)	-100.0%
Total Exp - Including Special Categories	2,886,176	3,930,880	4,215,054	3,984,382	7,140,496	2,925,442	69.4%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	13.00	13.00	10.00	10.00	10.00	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	13.00	13.00		8.00		-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		2.00		-	

Significant Issues and Changes

* Interfund transfer of \$1 million to the General Fund as part of the reduction packages.

** This program is a combination of program 7533 and program 7536.



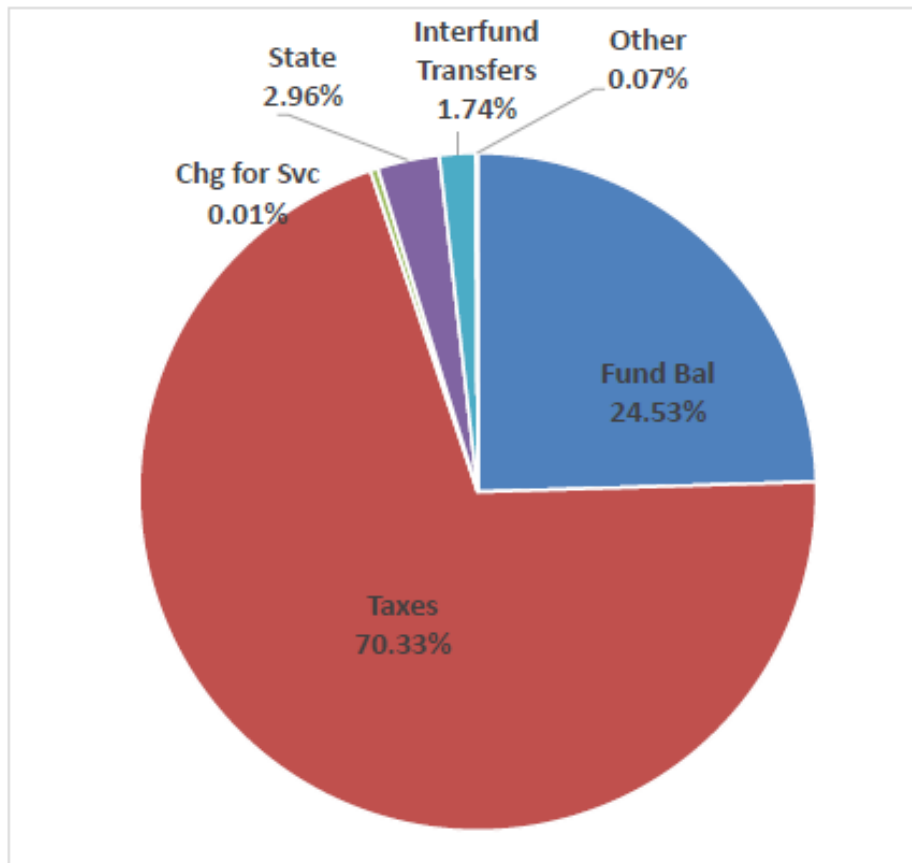
Non Departmental

2020-2021 BUDGET PRESENTATION

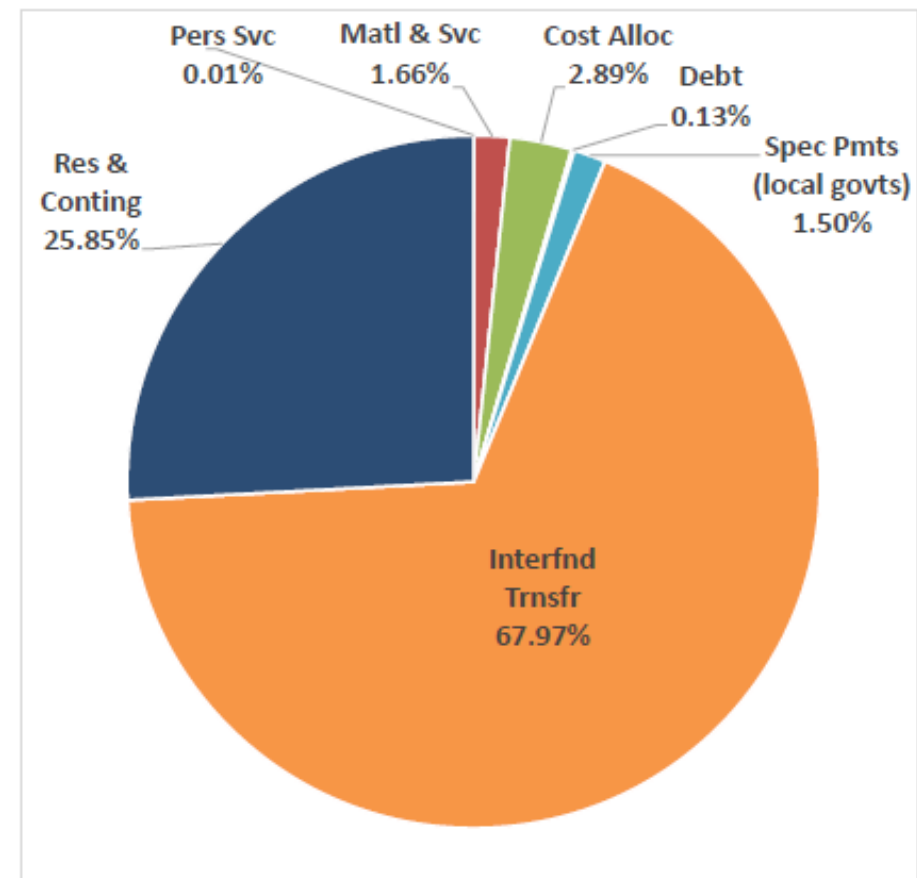


Non Departmental 2020/21 Revenue and Expenses

Revenue



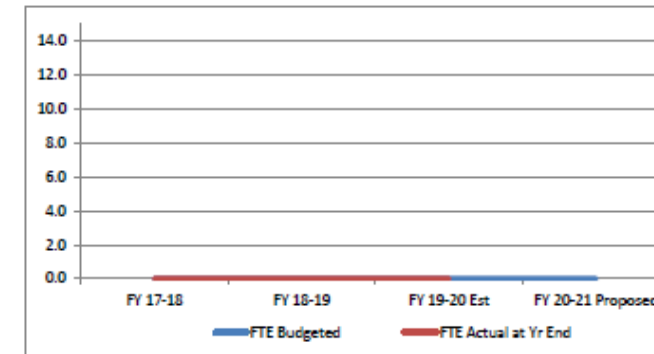
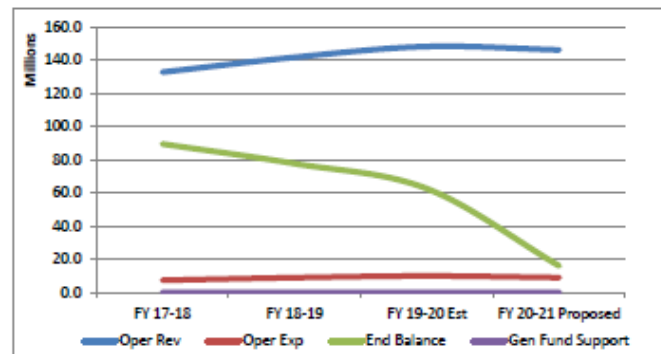
Expenditures



Non Departmental

Summary of Revenue & Expenses

	FY 17-18	FY 18-19	FY 19-20 Adopted Budgeted	FY 19-20 Amended Budgeted	Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	89,454,875	76,589,880	53,607,425	64,754,652	64,745,056	47,525,406	-17,229,246	-26.6%
Taxes	121,832,813	130,855,979	134,018,289	134,018,289	133,442,674	136,279,011	2,260,722	1.7%
Federal Grants & Revenues	2,489,208	2,409,471	640,000	640,000	1,660,433	711,820	71,820	11.2%
State Grants & Revenues	6,219,202	5,082,065	4,879,179	4,879,179	4,802,795	5,730,950	851,771	17.5%
Charges for Service	49,989	23,860	17,470	17,470	17,470	17,470	0	0%
Other Revenues	1,314,485	1,891,952	258,500	258,500	360,126	126,000	-132,500	0.0%
Interfund Transfers	1,147,266	1,532,490	3,457,044	7,939,199	8,011,558	3,378,427	-4,560,772	-57.4%
Operating Revenue	132,832,961	141,795,817	143,270,482	147,752,637	148,295,056	146,243,678	-1,508,959	-1.0%
% Change	NA	6.7%	1.0%	4.2%	4.6%	2.1%		
Personnel Services	17,470	5,750	0	0	23,115	23,831	23,831	#DIV/0!
Materials & Services	1,714,936	2,311,406	4,036,266	4,036,266	3,569,538	3,214,256	-822,010	-20.4%
Cost Allocation Charges	5,486,750	6,217,248	6,239,766	6,239,766	6,239,766	5,604,823	-634,943	-10.2%
Capital Outlay	7,438	282,505	0	0	0	0	0	0%
Operating Expenditure	7,226,594	8,816,909	10,276,032	10,276,032	9,832,419	8,842,910	-1,433,122	-13.9%
% Change	NA	22.0%	16.5%	16.5%	11.5%	-13.9%		
Debt Service	244,303	244,303	244,303	244,303	244,303	244,303	0	0%
Special Payments	16,132,989	18,891,068	15,305,220	23,397,295	21,237,167	2,905,258	-20,492,037	-87.6%
Interfund Transfers	109,193,741	112,806,173	118,162,863	119,252,662	119,252,633	115,844,231	-3,408,431	-2.9%
Reserve for Future Expenditures	0	0	16,799,926	16,721,626	0	20,280,112	3,558,486	21.3%
Contingency	0	0	19,066,407	25,604,727	0	29,799,837	4,195,110	16.4%
Total Expenditure	132,797,627	140,758,453	179,854,751	195,496,645	150,566,522	177,916,651	-17,579,994	-9.0%
Ending Balance (if applicable) (includes Reserve & Contingency)	89,490,209	77,627,244	17,023,156	17,010,644	62,473,590	15,852,433	-1,158,211	-6.8%
General Fund Support (if applicable)	0	0	0	0	0	0	0	0%
Full Time Equiv Positions (FTE) Budgeted	0.0	0.00	0.00	0.00	0.00	0.00	0.0	0%
Full Time Equiv Positions (FTE) Filled at Yr End	0.0	0.00			0.00			
Full Time Equiv Positions (FTE) Vacant at Yr End	0.0	0.0			0.0			



Clackamas County, OR. **Revenue and Expense Report**

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	Change	Pct. Change
	Actual	Actual	Amended	Projected	Department	Proposed	from Prior	from Prior
Non-Departmental			Budget	Year End	Requested	Budget	Year Budget	Year Budget
9110 Non-Departmental								
100 General Fund								
302001 Fund Bal at End of Prior Year	25,166,081	69,424,086	56,574,070	56,564,474	39,093,777	39,093,777	(17,480,293)	(30.90)
302004 Committed Fund Bal at End of Prior Year	64,288,794	7,165,794	8,180,582	8,180,582	8,431,629	8,431,629	251,047	3.07
311100 Current Year RE Taxes & Penalties	119,670,765	125,855,095	131,419,195	130,843,580	133,591,295	133,591,295	2,172,100	1.65
311310 Delinquent Taxes	1,638,745	4,670,083	2,179,187	2,179,187	2,287,172	2,287,172	107,985	4.96
311350 Interest & Penalties-Property Tax	323,304	330,802	419,907	419,907	400,544	400,544	(19,363)	(4.61)
331250 Housing In Lieu Of Tax	11,823	14,225	15,000	14,515	14,090	14,090	(910)	(6.07)
331251 Payment in Lieu of Tax	1,320,085	1,318,651	615,000	615,600	684,730	684,730	69,730	11.34
331310 Western Oregon Severance	10,172	11,096	10,000	17,757	13,000	13,000	3,000	30.00
331320 Railroad Cars	902	0	0	0	0	0	0	0.00
331325 Secure Rural Schools (Timber) Receivables	1,086,375	814,059	0	1,012,561	0	0	0	0.00
331330 US Forest Reserve	39,849	251,440	0	0	0	0	0	0.00
332001 State Revenue	2,973,031	1,400,301	1,496,797	1,496,797	2,281,509	2,281,509	784,712	52.43
332005 Forest Products Reserve	31,282	164,180	0	0	0	0	0	0.00
332500 State Shared Revenue	91,871	91,213	0	0	0	0	0	0.00
332510 Amusement Device Tax	91,395	92,304	92,000	94,392	94,400	94,400	2,400	2.61
332515 Cigarette Tax	366,375	340,796	386,802	340,796	340,796	340,796	(46,006)	(11.89)
332530 Liquor Tax	2,179,281	2,513,435	2,390,580	2,390,580	2,534,015	2,534,015	143,435	6.00
332590 Court Assessment - County Share	485,966	477,977	513,000	480,230	480,230	480,230	(32,770)	(6.39)
333010 Transient Room Tax	0	1,859	0	0	0	0	0	0.00
341880 Other Internal County Services	49,989	23,849	17,470	17,470	0	17,470	0	0.00
351090 Court Fines - County Share	0	11	0	0	0	0	0	0.00
360001 Miscellaneous Revenue	100,747	174,986	0	0	0	0	0	0.00
360105 Coffee Revenue	7,475	7,575	8,500	7,700	0	0	(8,500)	(100.00)
360500 Insurance Proceeds	208,424	171,557	0	0	0	0	0	0.00
361000 Interest Earned	763,456	1,537,834	250,000	352,426	126,000	126,000	(124,000)	(49.60)
381100 Land Sale Proceeds	234,383	0	0	0	0	0	0	0.00
390215 I/F Transfer From Roads	0	0	0	75,000	0	0	0	0.00
390221 I/F Transfer From Justice Court	1,147,266	1,375,508	1,658,991	1,658,991	0	0	(1,658,991)	(100.00)
390250 I/F Transfer from PERS Employer Contribution	0	0	2,757,044	2,754,241	0	0	(2,757,044)	(100.00)
390260 I/F Transfer From Juvenile	0	0	3,495,309	3,495,309	1,005,627	1,005,627	(2,489,682)	(71.23)
390510 I/F Transfer From LID Construction	0	0	27,855	28,017	0	0	(27,855)	(100.00)
390744 I/F Transfer From Facilities Mgt	0	0	0	0	1,000,000	1,000,000	1,000,000	0.00
390747 I/F Transfer From Technology Svcs	0	0	0	0	372,800	372,800	372,800	0.00
390761 I/F Transfer From Self Insurance	0	0	0	0	1,000,000	1,000,000	1,000,000	0.00

