

Business & Community Services

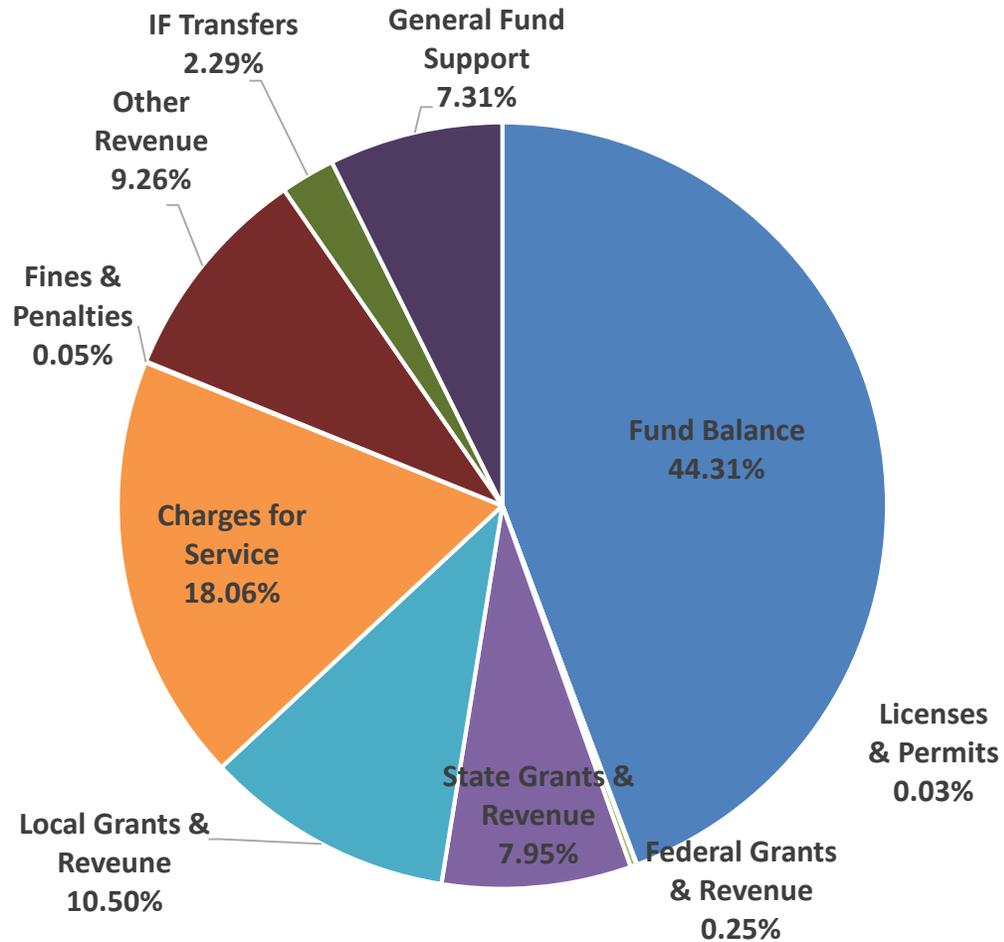
2020-2021 BUDGET PRESENTATION

LAURA ZENTNER, CPA – DIRECTOR
SARAH ECKMAN, DEPUTY DIRECTOR

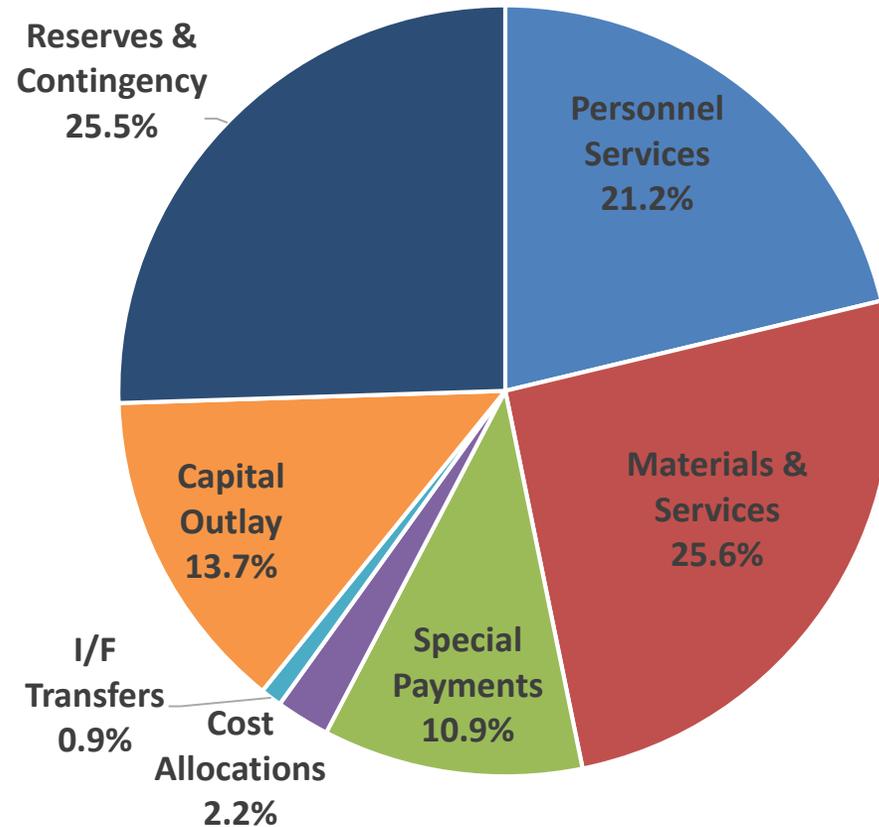


Business & Community Services 2020/21 Revenue and Expenses

Revenue

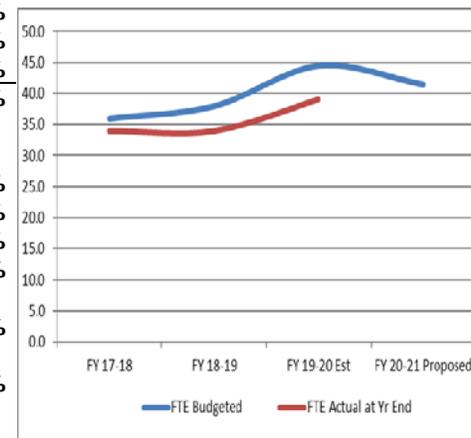
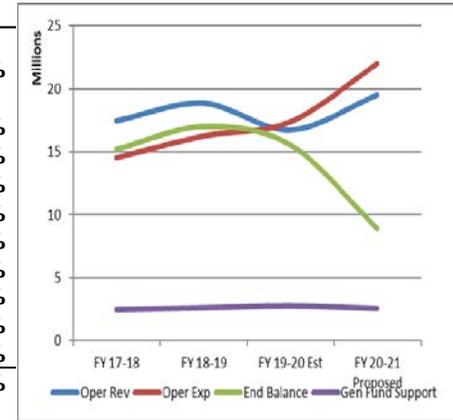


Expenditures



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	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	1,886,938	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) Budge	36.0	38.0	43.5	44.5	44.5	44.5	41.5	-3.0	-6.7%
Full Time Equiv Positions (FTE) Filled	34.0	34.0			38.5	39.0			
Full Time Equiv Positions (FTE) Vacar	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	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		FY 20-21 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	<p>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.</p>
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.