Clackamas County, OR. **Revenue and Expense Report**

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	Change	Pct. Change
	Actual	Actual	Amended	Projected	Department	Proposed	from Prior	from Prior
Non-Departmental			Budget	Year End	Requested	Budget	Year Budget	Year Budget
9110 Non-Departmental								
100 General Fund								
390801 I/F Transfers From Damascus	0	156,982	0	0	0	0	0	0.00
Total Revenue	222,287,835	218,385,696	212,507,289	213,040,112	193,751,614	193,769,084	(18,738,205)	(8.82)
413000 Temporary Workers	0	0	0	0	0	0	0	0.00
415030 Unemployment	17,470	5,750	0	23,115	23,831	23,831	23,831	0.00
421210 Computer Non-Capital	73,188	46,833	49,300	49,300	49,300	49,300	0	0.00
422403 Serving Supplies	22,118	20,982	22,000	22,152	0	0	(22,000)	(100.00)
422750 Emerg Preparedness Supplies	641	0	0	0	0	0	0	0.00
431000 Professional Services	1,238,907	1,662,174	2,853,820	2,861,834	1,546,000	1,546,000	(1,307,820)	(45.83)
431100 Accounting & Auditing Service	6,800	7,000	0	0	0	0	0	0.00
431350 Appraisal Services	0	5,200	0	0	0	0	0	0.00
431615 Paying Agent Trustee Fees	34,069	2,650	0	3,500	3,500	3,500	3,500	0.00
432100 Telephone	891	304	0	0	0	0	0	0.00
438110 Office Rental	170,730	177,981	169,077	169,077	174,149	174,149	5,072	3.00
439000 Misc Expenses	2,312	0	0	0	0	0	0	0.00
439100 Dues & Memberships	157,000	212,010	134,549	127,226	133,587	133,587	(962)	(0.71)
439120 Natl Assn of Counties Dues	7,520	7,520	7,520	7,616	7,720	7,720	200	2.66
450001 Program Expense	760	168,752	800,000	328,833	1,300,000	1,300,000	500,000	62.50
462100 Note Principal	197,691	206,241	244,303	244,303	244,303	244,303	0	0.00
462101 Note Interest	46,612	38,062	0	0	0	0	0	0.00
465002 Payments to Local Governments	213,231	219,918	206,000	205,383	210,149	210,149	4,149	2.01
465003 Payments to Subrecipients - Non-Fec	0	0	50,000	50,000	0	0	(50,000)	(100.00)
465008 Clackamas Small Grants Program	250,000	300,000	250,000	250,000	250,000	250,000	0	0.00
465009 Other Special Payments	15,669,759	18,371,150	22,891,295	20,731,784	2,445,109	2,445,109	(20,446,186)	(89.32)
470207 I/F Transfer To Resolution Services F	587,869	780,607	666,388	666,388	627,123	627,123	(39,265)	(5.89)
470209 I/F Transfer To Emergency Mangeme	1,874,696	2,171,183	2,256,168	2,256,168	1,828,108	1,828,108	(428,060)	(18.97)
470212 I/F Transfer To Library Fund	2,251,746	2,420,811	2,597,275	2,597,275	2,352,038	2,352,038	(245,237)	(9.44)
470213 I/F Transfer To Park Fund	205,259	208,122	210,882	210,882	210,882	210,882	0	0.00
470214 I/F Transfer To Planning Fund	2,823,889	2,824,514	2,755,001	2,755,001	2,176,932	2,176,932	(578,069)	(20.98)
470215 I/F Transfer To Road Fund	758,114	293,686	301,747	301,747	249,235	249,235	(52,512)	(17.40)
470216 I/F Transfer To Sheriff Operating Fun	58,317,402	59,429,864	65,759,514	65,759,514	65,093,998	65,093,998	(665,516)	(1.01)
470217 I/F Transfer To Community Environm	134,534	322,970	271,136	271,136	279,844	279,844	8,708	3.21
470219 I/F Transfer To Community Correctior	4,546,938	4,672,087	4,790,582	4,790,582	4,848,763	4,848,763	58,181	1.21
470220 I/F Transfer To District Attorney Fund	9,813,106	10,051,182	11,304,057	11,304,057	11,557,337	11,557,337	253,280	2.24
470240 I/F Transfer To Human Services Adm	613,522	1,818,632	1,855,025	1,855,025	1,605,345	1,605,345	(249,680)	(13.46)

Clackamas County, OR. **Revenue and Expense Report**

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	Change	Pct. Change
	Actual	Actual	Amended	Projected	Department	Proposed	from Prior	from Prior
Non-Departmental			Budget	Year End	Requested	Budget	Year Budget	Year Budget
9110 Non-Departmental								
100 General Fund								
470241 I/F Transfer To Behavioral Hlth Fund	974,482	954,437	933,679	933,649	806,401	806,401	(127,278)	(13.63)
470242 I/F Transfer To Social Services Fund	2,785,252	3,055,485	3,097,598	3,097,598	2,873,266	2,873,266	(224,332)	(7.24)
470244 I/F Transfer To Community Developm	49,640	77,905	48,279	48,279	40,781	40,781	(7,498)	(15.53)
470245 I/F Transfer To Community Solutions	966,946	0	0	0	0	0	0	0.00
470246 I/F Transfer To Office for Children & F	1,278,438	2,649,428	2,662,533	2,662,533	2,337,379	2,337,379	(325,154)	(12.21)
470247 I/F Transfer To Dog Services Fund	1,572,264	1,732,506	1,752,611	1,752,611	1,535,517	1,535,517	(217,094)	(12.39)
470252 I/F Transfer To Public Health Fund	2,105,163	2,268,696	2,514,748	2,514,749	2,122,720	2,122,720	(392,028)	(15.59)
470253 I/F Transfer To Clackamas Health Ctr	543,188	567,643	587,523	587,523	518,909	518,909	(68,614)	(11.68)
470256 I/F Transfer To Tourism Dev Fund	299,359	299,359	299,359	299,359	254,455	254,455	(44,904)	(15.00)
470260 I/F Transfer To Juvenile Fund	7,924,463	8,105,401	9,473,154	9,473,154	9,323,154	9,323,154	(150,000)	(1.58)
470320 I/F Transfer To Debt Svc Fund	6,207,471	5,066,655	5,115,403	5,115,403	5,202,044	5,202,044	86,641	1.69
470420 I/F Transfer To Capital Projects Rese	2,525,000	3,000,000	0	0	0	0	0	0.00
470747 I/F Transfer To Technology Svcs	35,000	35,000	0	0	0	0	0	0.00
478101 Finance Alloc Cost	19,388	15,647	12,617	12,617	0	30,115	17,498	138.69
478102 Tech Svc Alloc Cost	3,961,883	4,712,410	4,580,377	4,580,377	0	3,931,142	(649,235)	(14.17)
478103 Building Maint Alloc Cost	852,133	918,456	1,136,307	1,136,307	0	1,082,650	(53,657)	(4.72)
478104 PGA Alloc Cost	150,090	0	0	0	0	0	0	0.00
478105 Records Mgt Alloc Cost	0	57,707	0	0	0	1,227	1,227	0.00
478106 Purchasing Alloc Cost	12,163	11,067	11,761	11,761	0	24,749	12,988	110.43
478107 Courier Alloc Cost	3,290	5,385	5,622	5,622	0	8,523	2,901	51.60
478111 Personnel Admin Alloc Cost	0	0	0	0	0	24,725	24,725	0.00
478112 County Admin Alloc Cost	300,000	300,000	300,000	300,000	0	300,000	0	0.00
478117 Mailroom Overhead Allocation	34,451	20,336	21,074	21,074	0	21,074	0	0.00
478201 Electric Utility Alloc	90,292	92,128	89,394	89,394	0	94,817	5,423	6.07
478202 Natural Gas Utility Alloc	10,503	27,752	20,683	20,683	0	21,797	1,114	5.39
478203 Water Utility Alloc	32,761	34,503	40,708	40,708	0	44,351	3,643	8.95
478204 Trash Removal Alloc	19,796	21,857	21,223	21,223	0	19,653	(1,570)	(7.40)
482300 Building Improvements	7,438	0	0	0	0	0	0	0.00
485200 Buildings	0	282,505	0	0	0	0	0	0.00
490001 Reserve for Future Expenditure	0	0	16,721,626	0	20,280,112	20,280,112	3,558,486	21.28

Clackamas County, OR.
Revenue and Expense Report

	2017-18 Actual	2018-19 Actual	2019-20 Amended Budget	2019-20 Projected Year End	2020-21 Department Requested	2020-21 Proposed Budget	Change from Prior Year Budget	Pct. Change from Prior Year Budget
Non-Departmental								
9110 Non-Departmental								
100 General Fund								
499001 Contingency	0	0	25,604,727	0	29,799,837	29,799,837	4,195,110	16.38
Total Expense	132,797,626	140,758,453	195,496,645	150,566,522	172,311,828	177,916,651	(17,579,994)	(8.99)
Total General Fund	89,490,209	77,627,243	17,010,644	62,473,590	21,439,786	15,852,433	(1,158,211)	(6.81)
Total Non-Departmental	89,490,209	77,627,243	17,010,644	62,473,590	21,439,786	15,852,433	(1,158,211)	(6.81)
Grand Total	89,490,209	77,627,243	17,010,644	62,473,590	21,439,786	15,852,433	(1,158,211)	(6.81)



Capital Projects

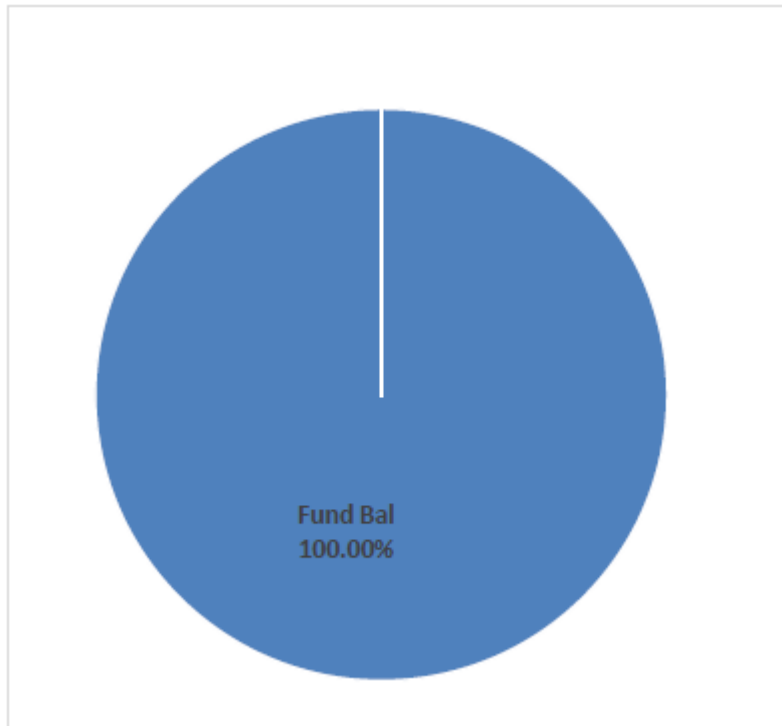
2020-2021 BUDGET PRESENTATION



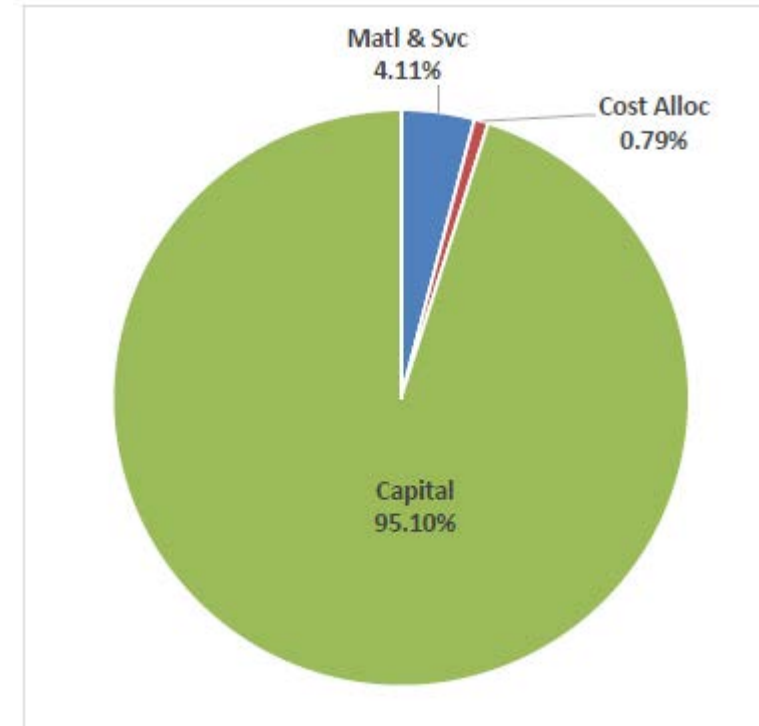
Capital Projects

2020/21 Revenue and Expenses

Revenue



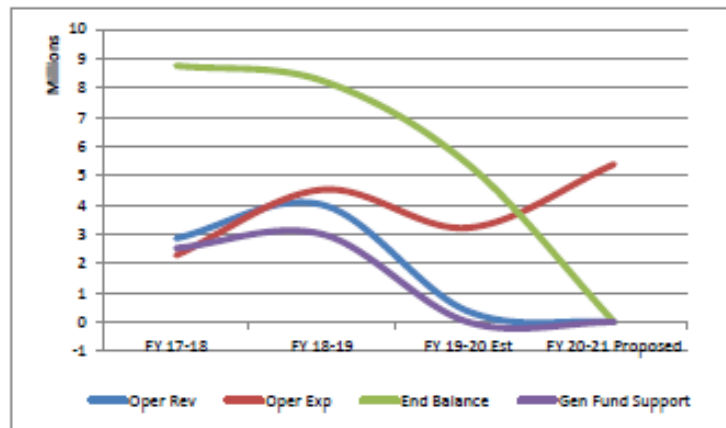
Expenditures



Capital Projects

Summary of Revenue & Expenses

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	8,182,762	8,758,576	8,047,397	8,047,397	8,244,817	5,390,081	-2,657,316	-33.0%
Charges for Service	197,256	336,598	6,343,534	6,343,534	364,994	0	-6,343,534	-100.0%
Other Revenue (from depts for work & interest)	134,438	669,612	0	0	0	0	0	0%
Interfund Transfers	2,525,000	3,000,000	0	0	0	0	0	0%
Operating Revenue	2,856,694	4,006,210	6,343,534	6,343,534	364,994	0	-6,343,534	-100.0%
% Change	NA	40.2%	122.1%	58.3%	-90.9%	-100.0%		
Materials & Services	1,178,586	1,630,751	343,534	343,534	397,383	221,353	-122,181	-35.6%
Cost Allocation Charges	40,895	41,831	42,742	42,742	42,742	42,742	0	0%
Capital Outlay	1,081,398	2,847,388	12,645,515	12,645,515	2,779,605	5,125,986	-7,519,529	-59.5%
Operating Expenditure	2,280,879	4,519,968	13,031,791	13,031,791	3,219,730	5,390,081	-7,641,710	-58.6%
% Change	NA	98.2%	471.3%	188.3%	-28.8%	67.4%		
Reserve for Future Expenditures	0	0	1,359,140	1,359,140	0	0	-1,359,140	-100.0%
Contingency	0	0	0	0	0	0	0	0%
Total Expenditure	2,280,879	4,519,968	14,390,931	14,390,931	3,219,730	5,390,081	-9,000,850	-62.5%
Ending Balance (if applicable) (includes Reserve & Contingency)	8,758,577	8,244,818	0	1,359,140	5,390,081	0	-1,359,140	-100.0%
General Fund Support (if applicable)	2,525,000	3,000,000	0	0	0	0	0	0%





Description of Fund

The Capital Projects Reserve Fund was originally established to accumulate resources for new facilities and fund improvements to county buildings (including maintenance) and account for the expenditure of those resources.

Revenue Summary

Beginning Fund Balance represents accumulated funds from prior years and balances of dollars for approved projects that are not yet complete. FY2020-21 projects will be paid for with existing resources such as Fund Balance. There are no interfund transfers from the General Fund budgeted for FY 2020-21.

Expenditure Summary

The majority of expenditures in this fund are for Capital Outlay. The Materials and Services line items consist of professional services associated with the capital projects. Recent projects includes remodeling and refurbishment in the Development Services Building, Public Services Building, CUP Building, and roof top HVAC unit replacements. For the complete project list, see pages 6-8.

Significant Issues & Changes

The General Fund will not transfer resources to the Capital Project Reserve Fund in FY2020-21. This future of this fund will be for new construction Capital Projects only and capital outlay and maintenance for the County will be detailed out of the Facilities Department budget.

Fee for Services budgeted in FY2019-20 will not continue in FY2020-21. This line item represented the bonded debt for the OSU Extension and 4-H project new construction. This project has been placed on hold as of May 2020 for 12 months due to increased construction costs.

Clackamas County, OR.
Revenue and Expense Report

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	Change	Pct. Change
	Actual	Actual	Amended	Projected	Department	Proposed	from Prior	from Prior
Capital Projects Reserve			Budget	Year End	Requested	Budget	Year Budget	Year Budget
0221 Capital Projects Reserve								
420 Capital Projects Reserve Fund								
302001 Fund Bal at End of Prior Year	8,182,762	8,758,576	8,047,397	8,244,817	5,390,081	5,390,081	(2,657,316)	(33.02)
341880 Other Internal County Services	197,256	336,598	0	0	0	0	0	0.00
341885 Fees For Service To Other Agency	0	0	6,343,534	364,994	0	0	(6,343,534)	(100.00)
360001 Miscellaneous Revenue	52,860	545,994	0	0	0	0	0	0.00
361000 Interest Earned	81,578	123,617	0	0	0	0	0	0.00
390100 I/F Transfer From General Fund	2,525,000	3,000,000	0	0	0	0	0	0.00
Total Revenue	11,039,455	12,764,786	14,390,931	8,609,811	5,390,081	5,390,081	(9,000,850)	(62.55)
421100 General Office Supplies	0	504	0	0	0	0	0	0.00
431000 Professional Services	192,906	630,302	343,534	397,383	0	0	(343,534)	(100.00)
437100 Building Repairs & Maintenance	894,371	536,026	0	0	221,353	221,353	221,353	0.00
437120 Electrical Repairs & Maintenance	4,188	0	0	0	0	0	0	0.00
437150 Painting Repair & Maintenance	2,413	0	0	0	0	0	0	0.00
437155 Fire & Life Safety Equip Repair	0	59	0	0	0	0	0	0.00
437165 Security System Repair & Maint	0	14,228	0	0	0	0	0	0.00
437230 Computer Equip Repair & Maint	0	764	0	0	0	0	0	0.00
437260 Office Furn & Equip Non-Capital	1,899	0	0	0	0	0	0	0.00
437930 Grounds Maintenance	0	357,840	0	0	0	0	0	0.00
437935 Landscaping Expense	82,808	91,029	0	0	0	0	0	0.00
478101 Finance Alloc Cost	7,158	6,770	5,598	5,598	0	5,598	0	0.00
478106 Purchasing Alloc Cost	33,737	35,061	37,144	37,144	0	37,144	0	0.00
481200 Construction	18,827	8,638	6,000,000	380,165	0	0	(6,000,000)	(100.00)
482300 Building Improvements	1,042,572	2,838,749	6,645,515	2,399,440	5,125,986	5,125,986	(1,519,529)	(22.87)
490060 Capital Projects Reserves	0	0	1,359,140	0	0	0	(1,359,140)	(100.00)
Total Expense	2,280,879	4,519,969	14,390,931	3,219,730	5,347,339	5,390,081	(9,000,850)	(62.55)
Total Capital Projects Reserve Fund	8,758,576	8,244,817	0	5,390,081	42,742	0	0	0.00
Total Capital Projects Reserve	8,758,576	8,244,817	0	5,390,081	42,742	0	0	0.00
Grand Total	8,758,576	8,244,817	0	5,390,081	42,742	0	0	0.00

FPN # / WO	Building	Project Description	Funding Source	Total Project Budget	Current or New Request	Lifecycle Maintenance	Budget Amount for 2020-2021
17-040	All County	Conduct Hazardous Materials Surveys	420 Capital Funds	\$ 220,000	Current		\$ 215,000
20-029	All County	Install 10 EV Charging Stations - Install 10 new EV Charging stations at various County buildings (TBD)	420 Capital Funds	\$ 150,000	Current		\$ 148,500
20-018	All County	Replacement Generator or UPS Used to replace a generator or UPS due to failure	420 Capital Funds	\$ 30,000	Current		\$ 15,000
20-030	All County	8 RTU's for inventory This is to purchase 13 replacement Roof Top Units for inventory	420 Capital Funds	\$ 104,000	Current	Y	\$ 52,000
18-004	Beavercreek Clinic	Equipment to Connect Building to Utilidor	420 Capital Funds	\$ 82,226	Current		\$ 72,866
17-039	Beavercreek Clinic	Refurbish Interior Clinic Space	420 Capital Funds	\$ 247,152	Current		\$ 54,000
07330-20	Beavercreek Clinic Building	Replacement of obsolete DDC system with County standard Metasys system. This includes some ductwork modifications to support new controls.	420 Capital Funds	\$ 173,211	New	Y	\$ 173,211
16-031	Bowman Building	Construct Covered Secured Parking Lot	Urban Renewal	\$ 536,108	Current		\$ 531,018
16-028	Bowman Building	Upgrade Door Access Controls	Urban Renewal	\$ 20,000	Current		\$ 5,141
20-015	Bowman Building	Clean and Seal Exterior of Building	420 Capital Funds	\$ 44,651	Current	Y	\$ 44,651
	Bowman Building	Repaint interior, refinish hard floors, 5 cubicles and upgrade cameras.	420 Capital Funds	\$ 60,000	New		\$ 60,000
16-030	Bowman Building	Replace Carpet throughout Building	420 Capital Funds	\$ 46,750	New	Y	
17-007	Brooks Building	Clean & Seal Exterior Brick	420 Capital Funds	\$ 71,056	Current	Y	\$ 71,056
20-006	Brooks Building	Replace Roof - Replace the roof with a TPO roofing system and add a fall restraint system to comply with OSHA standards. The roof is over the standard life expectancy for an asphalt built up roofing system.	420 Capital Funds	\$ 518,017	Current	Y	
05528-20	Brooks Building	Move museum items to 1st and 2nd floor lobby areas including low voltage, electrical, door, and transaction window	420 Capital Funds	\$ 136,019	New		\$ 136,019
07331-20	Brooks Building	Replacement of the 4 - 40 ton intellipaks due to them being at the end of their lifecycle. 20+ years old	420 Capital Funds	\$ 619,723	New	Y	\$ 619,723
06765-20	CCOM	Create larger 4 person office by annexing adjacent storage closet	420 Capital Funds	\$ 21,466	New		\$ 21,466
20-012	Courthouse	Replace DA Door Replace the DA exterior door	421 Capital Funds	\$ 4,785	Current	Y	\$ 4,785

FPN # / WO	Building	Project Description	Funding Source	Total Project Budget	Current or New Request	Lifecycle Maintenance	Budget Amount for 2020-2021
20-007	CUP Building	Remodel Phase 4 - Add flooring system above downstairs restrooms to create additional upstairs restrooms / showers as well as two sleeping/wellness rooms to accommodate the new training rooms and to further the COOP plan.	420 Capital Funds	\$ 601,803	Current		\$ 586,803
20-027	CUP Building	LED Lighting Retrofit Retro fit of all lighting within the CUP Building to LED.	420 Capital Funds	\$ 115,959	Current		\$ 63,870
12499	CUP Building	Expand the Facilities secured parking in the rear of the CUP Building per Oregon City's Requirements	420 Capital Funds	\$ 366,148	New		\$ 366,148
	CUP Building	Security upgrade including smoke detectors, motion sensors, Access system upgrades per Homeland Security.	420 Capital Funds	\$ 45,000	New		\$ 45,000
08114-20	CUP Building	Replace missing ceiling insulation and secure existing insulation in CUP warehouse.	420 Capital Funds	\$ 13,133	New		\$ 13,133
07332-20	CUP Building	Replacement of the obsolete DDC system with the County standard Metasys system.	420 Capital Funds	\$ 69,024	New	Y	\$ 69,024
07072-20	CUP/Silver Oak	Connect CUP and Silver Oak parking lots with an ADA ramp and stair	420 Capital Funds	\$ 100,106	New		\$ 100,106
17-053	Dog Services	Additional Funds to complete Repairs and expansions to kennel areas	420 Capital Funds	\$ 5,000	New		\$ 5,000
20-016	DSB	Replace Domestic Water Heater - Replace domestic water heater in basement. This unit is at the end of its lifecycle	422 Capital Funds	\$ 29,768	Current	Y	
07334-20	DSB - PSB Buildings	Installation of flow meters into the Utilidor piping and the programming needed to incorporate them into the Counties DDC system	420 Capital Funds	\$ 105,490	New		\$ 105,490
00760-20	DSB Building	Furniture relay, standing plan table and 65" monitor	420 Capital Funds	\$ 27,704	New		\$ 27,704
03228-20	EOC	Replace carpet in EOC conference room	420 Capital Funds	\$ 11,415	New		\$ 11,415
	Fairgrounds	Annual Fair support of electrical systems and full time electricians staffed at County Fair	Departmental - BCS	\$ 40,000	New	Y	\$ 40,000
05972-20	Hilltop Building	Remodel west kitchen to accommodate 3 offices and storage room	420 Capital Funds	\$ 85,847	New		\$ 85,847
05972-20	Hilltop Building	Divide South end office into two office spaces	420 Capital Funds	\$ 29,727	New		\$ 29,727
20-025	Juvenile Building	Install ADA Lift Install ADA lift at stairs to Courtroom entrance	420 Capital Funds	\$ 62,352	Current		\$ 61,106
05736-20	McCoy Building	Construct a wall to close in a bay door opening with man door and window	420 Capital Funds	\$ 10,773	New		\$ 10,773
19-011	PSB	Clean and Seal Exterior	420 Capital Funds	\$ 100,000	Current	Y	\$ 100,000
04724-20	PSB Building	Upgrade public ADA restrooms for compliance	420 Capital Funds	\$ 24,166	New		\$ 24,166