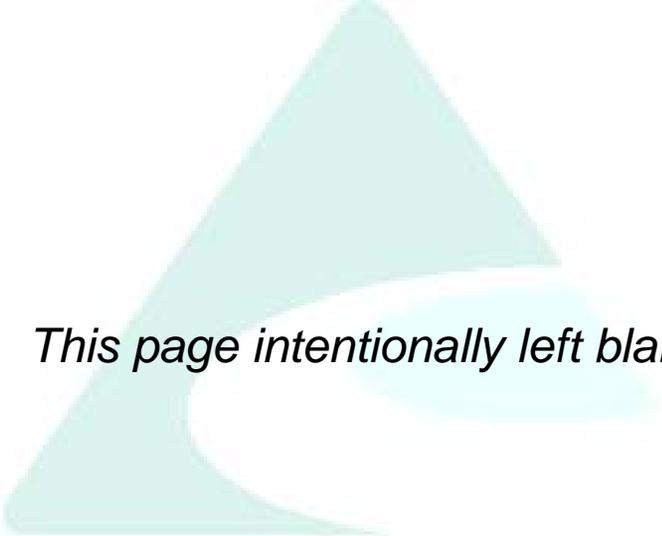
Business & Community Services Questions

- **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





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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

Shared Services

Grant Funding

Explain all "Yes" boxes below

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

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

Explanation: The services provided by Business and Community Services are **mandated services**. 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.



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.



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**.



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."



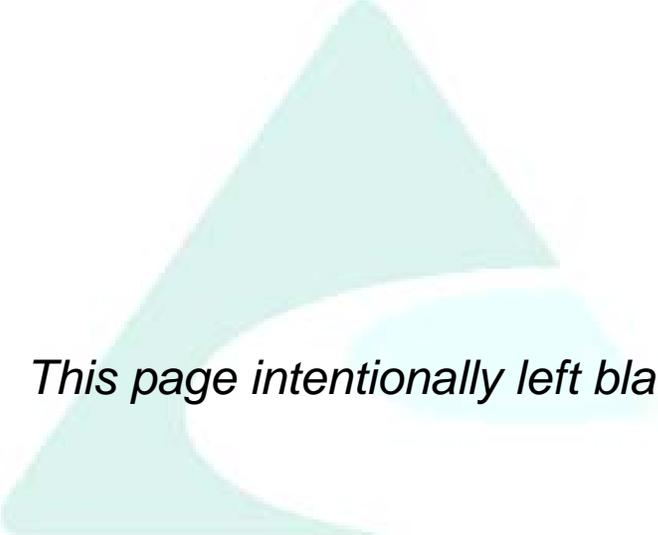
Budget Summary

	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
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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."



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.



Shared Library 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	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."



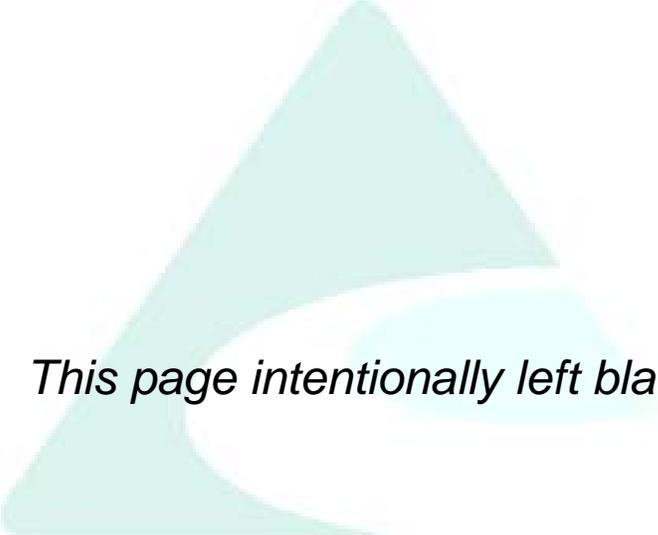
Library Support Services Combined

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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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.



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.



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.



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

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 *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

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 *Property Disposition Program* is responsible for the management and disposition of County real properties as **mandated** under ORS Chapter 275. It is generally self-funded and not dependent upon the County's General Fund.

Areas of responsibility include managing and disposing of surplus real properties that are deeded to the County through statutory tax foreclosure, and providing property management services including title/deed documentation, inspection, maintenance, marketing, contracting and administration as needed.



Property Disposition

Budget Summary

	FY 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.



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.