FPN # / WO	Building	Project Description	Funding Source	Total Project Budget	Current or New Request	Lifecycle Maintenance	Budget Amount for 2020-2021
	PSB/DSB Building	Panic System upgrades including either the expense of the blue warning lights, and multi floor notifications or installation of the Alarmist Emergency notification system.	420 Capital Funds	\$ 50,000	New		\$ 50,000
20-013	PSTC	Replace Bullet Resistant Doors Replace 3 bullet resistant doors between the ranges and the public space.	420 Capital Funds	\$ 13,284	Current		\$ 12,921
16-022	PSTC	Upgrade Door Access Controls	Urban Renewal	\$ 20,000	Current		\$ 5,343
20-014	PSTC	Clean and Seal Exterior of Building	420 Capital Funds	\$ 44,651	Current	Y	\$ 44,651
20-022	PSTC	Replace Outside air Unit for Gun Range - The unit has reached the end of it's useful lifecycle.	420 Capital Funds	\$ 124,509	Current	Y	\$ 124,509
07034-20	Red Soils Campus	Install grass block pavers and removable bollards for emergency access between parking areas F & T.	420 Capital Funds	\$ 27,634	New		\$ 27,634
01148-20	Silver Oak Building	Re-seal and re-stripe back parking to accommodate additional parking	420 Capital Funds	\$ 38,452	New		\$ 38,452
08090-20	Silver Oak Building	Insulate the Aquatherm hot water pipes. Replace damaged ceiling tiles in Evidence caused by condensation from hot water pipes.	420 Capital Funds	\$ 10,490	New		\$ 10,490
20-019	Stokes	Replace Heat Pumps - Replace Heat pumps that have reached the end of their lifecycle	420 Capital Funds	\$ 89,815	Current	Y	\$ 89,815
08156-20	Stokes Building	Improve lobby safety by redirecting traffic and hardening storefront and improve acoustics.	420 Capital Funds	\$ 205,924	New		\$ 205,924
07336-20	TS2 Building	Replacement of the obsolete DDC system with the County standard Metasys system.	420 Capital Funds	\$ 44,945	New	Y	\$ 44,945
20-021	Various Buildings	Wash and Relamp -This will replace the lighting tubes and wash the fixtures. This is part of the lifecycle maintenance program.	420 Capital Funds	\$ 281,868	Current	Y	\$ 56,374
	Various Buildings	Install 12 County Standard Drinking Fountains Drinking Fountains Throughout Various County Buildings in Public Spaces	420 Capital Funds	\$ 60,000	New		\$ 60,000
	Various Buildings	Install 12 Wheelchair charging stations at various buildings serving high volumes of ADA customers	420 Capital Funds	\$ 12,000	New		\$ 12,000

Miscellaneous and Pass-Through Items

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 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.

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, this fund is scheduled to be closed the end fiscal year 2019-20.

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 funds account for principal and interest payments on general obligation and long-term debts and the accumulation of resources from which to make those payments.

The *Damascus Successor Private Purpose Trust Fund* was created to account for transactions relating to the County's responsibility to close city operations and return remaining funds to residents after voters elected to disincorporate the City of Damascus and return to County governance, books closed at the end of fiscal year 2018-19.

Clackamas County, OR.
Revenue and Expense Report

	2017-18 Actual	2018-19 Actual	2019-20 Amended Budget	2019-20 Projected Year End	2020-21 Department Requested	2020-21 Proposed Budget	Change from Prior Year Budget	Pct. Change from Prior Year Budget
Water Environment Services Payroll								
0130 Water Environment Services Payroll								
100 General Fund								
369920 Salary Reimbursement	11,650,691	12,722,507	14,946,778	13,812,944	15,760,269	15,760,269	813,491	5.44
Total Revenue	11,650,691	12,722,507	14,946,778	13,812,944	15,760,269	15,760,269	813,491	5.44
411100 Regular Full Time Employees	6,762,907	7,494,469	8,517,718	7,879,099	0	8,915,976	398,258	4.68
412100 Regular Part Time	120,066	158,115	191,635	196,721	0	273,881	82,246	42.92
413000 Temporary Workers	187,207	99,111	150,000	150,000	77,568	77,568	(72,432)	(48.29)
414030 Overtime	328,349	320,595	301,000	249,102	543,110	543,110	242,110	80.44
414040 Holiday Pay	25,949	27,518	26,000	26,000	25,000	25,000	(1,000)	(3.85)
414050 Vacation Sell-Back	7,211	6,352	10,000	12,000	8,000	8,000	(2,000)	(20.00)
415000 Fringe Benefits	4,247,719	4,790,502	5,750,425	5,300,022	0	5,916,734	166,309	2.89
415020 Worker Compensation	0	0	0	0	0	0	0	0.00
Total Expense	11,679,408	12,896,662	14,946,778	13,812,944	653,678	15,760,269	813,491	5.44
Total General Fund	(28,716)	(174,155)	0	0	15,106,591	0	0	0.00
Total Water Environment Services Payroll	(28,716)	(174,155)	0	0	15,106,591	0	0	0.00
Grand Total	(28,716)	(174,155)	0	0	15,106,591	0	0	0.00

Clackamas County, OR.
Revenue and Expense Report

	2017-18 Actual	2018-19 Actual	2019-20 Amended Budget	2019-20 Projected Year End	2020-21 Department Requested	2020-21 Proposed Budget	Change from Prior Year Budget	Pct. Change from Prior Year Budget
N Clackamas Parks and Rec Payroll								
5399 N Clackamas Parks and Rec Payroll								
100 General Fund								
369920 Salary Reimbursement	4,896,734	5,263,350	6,378,696	5,638,780	6,548,990	6,548,990	170,294	2.67
Total Revenue	4,896,734	5,263,350	6,378,696	5,638,780	6,548,990	6,548,990	170,294	2.67
411100 Regular Full Time Employees	1,904,879	2,079,300	2,412,166	2,159,382	70,674	2,455,651	43,485	1.80
412100 Regular Part Time	194,278	219,282	202,314	271,154	(70,674)	215,766	13,452	6.65
413000 Temporary Workers	1,164,838	1,181,028	1,824,246	1,246,229	1,927,792	1,927,792	103,546	5.68
414030 Overtime	11,445	12,573	12,000	10,172	12,000	12,000	0	0.00
414040 Holiday Pay	119	24	0	0	0	0	0	0.00
414050 Vacation Sell-Back	6,153	6,575	21,241	7,000	21,988	21,988	747	3.52
415000 Fringe Benefits	1,615,022	1,764,568	1,906,729	1,944,843	147,329	1,915,793	9,064	0.48
415020 Worker Compensation	0	0	0	0	0	0	0	0.00
Total Expense	4,896,734	5,263,350	6,378,696	5,638,780	2,109,109	6,548,990	170,294	2.67
Total General Fund	0	(0)	0	0	4,439,881	0	0	0.00
Total N Clackamas Parks and Rec Payroll	0	(0)	0	0	4,439,881	0	0	0.00
Grand Total	0	(0)	0	0	4,439,881	0	0	0.00

Clackamas County, OR.
Revenue and Expense Report

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	Change	Pct. Change
	Actual	Actual	Amended	Projected	Department	Proposed	from Prior	from Prior
Development Agency Payroll			Budget	Year End	Requested	Budget	Year Budget	Year Budget
6500 Development Agency Payroll								
100 General Fund								
369920 Salary Reimbursement	574,077	452,440	569,800	446,302	586,936	586,936	17,136	3.01
Total Revenue	574,077	452,440	569,800	446,302	586,936	586,936	17,136	3.01
411100 Regular Full Time Employees	362,547	282,246	343,048	276,904	0	358,918	15,870	4.63
414030 Overtime	0	95	0	0	0	0	0	0.00
414050 Vacation Sell-Back	1,415	0	0	0	0	0	0	0.00
415000 Fringe Benefits	210,114	170,098	226,752	169,398	0	228,018	1,266	0.56
415020 Worker Compensation	0	0	0	0	0	0	0	0.00
Total Expense	574,077	452,440	569,800	446,302	0	586,936	17,136	3.01
Total General Fund	0	0	0	0	586,936	0	0	0.00
Total Development Agency Payroll	0	0	0	0	586,936	0	0	0.00
Grand Total	0	0	0	0	586,936	0	0	0.00

Clackamas County, OR. **Revenue and Expense Report**

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	Change	Pct. Change
	Actual	Actual	Amended	Projected	Department	Proposed	from Prior	from Prior
County School			Budget	Year End	Requested	Budget	Year Budget	Year Budget
7100 County School								
204 County School Fund								
302001 Fund Bal at End of Prior Year	64,303	305,553	0	0	0	0	0	0.00
331320 Railroad Cars	392	0	0	0	0	0	0	0.00
331330 US Forest Reserve	240,649	417,811	440,000	0	0	0	(440,000)	(100.00)
361000 Interest Earned	209	7,111	5,000	0	0	0	(5,000)	(100.00)
Total Revenue	305,553	730,475	445,000	0	0	0	(445,000)	(100.00)
465002 Payments to Local Governments	0	730,475	445,000	0	0	0	(445,000)	(100.00)
Total Expense	0	730,475	445,000	0	0	0	(445,000)	(100.00)
Total County School Fund	305,553	(0)	0	0	0	0	0	0.00
Total County School	305,553	(0)	0	0	0	0	0	0.00
Grand Total	305,553	(0)	0	0	0	0	0	0.00

Clackamas County, OR.
Revenue and Expense Report

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	Change	Pct. Change
	Actual	Actual	Amended	Projected	Department	Proposed	from Prior	from Prior
Law Library			Budget	Year End	Requested	Budget	Year Budget	Year Budget
1150 Law Library								
211 Law Library Fund								
302001 Fund Bal at End of Prior Year	382,379	318,645	261,997	261,997	221,417	221,417	(40,580)	(15.49)
341510 Copies of Documents	1,266	1,419	2,000	2,500	3,000	3,000	1,000	50.00
360001 Miscellaneous Revenue	0	0	96,496	96,496	10,000	10,000	(86,496)	(89.64)
361000 Interest Earned	4,469	6,634	500	3,278	6,622	6,622	6,122	1,224.40
369200 Courts Reimbursements	324,816	324,816	349,854	320,727	320,727	320,727	(29,127)	(8.33)
387020 Merchant Discount Fees	0	0	0	220	250	250	250	0.00
Total Revenue	712,930	651,514	710,847	685,218	562,016	562,016	(148,831)	(20.94)
411100 Regular Full Time Employees	77,928	83,523	83,448	83,448	0	85,704	2,256	2.70
412100 Regular Part Time	49,982	46,832	59,197	59,197	0	72,756	13,559	22.90
413000 Temporary Workers	10,607	24,195	8,000	15,000	5,000	5,000	(3,000)	(37.50)
414030 Overtime	196	458	500	200	100	100	(400)	(80.00)
414040 Holiday Pay	0	129	200	100	100	100	(100)	(50.00)
415000 Fringe Benefits	86,673	87,813	125,353	98,910	0	100,410	(24,943)	(19.90)
415020 Worker Compensation	102	114	118	118	0	107	(11)	(9.32)
415030 Unemployment	311	147	108	108	0	108	0	0.00
421100 General Office Supplies	231	1,041	5,000	5,000	4,000	4,000	(1,000)	(20.00)
421110 Postage	32	17	100	50	50	50	(50)	(50.00)
431420 Legal Fees	508	236	100	0	50	50	(50)	(50.00)
432100 Telephone	1,491	1,537	1,500	1,200	1,400	1,400	(100)	(6.67)
433100 Travel and Per Diem (no mileage)	728	188	1,000	1,000	1,600	1,600	600	60.00
433110 Mileage Reimbursement	50	191	0	0	0	0	0	0.00
434180 Bindery Services	329	0	1,500	1,500	1,200	1,200	(300)	(20.00)
435180 Casualty Insurance	2,000	1,477	1,660	1,660	0	1,651	(9)	(0.54)
437200 Equipment Repair & Maint	3,201	3,323	1,500	1,500	1,000	1,000	(500)	(33.33)
438120 Parking Rental	0	237	0	1,600	2,400	2,400	2,400	0.00
439100 Dues & Memberships	2,352	1,591	1,500	1,000	1,000	1,000	(500)	(33.33)
439410 Recurring Book Purchases	92,893	74,944	189,747	116,747	80,610	80,610	(109,137)	(57.52)
439953 Merchant Charge	45	660	0	880	1,100	1,100	1,100	0.00
478101 Finance Alloc Cost	3,264	3,254	3,677	3,677	0	3,677	0	0.00
478102 Tech Svc Alloc Cost	20,862	16,001	13,335	13,335	0	11,139	(2,196)	(16.47)
478103 Building Maint Alloc Cost	26,824	28,769	41,639	41,639	0	40,682	(957)	(2.30)
478104 PGA Alloc Cost	1,477	604	1,553	1,553	0	1,553	0	0.00
478105 Records Mgt Alloc Cost	0	0	1,117	1,117	0	1,117	0	0.00
478106 Purchasing Alloc Cost	271	225	222	222	0	222	0	0.00

Clackamas County, OR.
Revenue and Expense Report

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	Change	Pct. Change
	Actual	Actual	Amended	Projected	Department	Proposed	from Prior	from Prior
Law Library			Budget	Year End	Requested	Budget	Year Budget	Year Budget
1150 Law Library								
211 Law Library Fund								
478107 Courier Alloc Cost	1,645	1,346	1,405	1,405	0	1,405	0	0.00
478111 Personnel Admin Alloc Cost	3,170	3,365	4,309	4,309	0	4,309	0	0.00
478112 County Admin Alloc Cost	1,176	1,134	1,240	1,240	0	1,240	0	0.00
478117 Mailroom Overhead Allocation	79	6	24	24	0	24	0	0.00
478201 Electric Utility Alloc	4,286	4,400	4,430	4,430	0	4,680	250	5.64
478202 Natural Gas Utility Alloc	192	483	474	474	0	535	61	12.87
478203 Water Utility Alloc	292	278	221	221	0	223	2	0.90
478204 Trash Removal Alloc	1,087	998	937	937	0	864	(73)	(7.79)
490001 Reserve for Future Expenditure	0	0	136,360	0	120,000	120,000	(16,360)	(12.00)
499001 Contingency	0	0	19,373	0	10,000	10,000	(9,373)	(48.38)
Total Expense	394,284	389,517	710,847	463,801	229,610	562,016	(148,831)	(20.94)
Total Law Library Fund	318,645	261,997	0	221,417	332,406	0	0	0.00
Total Law Library	318,645	261,997	0	221,417	332,406	0	0	0.00
Grand Total	318,645	261,997	0	221,417	332,406	0	0	0.00

Clackamas County, OR.
Revenue and Expense Report

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	Change	Pct. Change
	Actual	Actual	Amended	Projected	Department	Proposed	from Prior	from Prior
Employer Contribution Reserve			Budget	Year End	Requested	Budget	Year Budget	Year Budget
7200 Employer Contribution Reserve								
250 Employer Contribution Fund								
302001 Fund Bal at End of Prior Year	2,685,280	2,712,044	2,757,044	2,754,241	0	0	(2,757,044)	(100.00)
361000 Interest Earned	26,763	42,197	0	0	0	0	0	0.00
Total Revenue	2,712,044	2,754,241	2,757,044	2,754,241	0	0	(2,757,044)	(100.00)
470100 I/F Transfer To General Fund	0	0	2,757,044	2,754,241	0	0	(2,757,044)	(100.00)
Total Expense	0	0	2,757,044	2,754,241	0	0	(2,757,044)	(100.00)
Total Employer Contribution Fund	2,712,044	2,754,241	0	0	0	0	0	0.00
Total Employer Contribution Reserve	2,712,044	2,754,241	0	0	0	0	0	0.00
Grand Total	2,712,044	2,754,241	0	0	0	0	0	0.00

Clackamas County, OR. **Revenue and Expense Report**

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	Change	Pct. Change
	Actual	Actual	Amended	Projected	Department	Proposed	from Prior	from Prior
County Safety Net Legislation Local Projects			Budget	Year End	Requested	Budget	Year Budget	Year Budget
7300 County Safety Net Legislation Local Projects								
251 Cty Safety Net Legislation Local Projects								
301001 Prior Year Revenue - Federal	32,760	139,777	359,431	226,346	13,174	13,174	(346,257)	(96.33)
331330 US Forest Reserve	0	0	0	0	0	0	0	0.00
331350 Dept of Agriculture USDA	0	0	0	78,331	0	0	0	0.00
361000 Interest Earned	2,916	5,072	0	0	0	0	0	0.00
Total Revenue	35,677	144,849	359,431	304,677	13,174	13,174	(346,257)	(96.33)
465001 Payments to Subrecipients - Federal	23,567	82,873	346,257	278,329	0	0	(346,257)	(100.00)
478101 Finance Alloc Cost	12,082	12,771	13,129	13,129	0	13,129	0	0.00
478106 Purchasing Alloc Cost	28	53	45	45	0	45	0	0.00
Total Expense	35,677	95,697	359,431	291,503	0	13,174	(346,257)	(96.33)
Total Cty Safety Net Legislation Local Projects	0	49,152	0	13,174	13,174	0	0	0.00
Total County Safety Net Legislation Local Projects	0	49,152	0	13,174	13,174	0	0	0.00
Grand Total	0	49,152	0	13,174	13,174	0	0	0.00

Clackamas County, OR. **Revenue and Expense Report**

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	Change	Pct. Change
	Actual	Actual	Amended	Projected	Department	Proposed	from Prior	from Prior
Local Improvement District Construction			Budget	Year End	Requested	Budget	Year Budget	Year Budget
9510 Local Improvement District Construction								
510 Local Improvement District Construction Fund								
302001 Fund Bal at End of Prior Year	540,978	27,429	27,855	27,855	0	0	(27,855)	(100.00)
361000 Interest Earned	1,947	427	0	162	0	0	0	0.00
Total Revenue	542,925	27,855	27,855	28,017	0	0	(27,855)	(100.00)
431900 Contracted Services	69,838	0	0	0	0	0	0	0.00
470100 I/F Transfer To General Fund	0	0	27,855	28,017	0	0	(27,855)	(100.00)
470320 I/F Transfer To Debt Svc Fund	445,658	0	0	0	0	0	0	0.00
Total Expense	515,496	0	27,855	28,017	0	0	(27,855)	(100.00)
Total Local Improvement District Construction	27,429	27,855	0	0	0	0	0	0.00
Total Local Improvement District Construction	27,429	27,855	0	0	0	0	0	0.00
Grand Total	27,429	27,855	0	0	0	0	0	0.00

Clackamas County, OR.
Revenue and Expense Report

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	Change	Pct. Change
	Actual	Actual	Amended	Projected	Department	Proposed	from Prior	from Prior
Transient Room Tax			Budget	Year End	Requested	Budget	Year Budget	Year Budget
9140 Transient Room Tax								
255 Transient Room Tax Fund								
302001 Fund Bal at End of Prior Year	197,560	205,546	0	26	0	0	0	0.00
333010 Transient Room Tax	4,629,328	4,712,304	5,425,636	3,269,155	1,259,045	1,259,045	(4,166,591)	(76.79)
361000 Interest Earned	25	0	0	0	0	0	0	0.00
Total Revenue	4,826,913	4,917,849	5,425,636	3,269,181	1,259,045	1,259,045	(4,166,591)	(76.79)
431620 Administration Fees	92,427	98,345	100,000	100,000	105,000	105,000	5,000	5.00
439000 Misc Expenses	0	581	0	0	0	0	0	0.00
470201 I/F Transfer To County Fair Fund	458,830	477,870	569,433	494,597	507,454	507,454	(61,979)	(10.88)
470256 I/F Transfer To Tourism Dev Fund	4,070,110	4,341,028	4,756,203	2,674,584	646,591	646,591	(4,109,612)	(86.41)
Total Expense	4,621,367	4,917,824	5,425,636	3,269,181	1,259,045	1,259,045	(4,166,591)	(76.79)
Total Transient Room Tax Fund	205,546	26	0	0	0	0	0	0.00
Total Transient Room Tax	205,546	26	0	0	0	0	0	0.00
Grand Total	205,546	26	0	0	0	0	0	0.00

Clackamas County, OR. **Revenue and Expense Report**

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	Change	Pct. Change
	Actual	Actual	Amended	Projected	Department	Proposed	from Prior	from Prior
Clackamas County Debt Service			Budget	Year End	Requested	Budget	Year Budget	Year Budget
9160 Clackamas County Debt Service								
320 Clackamas County Debt Service Fund								
302001 Fund Bal at End of Prior Year	567,479	430,717	161,837	161,837	0	0	(161,837)	(100.00)
341809 Internal Facilities Rental	3,039,607	3,124,057	3,205,919	3,205,919	3,295,203	3,295,203	89,284	2.78
360001 Miscellaneous Revenue	2	0	0	0	0	0	0	0.00
361000 Interest Earned	17,128	27,100	0	0	0	0	0	0.00
363100 Assessment Principal	46,463	0	0	0	0	0	0	0.00
363200 Assessment Interest	3,659	0	0	0	0	0	0	0.00
383200 Bond Sale Proceeds	28,255,000	0	0	0	0	0	0	0.00
383220 Bond Sale Premium	2,544,908	0	0	0	0	0	0	0.00
390100 I/F Transfer From General Fund	6,207,471	5,066,655	5,115,403	5,115,403	5,202,044	5,202,044	86,641	1.69
390215 I/F Transfer From Roads	0	0	0	0	1,750,000	1,750,000	1,750,000	0.00
390216 I/F Transfer From Sheriff Operating	214,490	219,609	223,902	223,902	229,288	229,288	5,386	2.41
390510 I/F Transfer From LID Construction	445,658	0	0	0	0	0	0	0.00
Total Revenue	41,341,865	8,868,139	8,707,061	8,707,061	10,476,535	10,476,535	1,769,474	20.32
435200 Bond Services	30,673,159	0	0	0	0	0	0	0.00
439915 Bond Miscellaneous Charges	126,749	0	0	0	0	0	0	0.00
461000 Bond Principal	7,060,000	5,710,000	5,960,000	5,960,000	6,990,000	6,990,000	1,030,000	17.28
462000 Bond Interest	3,051,240	2,996,302	2,747,061	2,747,061	3,486,535	3,486,535	739,474	26.92
Total Expense	40,911,148	8,706,302	8,707,061	8,707,061	10,476,535	10,476,535	1,769,474	20.32
Total Clackamas County Debt Service Fund	430,717	161,837	0	0	0	0	0	0.00
Total Clackamas County Debt Service	430,717	161,837	0	0	0	0	0	0.00
Grand Total	430,717	161,837	0	0	0	0	0	0.00

Clackamas County, OR.
Revenue and Expense Report

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	Change	Pct. Change
	Actual	Actual	Amended	Projected	Department	Proposed	from Prior	from Prior
General Obligation Bond Debt Service			Budget	Year End	Requested	Budget	Year Budget	Year Budget
9161 General Obligation Bond Debt Service								
321 General Obligation Bond Debt Service Fund								
302001 Fund Bal at End of Prior Year	0	121,352	175,384	229,672	57,988	57,988	(117,396)	(66.94)
311100 Current Year RE Taxes & Penalties	4,588,940	4,729,545	4,729,941	4,729,941	5,053,087	5,053,087	323,146	6.83
311310 Delinquent Taxes	0	52,611	0	0	0	0	0	0.00
311350 Interest & Penalties-Property Tax	1,322	4,731	2,000	5,000	3,000	3,000	1,000	50.00
331250 Housing In Lieu Of Tax	426	501	0	0	0	0	0	0.00
332005 Forest Products Reserve	619	5,107	0	0	0	0	0	0.00
360001 Miscellaneous Revenue	0	1,709	0	0	0	0	0	0.00
361000 Interest Earned	1,680	4,271	0	700	3,000	3,000	3,000	0.00
Total Revenue	4,592,987	4,919,827	4,907,325	4,965,313	5,117,075	5,117,075	209,750	4.27
461000 Bond Principal	1,215,000	2,530,000	2,775,000	2,775,000	3,050,000	3,050,000	275,000	9.91
462000 Bond Interest	3,256,635	2,160,155	2,132,325	2,132,325	2,067,075	2,067,075	(65,250)	(3.06)
Total Expense	4,471,635	4,690,155	4,907,325	4,907,325	5,117,075	5,117,075	209,750	4.27
Total General Obligation Bond Debt Service Fund	121,352	229,672	0	57,988	0	0	0	0.00
Total General Obligation Bond Debt Service	121,352	229,672	0	57,988	0	0	0	0.00
Grand Total	121,352	229,672	0	57,988	0	0	0	0.00

Clackamas County, OR.
Revenue and Expense Report

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	Change	Pct. Change
	Actual	Actual	Amended	Projected	Department	Proposed	from Prior	from Prior
Damascus Operating			Budget	Year End	Requested	Budget	Year Budget	Year Budget
9171 Damascus Operating								
801 Damascus Successor Private Purpose Trust Fund								
302001 Fund Bal at End of Prior Year	1,215,292	0	0	0	0	0	0	0.00
361000 Interest Earned	474	0	0	0	0	0	0	0.00
Total Revenue	1,215,766	0	0	0	0	0	0	0.00
450001 Program Expense	164,118	0	0	0	0	0	0	0.00
Total Expense	164,118	0	0	0	0	0	0	0.00
Total Damascus Successor Private Purpose Tru	1,051,647	0	0	0	0	0	0	0.00
Total Damascus Operating	1,051,647	0	0	0	0	0	0	0.00
Grand Total	1,051,647	0	0	0	0	0	0	0.00

Clackamas County, OR.
Revenue and Expense Report

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21	Change	Pct. Change
	Actual	Actual	Amended	Projected	Department	Proposed	from Prior	from Prior
Damascus Future Refunds to Taxpayers			Budget	Year End	Requested	Budget	Year Budget	Year Budget
9173 Damascus Future Refunds to Taxpayers								
801 Damascus Successor Private Purpose Trust Fund								
302001 Fund Bal at End of Prior Year	2,631,625	3,752,140	0	0	0	0	0	0.00
360001 Miscellaneous Revenue	209	0	0	0	0	0	0	0.00
361000 Interest Earned	68,659	0	0	0	0	0	0	0.00
Total Revenue	2,700,493	3,752,140	0	0	0	0	0	0.00
450001 Program Expense	0	3,595,158	0	0	0	0	0	0.00
470100 I/F Transfer To General Fund	0	156,982	0	0	0	0	0	0.00
Total Expense	0	3,752,140	0	0	0	0	0	0.00
Total Damascus Successor Private Purpose Tru	2,700,493	0	0	0	0	0	0	0.00
Total Damascus Future Refunds to Taxpayers	2,700,493	0	0	0	0	0	0	0.00
Grand Total	2,700,493	0	0	0	0	0	0	0.00



OUR CORE VALUES

SPIRIT

SERVICE

In all our actions we...

Advance the needs of the community and the individuals we serve

Are committed to finding positive solutions for our customers

Respond to customers promptly in all matters, especially when it is hard to do so

Are mindful of our duty to provide our best efforts every day

PROFESSIONALISM

In all our actions we...

Are the face of Clackamas County

Develop and apply our knowledge and skills to continually improve our performance

Conduct the public's business with consistency and excellence

INTEGRITY

In all our actions we...

Are sincere and trustworthy

Acknowledge and learn from our mistakes

Demonstrate fairness in interactions with others

RESPECT

In all our actions 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

In all our actions we...

Accept and demonstrate personal responsibility at all times

Do what we say we are going to do

Are prudent with the use of public funds and resources

TRUST

In all our actions we...

Remain approachable and objective

Declare our intentions

Address issues honestly and directly

Right our wrongs in good faith

County Administration & Board of County Commissioners

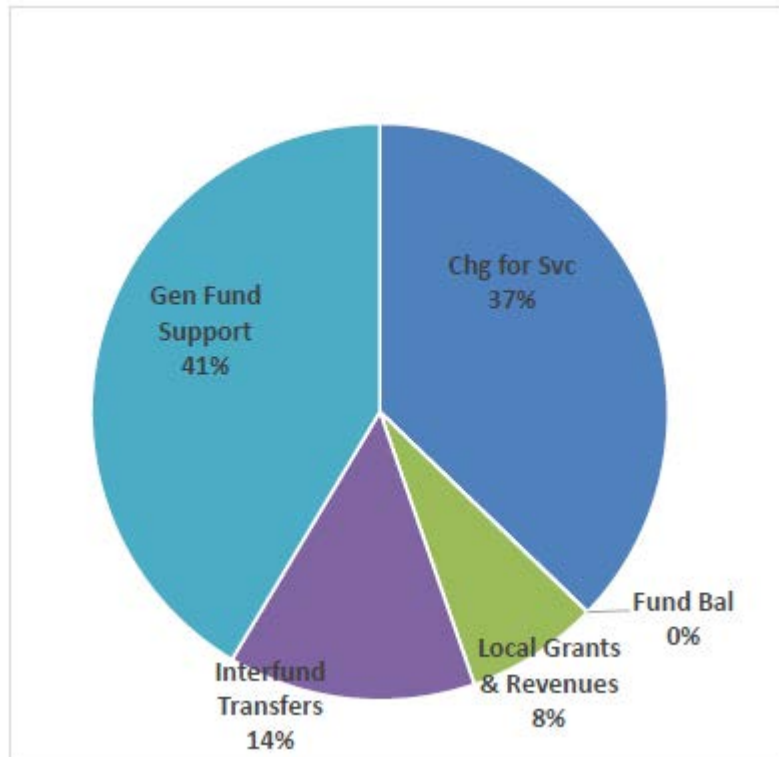
2020-2021 BUDGET PRESENTATION



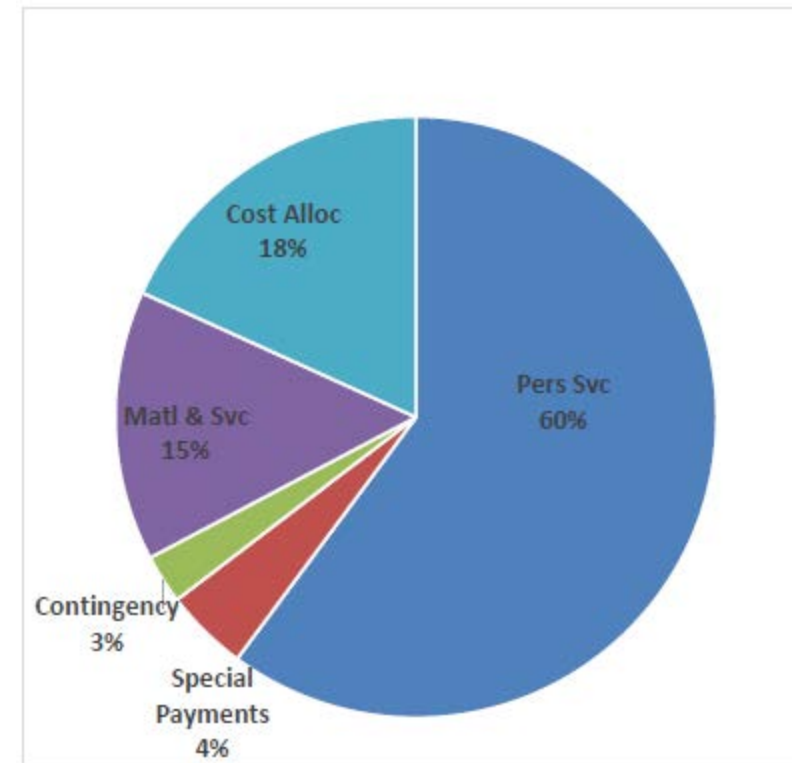
County Administration

2020/21 Revenue and Expenses

Revenue



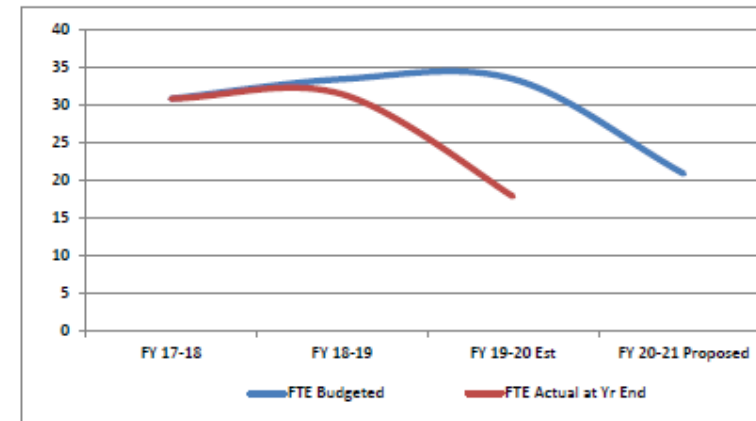
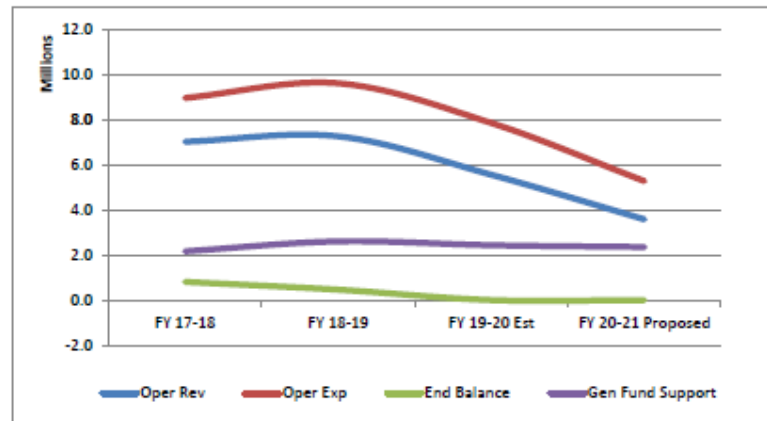
Expenditures



County Administration

Summary of Revenue & Expenses

	FY 17-18	FY 18-19	FY 19-20 Adopted Budget	FY 19-20 Amended Budget	FY 19-20 Projected Year End V2	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	884,642	808,542	783,617	461,493	461,493	882	-460,611	-99.8%
Local Grants & Revenues	518,308	479,583	419,042	419,042	424,340	424,340	5,298	1.3%
Charges for Service	2,094,010	2,077,825	2,114,351	2,114,351	2,114,351	2,114,351	0	0%
Other Revenues	44,082	66,602	9,500	9,500	47,810	0	-9,500	-100.0%
Interfund Transfers	4,369,469	4,640,387	5,049,498	5,049,498	2,973,943	1,043,846	-4,005,652	-79.3%
Operating Revenue	7,025,869	7,264,397	7,592,391	7,592,391	5,560,444	3,582,537	-4,009,854	-52.8%
% Change	NA	3.4%	4.5%	4.5%	-23.5%	-52.8%		
Personnel Services	4,186,656	4,833,370	5,244,753	5,244,753	4,746,639	3,418,193	-1,826,560	-34.8%
Materials & Services	3,760,978	3,782,575	3,749,482	3,427,358	2,074,295	825,850	-2,601,508	-75.9%
Cost Allocation Charges	1,019,500	1,001,000	1,035,438	1,035,438	1,035,438	1,034,861	-577	-0.1%
Capital Outlay	0	0	0	0	0	0	0	0%
Operating Expenditure	8,967,134	9,616,945	10,029,673	9,707,549	7,856,372	5,278,904	-4,428,645	-45.6%
% Change	NA	7.2%	4.3%	0.9%	-19.1%	-32.8%		
Special Payments	0	299,359	299,360	299,360	299,359	254,455	-44,905	-15.0%
Reserve for Future Expenditures	0	0	0	0	0	0	0	0%
Contingency	0	0	450,000	450,000	0	150,000	-300,000	-66.7%
Total Expenditure	8,967,134	9,916,304	10,779,033	10,456,909	8,155,731	5,683,359	-4,728,645	-45.6%
Ending Balance (if applicable) (includes Reserve & Contingency)	808,542	461,493	0	0	882	0		0%
General Fund Support (if applicable)	2,164,524	2,604,217	2,702,384	2,702,384	2,434,035	2,354,395	-347,989	-12.9%
Full Time Equiv Positions (FTE) Budgeted	30.8	33.4	33.4	33.4	33.4	20.8	-12.6	-37.7%
Full Time Equiv Positions (FTE) Filled at Yr End	30.8	31.4			17.8			
Full Time Equiv Positions (FTE) Vacant at Yr End	0.0	2.0			15.6			



<i>Line of Business</i>	FY 20/21	FY 20/21	FY 20/21	FY 20/21
<i>Program</i>	FTE	General Fund	Total Proposed Budget	General Fund Subsidy Included in Proposed Budget**
County Administration				
Performance Clackamas	1.00	158,646	158,646	15,846
Office of the County Administrator	10.80	1,782,792	1,782,792	59,096
Equity, Diversity & Inclusion	2.00	449,752	449,752	59,096
Board of County Commissioners				
Board of County Commissioners	5.00	1,965,900	1,965,900	1,965,900
Tourism & Cultural Affairs				
Tourism	1.25	647,473	647,473	
RCTP & Mt Hood Gorge Region	0.75	424,340	424,340	
Clackamas County Arts Alliance		254,455	254,455	254,455
TOTAL	20.80	5,683,359	5,683,359	2,354,394
<i>FY 19/20 Budget</i>	33.42	9,930,806	10,456,909	2,702,384
<i>\$ Increase (Decrease)</i>	(12.62)	(4,247,447)	(4,773,550)	(347,990)
<i>% Increase (Decrease)</i>	-37.76%	-42.77%	-45.65%	-12.88%

** 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

Performance Clackamas Strategic Results

BCC Priority	Measure These Measures are new to this budget	FY18-19 Actual	FY 19-20 Target	FY 19-20 Projected Perform.	FY20-21 Target
	County Administration revised and updated our departmental strategic plan, including all new and different performance measures. These will be tracked beginning July 1, 2020.	N/A	N/A	N/A	N/A
Build Public Trust through Good Govern- ment	By 2021, 100% of the County Budget will be tied to measurable results and outcomes	N/A	N/A	N/A	100%
	By 2024, 75% of Clackamas County's Strategic Results will be achieved, including annual targets in the Strategic Plan	N/A	N/A	N/A	50%
					5

- Updated the Clackamas County Performance Clackamas plan, including the creation of 12 implementation teams for each of the Board's 12 performance measures.
- In the face of COVID-19, mobilized remote County operations to continue serving the public and conducting all BCC meetings via Zoom technology to continue robust public engagement.
- Created the Office of Equity and Inclusion to better support employees and the public with equity, diversity and inclusion values and priorities
- Initiated several systems and process improvements including coordination of all county policies, regular internal service department customer surveys and budget process efficiencies.

County Administration

Significant Changes from 2019/20

\$ Amount	Description	Service Level Impact, including citizens & staff
\$110,295	Eliminating two Assistant County Administrator positions and replacing them with two FTE to support the new Office of Equity and Inclusion	None
\$71,874	Eliminating vacant Administrative Board Assistant 1 part time position	None
\$10,000	Decreasing the BCC Travel Budget	None
\$120,304	Holding the refill of the vacant Deputy County Administrator position until January 2021 for cost savings	None

Other Issues

Description	Service Level Impact, including citizens & staff
Created the Office of Equity and Inclusion	Equity, diversity and inclusion (EDI) is a top priority and core value of Clackamas County. This new office will provide leadership, strategic counsel and direct support to employees and the community on all issues related to EDI.
Transferred of 1 FTE from Technology Services to County Administration.	Transferred a System Projects Analyst to lead the systems data and analytics for Performance Clackamas for all County Departments.

County Administration

Significant Changes from 2019/20

Description	Service Level Impact, including citizens & staff
<p>Reduction of Tourism and Cultural Affairs Department to a program within County Administration due to drastic reduction in Transient Room Tax (TRT) receipts.</p>	<p>13 employees (11 full –time & 2 part-time) were laid off effective May 4, 2020. 2 vacant positions were eliminated. 2 FTE have been retained (the Department Director will be the program manager, and 1 FTE administrative position). Once the economy rebounds and TRT receipts increase, Tourism and Cultural Affairs will be increased back to a Department.</p>



County Commission (BCC), County Administration & Tourism

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 and support services to the Board of County Commissioners, County Departments and members of the public so they can provide and experience transparent, responsive and effective government.

This is the main operating fund for all tourism programs, guided and directed by the Clackamas County Tourism Development Council (TDC) and is delivered by Clackamas County Tourism & Cultural Affairs (CCTCA). The Tourism Development Fund was established in accordance with the Transient 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 Tourism revenue is interest, miscellaneous fees and sales, reimbursements, and monies carried forward from the prior fiscal year.

Travel Oregon administers the Regional Cooperative Tourism Program (RCTP) and contracts with CCTCA to serve as the fiscal administrator of a portion of their regional funds collected through the State 1.8% TRT, thus these are a pass through for the Mt. Hood/Gorge and Portland Region's program of work.

CCTCA works in partnership with the Clackamas County Arts Alliance and the Regional Arts and Cultural Council, serving only as the pass through agent for their share of General Funds.

County Commission (BCC), County Administration & Tourism

Chair Jim Bernard, Commissioners Sonya Fischer, Ken Humberston, Paul Savas, Martha Schrader
Gary Schmidt, County Administrator and Samara Phelps

FTE 20.80

Total Request \$ 5,683,359

General Fund Support \$ 2,354,394

County Administration Gary Schmidt FTE 13.42 Total Request \$2,467,355 Gen Fund \$ 134,039	Board of County Commissioners Chair Bernard FTE 5.00 Total Request \$1,965,900 Gen Fund \$ 1,965,900	Tourism & Cultural Affairs Samara Phelps FTE 2 TDC Proposed \$1,326,268 Gen Fund \$ 254,455
Performance Clackamas FTE 1 Total Request \$158,646 Gen Fund \$ 15,846	Board of County Commissioners Chair Bernard FTE 5.00 Total Request \$1,965,900 Gen Fund \$ 1,965,900	Tourism & Cultural Affairs Samara Phelps FTE 1.25 TDC Proposed \$647,473 Gen Fund \$ -
Office of the County Administrator FTE 10.80 Total Request \$1,782,792 Gen Fund \$ 59,096		RCTP & Mt Hood Gorge Region Samara Phelps FTE .75 Total Proposed \$424,340 Gen Fund \$ -
Equity, Diversity, & Inclusion FTE 2 Total Request \$449,752 Gen Fund \$ 59,096		Clackamas County Arts Alliance Vacant FTE Total Proposed \$254,455 Gen Fund \$ 254,455



County Administration

Performance Clackamas





Purpose Statement

The purpose of the Performance Clackamas program is to provide strategic performance management and support services to the Board of County Commissioners and County Departments so they can achieve the strategic goals of the Board of County Commissioners and County Department strategic business plans.

Performance Narrative Statement

The Performance Clackamas program has a proposed budget for FY 20-21 of \$158,646. This is a slight reduction from the FY 19-20 budget due to the change of FTE. County Administration has updated the Performance Clackamas Strategic Plan with new key performance measures shown below.

Key Performance Measures

		FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Targets	FY 19-20 Actuals as of 12/31/2019	FY 20-21 Targets
 Result	% Department performance measures that have current data reported in the dashboard	New measure.				
 Result	% Departments that have current analysis narratives for strategic key results ready to review with the County Administrator at quarterly check-ins	New measure.				
 Result	By 2022, 100% of the County Budget will be tied to measurable results and outcomes	No data.				75%
 Result	By 2024, 75% of Clackamas County's Strategic Results will be achieved, including annual targets in the Strategic Plan	No data.				50%

Program includes:

Mandated Services

Shared Services

Grant Funding



County Administration

Performance Clackamas

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg. from Prior Yr. Budget	% Chg. from Prior Yr. Budget
Beginning Balance	-	-	-	-	-	-	0%
Charges for Service	151,740	150,567	153,214	153,214	-	(153,214)	-100.0%
Interfund Transfers	-	-	-	-	142,800	142,800	0%
Operating Revenue	151,740	150,567	153,214	153,214	142,800	(10,414)	-6.8%
Total Rev - Including Beginning Bal	151,740	150,567	153,214	153,214	142,800	(10,414)	-6.8%
Personnel Services	139,587	161,466	168,715	150,559	144,209	(24,506)	-14.5%
Materials & Services	5,496	6,958	6,085	5,029	6,637	552	9.1%
Cost Allocation Charges	8,793	8,095	8,701	8,701	7,800	901	-10.4%
Operating Expenditure	153,876	176,519	183,502	164,289	158,646	(24,855)	-13.5%
Total Exp - Including Special Categories	153,876	176,519	183,502	164,289	158,646	(24,855)	-13.5%
General Fund Support (if applicable)	2,136	25,951	30,288	11,075	15,846	4,771	-47.7%
Full Time Equiv Pos (FTE) Budgeted	1.25	1.25	1.25	1.25	1.00	(0.25)	-20.0%
Full Time Equiv Pos (FTE) Filled at Yr End	1.25	1.25	-	0.25	-		
Full Time Equiv Pos (FTE) Vacant at Yr End			-	1.00	-		

Significant Issues and Changes

BCC-directed departments will be tracking performance information in Clearpoint Strategies, our performance dashboard software. In tracking whether strategic results were "on target," we calculated those where progress could reasonably be determined at this point. We have changed the FTE for this program from 1.25 to 1 and transferred one FTE from Technology Services to County Administration. This is due to the newly updated County Administration Strategic Plan.



County Administration

Office of the County Administrator

Purpose Statement

The purpose of the Office of the County Administrator program is to provide leadership, representation and administrative support services to the Board, individual Commissioners, County Departments, and the public so they can deliver and experience responsive, professional and effective government.

Performance Narrative Statement

The Office of the County Administrator Program has a proposed budget of \$1,782,792 for FY 2020-21. This increase is due to the change from 5 FTE to 10 FTE. This office has recently updated the County Administration Performance Clackamas Strategic Plan which merged 5 programs into 3. 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. The new key performance measures are listed below.

Key Performance Measures

		FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Targets	FY 19-20 Actuals as of 12/31/2019	FY 20-21 Targets
Result	By 2020 90% of BCC Members agree they receive timely strategic counsel from Departments	No data.		75%		90%
Result	By 2020 BCC Members agree that 90% of departments are responsive to their requests for information in a timely manner.	No data.		75%		90%
Result	By 2020 90% of County Administration staff will understand their roles, act as one team and hold each other accountable for the quality of customer service provided.	No data.		75%		90%
Result	By 2022 100% of reserve and contingency funds for general fund supported programs will reside at the County level	New measure.				50%

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. The Administrator serves as the District Administrator for any districts governed by the Board of County Commissioners. 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

Office of the County Administrator

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End	FY 2020-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Charges for Service	1,638,790	1,626,124	1,654,709	1,654,709	1,723,696	68,987	4.2%
Miscellaneous Revenue	-	16	-	-	-	-	0%
Operating Revenue	1,638,790	1,626,140	1,654,709	1,654,709	1,723,696	68,987	4.2%
Total Rev - Including Beginning Bal	1,638,790	1,626,140	1,654,709	1,654,709	1,723,696	68,987	
Personnel Services	1,507,542	1,743,838	1,822,125	1,626,039	1,753,917	127,878	-3.7%
Materials & Services	59,355	75,143	65,723	54,308	13,275	(41,033)	-79.8%
Cost Allocation Charges	94,959	87,427	93,971	93,971	15,600	(78,371)	-83.4%
Operating Expenditure	1,661,856	1,906,407	1,981,819	1,774,319	1,782,792	8,474	-10.0%
Total Exp - Including Special Categories	1,661,856	1,906,407	1,981,819	1,774,319	1,782,792	8,474	-10.0%
General Fund Support (if applicable)	23,066	280,268	327,109	119,609	59,096	(60,513)	-81.9%
Full Time Equiv Pos (FTE) Budgeted	9.30	11.00	11.00	11.00	10.80	(0.20)	-1.8%
Full Time Equiv Pos (FTE) Filled at Yr End	9.30	11.00		8.40	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		2.60	-	-	

Significant Issues and Changes

This office has recently updated the County Administration Performance Clackamas Strategic Plan which merged 5 programs into 3 programs. We have restructured the County Administration program, resulting in an increase in the FTE associated with this program, to better reflect actual personnel devoted to this program. For prior years, we have combined the prior Customer Service program FTE and financials with the County Administration MFR program to better reflect the true combined program.



Equity, Diversity & Inclusion





Purpose Statement

The purpose of the Equity, Diversity and Inclusion program is to provide equitable access, planning, facilitation, representation, consultation and relationship services to County employees and the public so they can experience equitable access and enjoy a welcoming and inclusive place to live, work and do business.

Performance Narrative Statement

The Equity, Diversity & Inclusion Program has a proposed budget of \$449,752 for FY 2020-21. This increase is due to the change from 1.25 FTE to 2 FTE and a special line item specifically used for Equity, Diversity & Inclusion activities. Equity is the principle commitment to ensure 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. Integration of EDI, civil rights, and workforce character establishes the County as a forward thinking, organizing, and results oriented public sector employer and provider. EDI has updated the Performance Clackamas Strategic Plan with new key performance measures shown below.

Key Performance Measures

		FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Targets	FY 19-20 Actuals as of 12/31/2019	FY 20-21 Targets
 Result	By 2020, 100% of appointed Departments will establish performance measures and set targets for providing equitable access to services for diverse populations (equitable service delivery plans).	No data.		75%	Annual measure - no data.	100%
 Result	By 2022, 80% of county employees will participate in an Equity, Diversity and/or Inclusion training.	New measure.			Annual measure - no data.	50%
 Result	By 2022, 75% of EDI events in the region will have a Clackamas County presence.	New measure.				50%
 Result	By 2024, the demographics of County staff will reflect the demographics of the communities we serve.	New measure.				50%

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. The asterisk denotes that data was not collected because we are not doing Affirmative Action as part of the program.



County Administration

Equity, Diversity & Inclusion

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 18-19 Projected Year End	FY 2020-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr
Beginning Balance	-	-	-	-	-	-	0%
Charges for Service	303,480	301,134	306,428	306,428	390,656	84,228	27.5%
Miscellaneous Revenue	-	3	-	-	-	-	0%
Operating Revenue	303,480	301,137	306,428	306,428	390,656	84,228	27.5%
Total Rev - Including Beginning Bal	303,480	301,137	306,428	306,428	390,656	84,228	27.5%
Personnel Services	279,174	322,933	337,431	301,118	258,828	(78,603)	-23.3%
Materials & Services	30,935	58,112	47,171	45,057	106,685	59,514	126.2%
Cost Allocation Charges	17,585	16,190	17,402	17,402	84,240	66,838	384.1%
Capital Outlay	-	-	-	-	-	-	0%
Operating Expenditure	327,694	397,235	402,003	363,578	449,752	47,749	11.9%
Total Exp - Including Special Categories	327,694	397,235	402,003	363,578	449,752	47,749	11.9%
General Fund Support (if applicable)	24,214	96,098	95,576	57,150	59,096	(36,479)	-38.2%
Full Time Equiv Pos (FTE) Budgeted	1.25	1.25	1.25	1.25	2.00	0.75	60.0%
Full Time Equiv Pos (FTE) Filled at Yr End	1.25	1.25	-	0.25	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	1.00	-	-	

Significant Issues and Changes

The total budget of \$449,752 includes a special line item specifically used for Equity, Diversity & Inclusion activities. We have changed the FTE for this program from 1.25 to 2 to better reflect actual personnel devoted to this program. This program will include a new EDI Coordinator and a EDI Officer. These positions will be in place before this Budget is adopted.



County Commissioners (BCC)

Board of County Commissioners


Purpose 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.

Performance Narrative Statement

The Board of County Commissioners Program Proposed a budget of \$1,965,900 for FY 2020-21. 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; the Program is on target to achieve 100% in FY 2020-21.

Key Performance Measures

		FY 17-18 Actuals	FY 18-19 Actuals	FY 19-20 Targets	FY 19-20 Actuals as of 12/31/2019	FY 20-21 Targets
 Result	% of Strategic Results in the Proposed County Strategic Plan achieved or annual on target (Target: 100% by 2020)	No data.	85%	90%		100%

Program includes:

Mandated Services ☐ Y

Shared Services ☐ N

Grant Funding ☐ N

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.



County Commissioners (BCC)

Board of County Commissioners

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 2019-20 Projected Year End	FY 2020-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Miscellaneous Revenue	106	52	-	-	-	-	0%
Operating Revenue	106	52	-	-	-	-	
Total Rev - Including Beginning Bal	106	52	-	-	-	-	0.0%
Personnel Services	728,401	780,673	836,845	836,845	854,055	17,210	2.0%
Materials & Services	189,291	232,632	197,843	194,633	184,624	(13,219)	-5.4%
Cost Allocation Charges	898,163	889,288	915,364	915,364	927,221	11,857	1.3%
Capital Outlay							0%
Operating Expenditure	1,815,855	1,902,593	1,950,052	1,946,842	1,965,900	15,848	1.0%
Total Exp - Including Special Categories	1,815,855	1,902,593	1,950,052	1,946,842	1,965,900	15,848	1.0%
General Fund Support (if applicable)	1,815,749	1,902,541	1,950,052	1,946,842	1,965,900	15,848	1.0%
Full Time Equiv Pos (FTE) Budgeted	5.00	5.00	5.00	5.00	5.00	-	0.0%
Full Time Equiv Pos (FTE) Filled at Yr End	5.00	5.00	-	5.00			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-			

Significant Issues and Changes

The Board of County Commissioners has only one line of business in the Performance Clackamas format. Materials & Services decrease is due to reduction in the Board's travel budget. The increase of Personnel Services is due to the annual fringe benefits.



Tourism & Cultural Affairs

Tourism & Cultural Affairs Program

Purpose Statement

MISSION-

Enhance the quality of life for residents by optimizing the economic impacts of the tourism industry derived from the County's Transient Room Tax.

VISION-

Serve as the leading force to grow 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-

Leader in County and Regional Tourism Efforts

Support Sustainable Tourism Practices

Conduct Effective Marketing and Development of County Tourism Assets and Opportunities

Focus 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

Performance Narrative Statement

Tourism's overall measurements of success are based off of following industry best practices for performance measurement. These include: Transient Room Tax (TRT) monthly revenue collections; Oregon Travel Impacts Report compiled by Dean Runyan & Associates for Travel Oregon annually to report key indicators of the performance of tourism, including travel spending, tax revenue, and jobs supported; and Smith Travel Research (STR) monthly reports of key metrics from the lodging industry including occupancy, average daily rate, and revenue per available room.

Key Performance Measures

	FY 18-19 Actuals	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Annual collection of revenues resulting from the TRT tax collections - County	\$4.7M	\$4.8M	\$2.45M	1.17M
Annual destination spending in Clackamas County as calculated by Dean Runyan and Associates for Travel Oregon (reported calendar year)	\$535.5M	***	***	***
***These figures are unavailable at this time as they are obtained from Dean Runyan in May/June each year.				

Program includes:

Mandated Service

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



Tourism & Cultural Affairs Program

Budget Summary

	FY 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Adopted	FY 19-20 Projected Year End	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	884,642	808,542	461,493	461,493	882	(460,611)	-99.8%
Other Revenues	43,976	66,530	9,500	47,810	-	(9,500)	-100.0%
Interfund Transfers	4,070,110	4,341,028	4,750,139	2,674,584	646,591	(4,103,548)	-86.4%
Operating Revenue	4,114,086	4,407,558	4,759,639	2,722,394	646,591	(4,113,048)	-86.4%
Total Rev - Including Beginning Bal	4,998,728	5,216,100	5,221,132	3,183,887	647,473	(4,573,659)	-87.6%
Personnel Services	1,425,666	1,630,526	1,831,202	1,542,147	216,870	(1,614,332)	-88.2%
Materials & Services	2,894,003	3,011,419	2,588,622	1,293,256	26,148	(2,562,474)	-99.0%
Operating Expenditure	4,319,669	4,641,945	4,419,824	2,835,403	243,018	(4,176,806)	-94.5%
Special Payments	-	299,359	299,359	299,359	254,455	(44,904)	-15.0%
Contingency	-	-	450,000	-	150,000	(300,000)	-66.7%
Total Exp - Including Special Categories	4,319,669	4,941,304	5,169,183	3,134,762	647,473	(4,521,710)	-87.5%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	14.00	13.25	13.25	1.25	(12.00)	-90.57%
Full Time Equiv Pos (FTE) Filled at Yr End	-	14.00	13.25	11.25			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	2.00			

Significant Issues and Changes

A review of our forecasts in FY19-20 revealed overprojections in prior years. The FY19-20 budget was adapted based on revised forecasts. FY20-21 reflects projected impacts of COVID-19 pandemic.



Tourism & Cultural Affairs

Portland & Mt. Hood/Gorge RCTP

Purpose Statement

We inspire travel that drives economic development. Through innovation and partnerships, we share the stories of Oregon's people and places, deliver world-class experiences, strengthen the industry and ensure the preservation of Oregon's way of life and its natural places. We maximize the benefits to Oregon's economy from the statewide lodging tax; comply with the requirements of HB 2267, HB 4146 and all other applicable law; encourage multi-regional and targeted niche marketing; foster management of regional tourism resources; formalize simple, straightforward RCTP procedure; maximize benefits from RCTP funds to the regions; leverage Travel Oregon programs; deliver consistent messages, outstanding experiences, and efficient use of resources and minimize RCTP-related administrative workload on Travel Oregon and the regions.

Performance Narrative

Travel Oregon's Regional Cooperative Tourism Program (RCTP) funds are generated through the statewide 1.8% TLT. Tourism receives a portion of those funds as pass through to support the regional efforts for the Mt. Hood/Gorge region and provide program support within our geographic boundaries of the Portland region. One FTE has staffing offset costs from the RCTP funds to deliver the Portland Region program work for PR and international sales efforts. Additionally, \$24,042 is available for supporting PR media efforts, and marketing or development programs. .75 FTE has staffing offset costs serving as the Mt. Hood/Gorge RDMO regional program coordinator, in addition to \$213,792 available for project and tactical implementation as administered and approved by Travel Oregon.

RCTP performance is closely measured through Travel Oregon's RCTP program guidelines, through quarterly check in reviews with Travel Oregon program staff, annual program and budget tracking reports, annual financial audit, and biennial regional stakeholder feedback via Travel Oregon's industry survey.

Key Performance Measures

	FY 18-19 Actual	FY 19-20 Target	FY 19-20 Actuals as of 12/31/19	FY 20-21 Target
Quarterly reviews with Travel Oregon program staff	4	4	2	4
Annual reports to be completed by the RDMO	1	1	0	1
Biennial regional stakeholder feedback via Travel Oregon's Industry Survey	1	1	0	1

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 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End Budget	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Local Grants & Revenues	518,308	479,583	419,042	424,340	424,340	5,298	1.3%
Operating Revenue	518,308	479,583	419,042	424,340	424,340	5,298	1.3%
Total Rev - Including Beginning Bal	518,308	479,583	419,042	424,340	424,340	5,298	1.3%
Personnel Services	-	87,649	142,150	183,645	92,000	(50,150)	-35.3%
Materials & Services	388,825	205,237	328,840	288,938	332,340	3,500	1.1%
Operating Expenditure	388,825	292,886	470,990	472,583	424,340	(46,650)	-9.9%
Total Exp - Including Special Categories	388,825	292,886	470,990	472,583	424,340	(46,650)	-9.9%
General Fund Support (if applicable)	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Budgeted	-	1.75	1.75	1.75	0.75	(1.00)	-57.1%
Full Time Equiv Pos (FTE) Filled at Yr End	-	1.75		1.75			
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-		-			

Significant Issues and Changes

FY18-19 included additional funds associated with closing the biennium.



Tourism & Cultural Affairs

Clackamas County Arts Alliance

Purpose Statement

CCAA is the chief resource here in Oregon's 3rd-largest county for 5 arts commissions, 6 guilds, 12 libraries, 35 museums and hundreds of artists, writers, performers, creative entrepreneurs, businesses, and educators. We're an information hub for arts patrons and supporters through our Pamplin Media partnership, the State of Oregon entrusts us to act as fiscal agents for the Cultural Trust funds dedicated to Clackamas County and we oversee the grant-making process. We partner with social service agencies such as Clackamas County Behavioral Health for our suicide awareness and prevention program, Ask the Question, and with the Juvenile Department and Parrott Creek for our at-risk youth programs, Stories for Change and the Inter/View Project using the arts as a tool for creativity as a positive outlet and viable coping mechanism. We build relationships with elected officials and business leaders, giving evidence for arts' economic impact, and tools to revitalize downtowns and rural areas with arts industry jobs and cultural tourism. We lead funding advocacy with decision-makers to increase opportunity. We bring people from all ages and demographics across the County together in a wide variety of ways with arts as the pivot.

Performance Narrative

For 25 years, the ARTS ALLIANCE (CCAA) has been the County's vehicle for delivering arts and culture programs to meet the needs of communities, residents, and visitors. County General Fund (GF) dollars partially support CCAA's training and capacity-building work for businesses, organizations, and entrepreneurs; public art exhibitions throughout the County; our robust arts education program in regional schools and social service organizations; and an award-winning arts diversion program operated with the County's Juvenile Department. GF dollars also support highly successful marketing efforts, giving CCAA the ability to reach more residents, serve more youth and grow private-sector contributions. Numbers in all these areas rose, due in part to GF fund leverage.

For 23 years, the REGIONAL ARTS & CULTURE COUNCIL (RACC) has provided stabilizing project grants to County arts organizations and arts programming through Right Brain initiative, an innovative arts education program.

Over the past 14 years CCAA funded 262 projects and secured \$419,939 in private-sector money for local arts and heritage by managing local distribution of Oregon Cultural Trust funds. County GF support helps cover associated administrative costs. Without CCAA in this role, a significant funding gap would exist and many opportunities would be lost.

As we learned in the recent Arts & Economic Prosperity study, the County nonprofit arts and culture industry delivered \$15 million in economic impact in 2015, including audience spending, jobs, supplies and services. It generates government revenue and is a tourism cornerstone, in particular as County population continues to grow.

Key Performance Measures

	FY 17-18 Actual	FY 18-19 Target	Projected Performance	FY 19-20 Target	FY 20-21 Target
CCAA provides training, information, and direct assistance to a minimum of 1,000 cultural organizations and individuals.	2711	2720	2735	2750	2755
CCAA ensures that Youth Arts for Change programming reaches a minimum of 250 youth and community members in its programs, exhibits and performances	575	650	672	725	690
CCAA provides exhibition and gallery training opportunities in 19 gallery venues for a minimum of 175 local artists	206	190	192	195	195
RACC annually awards a minimum of \$64,000 in grants to artists and arts organizations for professional development, project support and general operating support	10	10	18	10	25
RACC's arts integration program, The Right Brain Initiative, provides arts-rich learning experiences for K-5 students in 16 Clackamas County Schools (North Clackamas and Oregon Trail School Districts)	5715	5800	5920	6424	6500

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 17-18 Actual	FY 18-19 Actual	FY 19-20 Amended Budget	FY 19-20 Projected Year End Budget	FY 20-21 Proposed Budget	Chg from Prior Yr Budget	% Chg from Prior Yr Budget
Beginning Balance	-	-	-	-	-	-	0%
Interfund Transfers	299,359	299,359	299,359	299,359	254,455	(44,904)	-15.0%
Operating Revenue	299,359	299,359	299,359	299,359	254,455	(44,904)	-15.0%
Total Rev - Including Beginning Bal	299,359	299,359	299,359	299,359	254,455	(44,904)	-15.0%
Personnel Services	106,285	106,285	106,285	106,285	98,314	(7,971)	-7.5%
Materials & Services	193,074	193,074	193,074	193,074	156,141	(36,933)	-19.1%
Operating Expenditure	299,359	299,359	299,359	299,359	254,455	(44,904)	-15.0%
Total Exp - Including Special Categories	299,359	299,359	299,359	299,359	254,455	(44,904)	-15.0%
General Fund Support (if applicable)	299,359	299,359	299,359	299,359	254,455	(44,904)	-15.0%
Full Time Equiv Pos (FTE) Budgeted	-	-	-	-	-	-	0%
Full Time Equiv Pos (FTE) Filled at Yr End	-	-	-	-	-	-	
Full Time Equiv Pos (FTE) Vacant at Yr End	-	-	-	-	-	-	

Significant Issues and Changes